THE CORRELATION BETWEEN CAREER ANCHORS AND SATISFACTION - A COMPARATIVE ANALYSIS OF MULTIPLE AFFILIATIONS UNDER A SINGLE ORGANIZATIONAL STRUCTURE

by

Darrin L. DeReus

VALERIE J. COXON, PhD, Faculty Mentor and Chair

MICHAEL GREINER, PhD, Committee Member

APRIL BOYINGTON WALL, PhD, Committee Member

William A. Reed, PhD, Acting Dean, School of Business and Technology

A Dissertation Presented in Partial Fulfillment

Of the Requirements for the Degree

Doctor of Philosophy

Capella University

December 2011

Abstract

In an attempt to balance resource availability and workload, leaders in the United States Air Force have attempted to manage the budgets by fluctuating manpower levels. There is minimal research of multiple affiliations (active duty military, government civilians and contractors) and the effects of manpower reductions on the organization. This study collected data on career anchors and satisfaction levels to find the similarities and differences of multiple affiliations in the United States Air Force. The results of this study showed that there were correlations between career anchors and satisfaction scores. There were also differences between affiliations when comparing career anchors and job satisfaction scores. The largest differences came in the area of satisfaction when broken out by rank and age. Almost 28% showed intent to leave and another 22% of those are undecided on their intent. Additionally, 25% showed that job satisfaction influenced their decision to stay, 76% stated that their current position was relevant to their satisfaction and over 45% stated that their motivation for career selection was job satisfaction. A strong positive correlation was discovered between satisfaction and intent to stay. Those more satisfied expressed a desire to stay beyond their commitment while those scoring lower in satisfaction expressed their desire to depart once their commitment was completed. Leadership must find innovative ways to motivate the members of all affiliations in order to ensure retention does not become a concern when the economy improves.

Dedication

"Sometimes the questions are complicated and the answers are simple."—*Dr. Seuss*

This research is dedicated to my Wife, April, who helped me sift through the many thoughts in my brain to focus on the simple answers instead of the many difficult questions. Also, for my children who endured many requests for quiet in the home. They had to sacrifice days and weeks without their Dad for the past 4 years. I love you all very much and I thank you for all of your sacrifices.

Finally, my Mother and Father, Sisters, Cousins, and the rest of the DeReus Clan and Countryman Crew…they've always been there no matter what I have decided to do in my life. By far the most supportive network in the world belongs to me and I'm thankful every day!

Acknowledgments

My mentor, Dr. Valerie Coxon, was the best mentor a student could ask for in a PhD program. She kept me focused, talked me off of many ledges and provided enough direction to make me think on my own. I truly feel I am a better scholar because of her efforts. I would also like to thank my committee members, Dr. April Boyington Wall and Colonel Michael Greiner, PhD. Without their attention and assistance, none of this would have been possible.

I would like to also thank Bowling Green University for allowing me to use the Job Descriptive Index (JDI) and John Wiley and Sons, Inc. for their permission to use the Career Orientation Inventory (COI). Finally, I'd like to thank Dr. Jim Mirabella for talking me into the PhD program instead of getting a third Master's degree.

Table of Contents

List of Tables

List of Figures

CHAPTER 1. INTRODUCTION

A person's career anchor is an individual's view of self (Schein, 1996a). Views are seen through individual beliefs in his or her own talents and abilities, basic values and a sense of motives and needs when considering one's career (Schein, 1996a). Schein (1996a) shows that an individual's career anchors evolve over time as the individual gains life and career experiences. Once the career is chosen, an individual then creates an anchor of oneself based on the career. The career becomes a "stabilizing force" and is a basis of values and motives that the member will not easily give up if forced to change (Schein, 1996a, p. 80). If members must change careers, it is seen as changing their values and motivation for why they are there. The change may not only be the actual career, but changes in the terms of employment such as workload shift, security and stability (Schein, 1996a).

In an attempt to balance resource availability and workload, leaders in the United States Air Force have attempted to manage the tight fiscal constraints by reducing manpower. Manpower has been reduced through a series of downsizing and manpower reductions (AF Audit, 2008; Dorr, 2010; Eaglen, 2007; Gettle, 2006). These manpower reductions may have caused changes in the terms of employment due to workload shifts, security and stability of each affiliation. The multiple group affiliations consist of active duty members, government civilians and contractors who work for independent companies, but are hired by the Air Force to assist in mission performance. These multiple group affiliations work under a single organizational structure, the United States

Air Force, to perform a mission. Under the single organizational structure, the manpower reductions could cause a change in career anchors, as stated earlier by Schein (1996a).

The recent initiatives described within this Chapter (A-76, Program Budget Decision (PBD) 720, Resource Management Decision (RMD) 802, Force Shaping) have had an effect on the terms of employment for all affiliations. These changes could then have an effect on motivation and job satisfaction among the affiliations. Research has shown that downsizing has a direct impact on motivation and satisfaction (Berman, 1998; deVries et al, 1997; Frazee, 1997; Jamrog, 2004; Paulsen et al, 2005). Motivation and satisfaction have been shown to have impact on overall job performance (Herzberg, 1968; Maslow 1943/2002; McClelland et al, 1953). In the late 90s, retention was a concern due to a perceived increase in deployments and a strong economy (RAND, 2004). In a post-9/11 environment, deployments are increasing exponentially, increasing pressures on members, but the depressed economy is keeping retention at an all-time high (Duckworth, 2009). According to Jamrog (2004), the economy should be performing again by 2014. A military force that was once over on retention targets may once again find it difficult to retain the best trained and qualified members within all group affiliations due to decreased motivation and satisfaction.

In order to effectively lead the organization, members in leadership positions must understand how the current manpower reductions affect their personnel under their leadership and work to minimize the impacts in the future. The goal of this research is to examine the current state of the United States Air Force, focusing on the career anchors currently experienced by the multiple group affiliations described. A related goal is to

research job satisfaction among the affiliations as well as the organization in its entirety. Comparing the career anchors and satisfaction levels will enable leaders to understand the similarities and differences among the multiple affiliations and plan for manpower retention in the future. The focus population for the study will be the entire active duty force structure involving all multiple affiliations. The multiple affiliations include active duty military, government civilians and government contractors, which are hired to fill military and civilian position vacancies. These different group affiliations (military, civilians and contractors) work side by side to accomplish the mission of the Air Force which is "to support and defend the constitution of the United States against all enemies, foreign and domestic" (Keskel, 2002).

The measurement tool selected to study career anchors was Schein's Career Orientation Inventory (COI; 1990). The COI measures career orientation and the internal motivators guiding career choice and employee retention (Schein, 1990). The research will not only capture data on career anchors of multiple group affiliations (active duty military, government civilians and government contractors), but will also add the job satisfaction scores from the Job Descriptive Index (JDI) developed by Smith, Kendall and Hullen (1969). The JDI will provide a measurement of job satisfaction for all affiliations and the measurement will provide a total force picture for leadership on the differences among the multiple group affiliations within the single organizational structure when comparing career anchors and job satisfaction. The research will enable leadership to focus efforts on improving job satisfaction, which will affect motivation and job

performance during continued manpower reductions and cause retention concerns as the economy improves.

Background of the Study

Air Force manpower levels have always been comprised of a mixture of group affiliations defined as active duty military members, guard and reservists, government civilians and government contractors. Each affiliation has previous challenges with manpower reductions and has been in a constant state of fluctuation trending toward an overall decrease in the amount of manpower. Active duty military fluctuations have included slight increases with the operations in Afghanistan and Iraq, but are now in a drawdown due to budgetary constraints (Dorr, 2010; Gettle, 2006). Currently, the Air Force plans to reduce the force by 35,000 personnel by 2011 (Gettle, 2006). In the past twenty years military force size has fluctuated with forced reductions with a combination of voluntary incentives for separation and retirement and forced separation and retirements. These reductions could have long term impacts on job satisfaction and may impact motivation and job performance in the Air Force.

According to Fong and Kleiner, (2004, p. 9), downsizing has become a common practice but can be disastrous if employers ignore the human aspect of the downsizing process. Downsizing affects the members who depart the organization, but it also affects the members that stay behind to continue to perform the mission with less resources. The concerns related to downsizing for this research are within the psychological and social psychological effects on the individual. Robbins (2005, p. 12), shows these categories

broken down into several layers. The layers are motivation, work stress, job satisfaction, and changes in attitudes.

Motivation

Prior to downsizing, the military culture appeared to promote high levels of motivation within the organization. The Air Force in 2003 was just coming from battling one war in Afghanistan and a quick initial ground victory in Iraq. Motivation and wanting to perform the military mission was considered very high in the Air Force (Dorr, 2010). In 2005, the rumors of military drawbacks started to spread and then finally started to get incrementally released via short e-mail messages and briefings to all members. The rumors created mounting tension within active duty military. Members were unsure who exactly would be eligible for forced separation, which would get to stay and how it would all be decided. Uncertainty and stress created by rumors cause an almost instantaneous decrease in morale and job satisfaction (Fong & Kleiner, 2004). The impending change in security and safety was seen as a change in conditions of employment. The changes in terms of employment impacts members' career anchors (Schein, 1996a) and could then impact their job satisfaction (Smith et al., 1968).

After forced separations began in 2005 and watching friends get cut, remaining members who were otherwise happy with their current jobs were now looking at increased deployments and longer work hours away from their family. Some active duty members were starting to wonder if the patriotism was worth living a lonely single life with increases in the probability of divorce (Duckworth, 2009). The deployments took a toll on the member and the member's family. For example, a married military member

was deployed for six months to Iraq in 2006. Upon his return, he was informed that his wife would immediately leave for training. Her training would be followed by her deployment making a total of 14 months apart. Six months after his wife returned, they were again notified that he had to deploy the next month for another six month deployment and that there was a 365-day deployment in his future. His wife also was going to experience an increase in deployments to where she would be home six months and deployed six months. The feeling of always being tired and always having to pick up what was left behind was mounting (personal communication, 28 September, 2006). With the deployment cycle as a stressor, the new manpower reductions were an added stress and would only add to the limited amount of military members available to deploy. The result would be an increase in the number of deployments and the length of deployment.

Wondering why one person was chosen over the other to leave and who was to be deployed next was common. According to Fong and Kleiner, (2004), this feeling of being left behind while others are reduced through reductions is called survivor syndrome. Fong and Kleiner (2004) state this feeling is caused by the aftermath of dealing with the overload felt from downsizing. Fong and Kleiner (2004) do state that steps can be taken that will mitigate this syndrome. The steps for mitigation would assist the multiple affiliations by understanding the changing terms of employment and help them maintain their career anchor and maintain their job satisfaction.

Members in the organization need to understand their role in the organization as it changes and avoid the survivor syndrome feeling. Members not focused on the mission

and focused on their own survival are not satisfied. Members who are not satisfied are not performing to their maximum potential (Herzberg, 1968). When morale is affected, it can then add to work stress. The work stress will then lead to decrease in job satisfaction (Herzberg, 1968). The study will research the job satisfaction level of the multiple affiliations where motivation and work stress affect the levels of satisfaction.

Work Stress

Job satisfaction in relation to work stress is discussed in multiple areas of research (Herzberg, 1968; Maslow, 1948; McClelland et al, 1953). The Air Force has recently seen an increase in factors that show that work stress is on a continuous increase with an increase in suicides and deployment fatigue (Dorr, 2010). The most recent work stress has come from over 10 years of continuous combat actions while performing several rounds of manpower reductions.

In previous wars, during periods of conflict, manpower was increased or kept in a steady state as the contingency operations were ongoing. Although the conflicts have been declared over and moved into steady state operations, the duties of the military have not decreased. Manning for the Air Force has been reduced causing a larger increase in work stress. Fong and Kleiner (2004), state that work stress can include longer work hours, increase in duties without the pay that is commensurate with the job performance, additional overtime (paid or unpaid), and having to do things at a faster pace. Although there are manpower reductions ongoing, leadership must take steps to mitigate the stresses of increased work load on the employee or be faced with a decrease in job satisfaction (Fong & Kleiner, 2004). Jobs are continuing to become more dynamic

(Schein, 1996b). As work load shifts, work stress will increase, but understanding expectations will help with the planning process (Schein, 1996b). As work stress increases, the individual must understand how they fit into that dynamic and changing organization. The research will analyze the career anchors of all affiliations under the single organizational structure. The research will also collect data on job satisfaction among the different affiliations. The comparative analysis of the affiliation as the dependent variables and the independent variables of job satisfaction and career anchors will provide leadership a baseline of the current state of job satisfaction and career anchor differences during a period of frequent manpower reductions. The affiliations' career anchors will show where the affiliations are connected within their motives. The measurement of job satisfaction will be compared within each affiliation in the single organization to see if there are differences among the multiple affiliations.

Attitudes and Attitude Changes

As manpower reductions continue into a fifth cycle, additional force shaping initiatives were announced on 2 February 2011. There is a continued and worsening feeling of disappointment. Morale has decreased over the years and employees have been showing signs of dissatisfaction even during the beginning of the manpower reductions (Jamrog, 2004). As the military continues manpower reductions, some military members experience multiple reviews of his or her performance where the outcome is either getting to stay or asked to leave the service. This creates not only a decrease in the morale in current employees facing the manpower reductions, but also creates a lack of trust among the younger employees who witness the repeated reductions (Di Frances, 2002).

The effect has been a perceived change in attitude that went from proud to be part of the world's best Air Force to what has essentially been seen as a series of broken promises by leadership. Many members, both those who have been cut or have had friends forced out, feel that they have become the victims in this downsizing (Fong & Kleiner, 2004). After a full year of recovery from manpower reductions, studies indicate there are still negative effects felt by 72% of companies who have performed manpower reductions (Frazee, 1997). The Air Force has seen continued manpower reductions every year since 2006 without a full year of recovery.

According to Berman, (1998, p 3), when employees are dismissed, it affects the people around them, with whom they have worked. Berman (1998) also states that losing a member of a team puts that team through a similar process that one would expect from the death of a loved one. Berman (1998) equates this to the normal stages of grief. These stages of grief are equal to what has changed the attitude in today's Air Force. Currently, there are concerns that the military is experiencing the anger stage, regardless if the military member's friends were forced out or chose to separate on his own because of previously mentioned stressors. The current perception is that there needs to be a refocus on why the Air Force is in the business they are in and review how personnel and their families are treated (Dorr, 2010).

Members need to reflect on themselves and focus on their career development. As the Air Force experiences manpower reductions, the anger, the frustration, the decrease in job satisfaction will shape the employees' future work ethic. Members will learn from their own experiences and what is experienced by the people they work with

(Schein, 1996b). By learning from these experiences the members can turn all of the manpower reductions into a positive learning experience. As the member gains experience, his or her needs will change over time and becomes motivators for career retention and job satisfaction (Schein, 2003). The focus of this research will measure the current career anchors and how satisfied each member is within his or her current affiliation.

Civilian Forces

The civilian force has also gone through reductions in the late 80s and early 90s which directly led to an increase in the number of government contractors hired to fill later identified short term needs to complete the Air Force mission. With a program called A-76 (GAO, 2001) the civilian employees competed for their current positions against outside contractors. The ultimate result of these studies included decreases in personnel, decreases in pay grades or forced retirements (GAO, 2001, p. 6). Regardless of who actually was awarded the work, civilian or contractor, positions were still reduced, but the workload was not taken away (GAO, 2001, p. 4).

Although civilian forces have not been through as many manpower reductions as the active duty military are currently experiencing, they have continuously faced similar issues that impact their workload, work stress and satisfaction (Dorr, 2010). For example, in January 2011, the civilian affiliation did not receive a pay raise due to fiscal constraints while the active duty affiliation received a 1.6% pay raise.

When one affiliation experiences turbulence in job satisfaction under the single organizational structure, it is the goal of the research to see if it affects other areas of the

affiliation. When one area experiences a manpower reduction, the workload may be shifted to all areas of the organizational structure. The research will measure the similarities and differences among all areas under the single organizational structure, to include government civilian employees.

Background Summary

The result with the fluctuation in the workforce in the Air Force is that within each group affiliation, members are potentially in careers they were forced into taking because of mandatory cross flow. This forced assignment is because of decreases in positions available in their primary or original choice (Lyle, 2011). The new career path or the threat of a new career path changes the terms of employment and may affect members' job satisfaction in their current career. The individual intention to stay in the military is often influenced by job satisfaction and leadership behavior (Griffith, 2005).

The same could be said about civilian and contractors. During downsizing, all members of an organization experience uncertainty which ultimately affects their satisfaction. When members of an organization are uncertain of the effects of the nature of the downsizing or feel ill-equipped to handle the change, the feel they "lack the personal control over the change process" (Paulsen et al, 2005, p. 468). This constant fluctuation in the number and mix of military, civilian and contractor workforces causes an environment of mixed emotions and fluctuating job satisfaction levels due to the uncertainty of each affiliation in the future.

Statement of the Problem

The Air Force, as a single organizational structure, has implemented several manpower reductions over the past 20 years that caused a change in the terms of employment. The most recent changes instituted by PBD 720 and RMD 802 have caused workload shifts and changes in the security and stability of employment that members of the multiple affiliations have come to rely on. The shift in stability and security in all affiliations as well as the increase or shift in workload may cause a change in a member's career anchor and affect his or her job satisfaction (Schein, 1996a). The decrease in satisfaction may cause retention concerns for the Air Force in the future.

The Air Force needs to retain the best personnel in all group affiliations that it can retain. The ability to meet fiscal constraints and still fight two simultaneous contingencies while being ready to react to natural disasters and additional conflicts is becoming difficult. These tasks must be maintained while meeting the balance between workload and manpower levels. As the Air Force continues reductions, the organization needs to understand the key factors that influence all members in the organization when it comes to job satisfaction and retention. The main focus of the research is to find the influences of career anchors, job satisfaction, and retention and compare the results among multiple group affiliations under the single organizational construct.

The research will provide valuable insight into the key areas that influence job satisfaction within the organization. Although each affiliation has different parameters, they all work for a single organizational leader. Using the COI will show the "self-perceived talents and abilities" of the individual, the "basic values and the evolved sense of motives and needs as they pertain to the career" (Schein, 2003, 1996a, 1990). The JDI

(Smith et al., 1969) measures job satisfaction of each employee and the study will show the relationships through comparative analysis of affiliations, career anchors and job satisfaction. Along with the measurements, one must fully understand the manpower challenges the Air Force has been working with and relate that to the past, current and future impacts to retention these challenges present.

Summary of Manpower Challenges

The Air Force is currently in the middle of two overseas contingency operations in Afghanistan and Iraq and has been in a constant state of war since the attacks of September 11th, 2001. Initially after the start of the first war, the Air Force was made up of 351,104 active duty personnel (Air Force Personnel Center website), and 200,000 civilians. In the top 25 companies, there was an estimated 275,000 contractor employees also retained by the Air Force (Government Executive, 2005).

Beginning in 2006, the effects of fiscal constraints and the need for recapitalizing the weapon systems the Air Force operates brought about requirements for reducing the force. The goal of the reductions in the force was to use the savings from the personnel cuts in all three group affiliations to "recapitalize the aging fleet of aircraft" (Gettle, 2006). These cuts were performed with various initiatives that affected all members of the Air Force. They included Force Shaping initiatives, cuts in the Program Budget Decision 720 (Air Force Audit Agency (AFAA), 2008) and cuts presented in Resource Management Decision 802 signed in April of 2009 (Goure, 2010).

The ultimate goal of these measures was to decrease personnel, take the savings from the manpower decreases and use the funding to modernize the aging Air Force

aircraft as well as reinvest in the remaining personnel to "meet U.S. strategic defense objectives and purchase new systems and platforms after years of procurement underfunding" (Eaglan, 2007, p. 2). Holmes (2007) reported that the Secretary of the Air Force announced in 2007 that the force shaping initiatives simply were not working as planned. The reasons cited were; unforeseen increases in fuel costs and increases in costs of the war on terror. While these were valid reasons for not seeing the forecasted savings, they created additional uncertainty among the military ranks.

Force Shaping has continued each year as the military continues to strive towards the final end strength of 316,000 (Holmes, 2007) with new initiatives each year, including the year 2011. Force shaping was not the only initiative that reduced the force. PBD 720, which drove Force Shaping, also reduced the total amount of civilian and contractor personnel. The Secretary of the Air Force stated that even with the savings of PBD 720, the Air Force needed an additional "$20 billion more per year" to meet its needs (Holmes, 2007).

The next initiative that was created to shape the force involved reducing the number of support contractors in the Department of Defense and replacing them with government civilians. In the Secretary of Defense's plan drafted in Resource Management Decision (RMD) 802, jobs that are considered inherently governmental but being performed by contractors were to be identified and the funding reduced to eliminate the contractor positions. Goure (2010) shows that RMD 802 implementation requires that 40% of the funding saved be held back for savings to pay other bills and only 60% was given to the service to hire civilians (p. 2). Goure states that the Secretary of Defense

has “created the perfect conditions for failure” (2010, p. 2). Regardless of the outcome, the contractor workforce now has uncertainty in its future employment in the government.

Roles of Group Affiliations

The roles often fulfilled by each of these affiliations compliment the mission requirements by creating a total force approach. The main role of the military is to train, operate and prepare for overseas contingency operations. The time spent at home station is the training ground for those members to actually perform the mission in other locations during times of war. Military careers that did not have a war time mission were changed over to more civilianized positions where the government civilians could perform the duties, without the added requirement of deployment training for a deployment that really would never come. The civilian force also creates a standardization and foundation of knowledge. This provides continuity as military members move every 2 to 4 years to another assignment. Government civilians generally stay in one location for an extended length of time. There are areas where military members are not required or not available and government civilians cannot either perform the need or the expertise is not organically available in the government, the Department of Defense turns to government contractors to fulfill these roles (Hess, 2009).

The balance for the three affiliations, as shown earlier in this Chapter, has fluctuated over time and the shift has been experienced by all groups. The effect of members and employees’ job satisfaction as they see colleagues forced to retire or separate while they are remaining behind to pick up the workload will be quantified with this research. This would include increase in deployments for military members, the

increase in workload and responsibility by government civilian, and the decrease in the number of contractors in the support contractor field.

During the performance of the mission, there are tasks that are normally completed by military members, those completed by government civilians and other tasks performed by government contractors. The tasks are not all concrete defined tasks that each group is responsible for completion. Several of these tasks are a collaborative effort where all affiliations share in the success or failure of the tasks. An example would be in base security. The base is secured primarily by military members who are armed and trained to protect the facility. This role is expected by the military who have sworn to defend our country against all enemies, foreign and domestic. With an increase in operations and deployments, there was a gap in the ability to meet those security needs. The short term solution was getting other military members, providing basic training on facility security and having them assist during heavy traffic times of the day to check identifications at the gate. When it was recognized that this short term solution was becoming a long term practice, the gap was filled with a government contract to provide more fulltime armed security. During RMD 802 (Goure, 2010), these positions were considered inherently governmental and funding was cut for contractors and reduced funding was provided for hiring government civilians. So for a period of time, the base has military, government civilians and government contractors all sharing the same mission.

The military have a deployment role that requires additional training and time away from home. The contractors were simply hired as armed base guards and the hiring

of the civilians enabled a mixture of the military and contractors. The government civilians can actually perform other base security details and respond where the contractors were strictly base gate security. This is just one small example of how the merging of all three affiliations work together to accomplish one mission. This also shows that a leader has challenges in motivating and retaining members of multiple group affiliations when each has a slightly different role for a common mission.

There are some obligations that apply to each affiliation that may also affect its job satisfaction in the organization. These obligations could be contractual or implied. The contractual obligations include an actual contract that enlisted members fill out when they enlist. A member signs a contract stating they will serve for 2, 4 or 6 years. If they serve honorably, the members may then either elect to leave at the end of their term or sign up for another term of enlistment. This contract is non-severable unless the member has medical or adverse administrative actions that would cause them to be discharged. For officers, their contract is not based on terms, but based on an up or out contingency. Officers are commissioned and were once told that as long as they continue to progress, they generally get to stay. For both officers and enlisted there are circumstances where they incur an active duty service commitment. These reasons include, but are not limited to a change in duty station requiring the member to stay for additional time for the government to recoup the costs of the move. It also includes training opportunities taken by the members repaid at a 2 for 1 ratio. For an officer attending graduate school full time, that officer owes 2 years for every one year taken. When this happens for enlisted members, they have to extend their enlistment to ensure they have the amount of time on

their contract to fulfill payback for the training received. These are normally seen as set times but with the recent cuts with PBD 720 and RMD 802, the rules changed to where the member could be told they are leaving within that same year. These changes caused a change in work conditions that could have impacts on their career anchors (Schien, 1996a).

For civilians, generally they are hired, placed on a probationary period of one year (Air Force Personnel, 2011) and once in that position, they are there until they decide to move or their job is terminated. Only in cases of well documented misconduct is a government civilian fired. This provides a feeling of security, but as shown with A-76 studies (GAO, 2001), this security is not assured.

Government contractors are normally hired "to fill in gaps in the military and civilian workforce" (Hess, 2009). These positions are contracted to a company for generally one year increments with options for additional years. The individuals are hired for a specific purpose, do not have additional duties and do not get to participate in organizational activities unless they are on their own personal time, which is unbillable to the government. The contractor's role is specific and written in a statement of work. The contractor's supervisor is someone within the company and the leader of the organization is actually the customer. If the leader of the organization is unhappy with the performance of the individual, the company may choose to replace the individual, or may not. The hiring and firing is accomplished by the company selected to fill the contractor role. The government hires a company to fill a requirement, not a specific manpower position. The contractor tells the government how many individuals they feel it would

take to fulfill the described requirement. Another key difference is the fact that contractors cannot be held under the military law, unless accompanying the military in combat during times of war (Chapman, 2010). Contractors have obligations to the company to represent their company well by performing the duties for the government in which they were hired.

Current Effects of Manpower Reductions

Past and current reductions have created a ripple effect for morale and job satisfaction within all affiliations within the Air Force. The decreases in all affiliations manpower levels through various manpower initiatives may have future implications on motivation and job satisfaction. Reductions today may cause retention problems in the future years of the Air Force. According to Robert Dorr (2010) the Air Force is no longer the dominating force it was in 1991 (p. 5). The Air Force is crippled with "aging equipment, decaying infrastructure and exhausted airman" which is causing challenges on multiple fronts (Dorr, 2010, p. 9). The Air Force is now half the size it was 20 years ago (p. 5) and combating a high suicide rate (Dorr, 2010), increasing number of DUIs (Wing Staff Slides, 2010) and deployment fatigue (Dorr, 2010, p. 5). The battling of wars on multiple fronts while also decreasing the number of personnel has multiple effects similar to those experienced by civilian corporations. Once immune from the same worries experienced by civilian corporations, all group affiliations in the Air Force will feel the effects of future plans laid out by Defense Secretary Gates in the coming years. The new budget proposed for the next five years includes the initial drawdown of 47,000 troops starting in 2015 (Tilghman, 2010, p. 8). Along with the decrease in the number of

personnel, the proposal was made to increase the healthcare cost contributions made by military retirees (p. 8).

As the Air Force continues to drawdown under the programs previously enacted (A-76, PBD 720, and RMD 802), the Air Force continues with additional manpower reduction initiatives to reach the new congressionally mandated authorized manpower level of below 332,200 personnel. As the newly proposed long term drawdown begins, the training and experience gap continues to grow (AFPC Statistics, 2011). The Air Force has a severe shortage of mid-tier supervisors in the enlisted force, the mid-level officer force and has an expected shortage in the civilian experience level as more senior civilians are eligible for retirement. According to current statistics, manning in some career fields is as low as 77% (AFPC briefing, 2011). It is common for a unit to lose seven experienced members and have them replaced with four brand new members without experience. This creates a quantity and quality gap until the new members can be trained. The issue is that the experience is no longer there to train them.

With attempts to spread the experience levels through the Air Force, some members in all force structures have been asked to retrain into different career fields, take on additional workload and additional deployments. The additional workload and deployments do not come with any additional rank or pay that already is not entitled by law. Whittington and Evans (2005) discussed how Herzberg, McGregor and Maslow all had theories of motivation and how job satisfaction plays a significant part in determining what actually motivates individuals. With their study of multiple theories, the common link was how employees who are not satisfied at work are not performing to their greatest

potential (p. 120). One of the key issues noted by Whittington and Evans (2005) is the long-term effects of current economic conditions and how it is "sucking away the positive motivational contributions" (p. 120). Keeping and motivating employees is becoming more and more important in complex organizations. Those organizations need to provide a sense of importance and meaning to those employees. One way to provide this sense of importance and meaning is through job satisfaction.

The link between career anchors, job satisfaction, motivation and overall performance in the workplace is found in several areas of research. Schein (2003, 1990) shows the effects of having a career and proper career fit while Maslow (1943/2002), Herzberg (1968), and McClelland (1953) developed theories linking motivation and job satisfaction in the workplace. This research will evaluate the correlation between the two when analyzing the variables based on group affiliation.

Schein's Career Anchors

In research conducted by Mays (2007), they discussed choosing Schein's career anchors model because it helps individuals "discover their motivating factors, values, and needs and assists them in making better career choices" (p. 6). Their career anchor is the individual's view of self. These views are seen through their belief in their own "talents and abilities, basic values and their sense of motives and needs" when considering their career (Schein, 1996a, p. 80). Schein (1996a) also shows that these anchors evolve over time as the individual gain experiences in life and occupation (p. 80). Schein (1996a) states that not everyone actually knows his or her career anchor category and some will never discover a true career anchor.

Motivation and job satisfaction leads to increased job performance as shown by Herzberg (1968), Maslow (1943/2002) and McClelland (1953). Schein (1996a, 1990) shows that these motivations are based on the individual preferences and abilities in the workforce and that these change over time. To understand where the individuals' motivations are in the organization, the COI evaluates the current status of the career anchors where employees currently place themselves within their frame of perception of where their career anchors exist (Schein, 1996a). The comparison of multiple affiliations with measurements of the JDI's job satisfaction scores and the COI would show where the motivation and job satisfaction for each affiliation is at that point in time within each career anchor. Considering the multiple challenges now faced by each affiliation, the COI will provide a snapshot of the status of the current organization's affiliation and provide a path for future incentives in retention and leadership focus in the coming years. This would also include the effects of additional force shaping initiatives the Air Force plans to implement well through 2015 as they continue to drawdown by another 47,000 members (Tilghman, 2010).

Understanding where each affiliation anchors themselves is only one piece of the puzzle of understanding the similarities and differences among the multiple group affiliations. The JDI survey will provide a measure of job satisfaction that will be used in the research as a further descriptor of each affiliation.

Job satisfaction is described by many theorists, but the theories most applicable to this research are the theories discussed by Maslow, Herzberg, McClelland, and Holland. Maslow (1943), Herzberg (1968) and McClelland (1953) provide fundamental knowledge

on motivation and job satisfaction in the workforce. Combined with the information provided by Holland (1977) and Schein (1996a) and his career anchors theory, the measurement of a members true career anchors using the COI will show if members are currently matched within their career anchors. The JDI job satisfaction measurement will show if the members within each affiliation are satisfied within their current affiliations. The analysis will provide insight into areas where leadership can focus efforts for improving retention of the best and brightest members while allowing others the opportunity to leave their affiliation on their terms.

Maslow's Hierarchy of Needs

Maslow (1943/2002) studied human needs and how the individual has a certain chain or flow of needs that when met, should create a person who is satisfied with himself and his surroundings (p. 371). The satisfaction occurs at each level of fulfillment. The theory of needs presented by Maslow (1943/2002) focused on satisfaction at multiple levels. The theory was discussed that not all levels had to be fulfilled at 100%, but the various levels of fulfillment had a direct correlation to the level of satisfaction of the individual (p. 389). The needs start from the very basic necessities in one's life to areas of self-actualization.

When opportunities to fulfill each level of Maslow's hierarchy are jeopardized through manpower reductions, according to Maslow's theory, the satisfaction level is reduced. Schein (1996a, 1996b, 1990, 1977) connects with Maslow's theory because Schein also shows that career anchors are developed from encounters one experiences in life. As individuals learn about their career and gain new experiences they continue their

career growth. As time moves along within the affiliation, the individual grows into a new level of needs (Maslow, 1943/2002). With the changes in the definition of the terms of employment through manpower reductions, the career anchors may be changed along with changes in the needs when comparing to Maslow's theory. Analyzing each affiliation and the similarities and differences with career anchors and job satisfaction measures will show the effects manpower reductions have had within each affiliation.

Herzberg's Two Factor Theory

Herzberg's theory of motivation was based on a two tiered construct. Herzberg (1968) theorized that there were two factors that created satisfaction among employees. One was hygiene factors and the other was motivating factors. The motivators are different from the basic hygiene functions. Motivators are the factors intrinsic to the job itself. The intrinsic factors include "achievement, recognition for achievement, the work itself, responsibility, and growth or advancement" (Herzberg, 1968, p. 92). This is not a claim that if individuals receive all of these factors they will be fully satisfied, but without them there is a potential the workers will not receive satisfaction from their work.

The hygiene factors extrinsic to the job are focused on items such as "company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security" (Herzberg, 1968, p. 92). The main difference between the hygiene and motivational factors, according to Herzberg (1968) is that in his studies, he theorized that "motivators were the primary cause of satisfaction, and hygiene factors the primary cause of unhappiness on the job" (p. 92). The changes in policy and working conditions, as well as the job security shown as hygiene factors by Herzberg (1968) that

causes unhappiness. The manpower reductions also have changed the opportunities for advancement and abilities for growth within the Air Force. These areas affect satisfaction and the study will analyze the similarities and differences of satisfaction and career anchors measures among the multiple affiliations.

The research is important to provide leadership a current snapshot of satisfaction within each affiliation under the single organization during the period of frequent manpower reductions. The recent fluctuations may not create retention concerns today, but may cause retention problems as the economy improves (RAND, 2004). Leadership must ensure planning is conducted now to provide quick reaction for retention concerns in the future. The research will also provide additional contribution in the area of career anchors and job satisfaction research. The research will be the first comparison of multiple military affiliations under a single organizational structure. Research by Mays (2007) performed research for the Air Force Reserves, but did not differentiate between military, civilians and contractors. Further, the use of the JDI as a comparative analysis for the career anchors will provide additional evidence of the similarities and differences between the group affiliations.

Purpose of the Study

The purpose of this study is to test the relationships between career anchors and satisfaction within multiple group affiliations within a single organizational structure. This study will be conducted using Schein's COI (1990) and the JDI (Smith et al., 1969) and will compare the independent variables of each affiliation and measure of subscales in the COI and the scores of the JDI as the dependent variables. The study will compare

the similarities and differences among the multiple group affiliations. This study will include job satisfaction scores as a descriptor of how affiliations within a single organization are categorized and how those categories correlate with job satisfaction during a period of manpower reductions. The results will show any differences between the affiliations and provide insight into motivation and job satisfaction indicators to help leadership when making future force shaping and force reduction implementation decisions. The survey was administered to a Midwestern military installation that represented the current Air Force demographic. There are approximately 3,500 members on the Air Force Base and provided a large enough pool of candidates to respond to the research study. For the purpose of this study, members who take the COI were also asked to provide additional demographic independent variable information to include [a] years in the military, [b] years of civilian experience, [c] years of non-Air Force experience, [d] age, [e] military rank, [f] civilian rank, [g] length of time in current career field, [h] current satisfaction level on Likert scale. The dependent variables are the variables listed as subscales on the COI. Those subscales are [a] technical/functional, [b] managerial, [c] security and stability, [d] autonomy, [e] independence and entrepreneurial creativity, [f] service and dedication, [g] pure challenge, and [h] lifestyle. The comparisons will were made between each affiliation and the subscales of the COI to analyze where the differences are located and the satisfaction level of each affiliation within the organization.

Rationale

Today's military leaders of a single organizational structure must understand what motivates and satisfies their employees as they move through their careers. In order to maintain a motivated and satisfied workforce, each group affiliation must be evaluated and compared to understand the similarities and differences among the affiliations. This includes all employees whether active duty military, government civilian or contractors supporting the mission of the Air Force both at home and overseas. With this research, one will be able view the differences between the relationships of career anchors and job satisfaction and examine factors relating to motivation, retention, and job satisfaction within the Air Force.

Pool (1997) showed that motivation was the largest predictor of job satisfaction in the workforce (p. 278). Rabinowitz (1983) further showed that leadership could ease the frustrations of the workforce by understanding how each role fits into the overall goal of the organization (p. 54). Mays (2007) showed that by using Schein's COI (1990) that organizations can measure factors affecting career choice. Clark (2007) showed the JDI was a useful tool used by many organizations to measure job satisfaction. By analyzing the COI (Schein, 1990) and the JDI (Smith et al., 1969), the descriptive non-experimental quantitative survey will be important to providing a baseline for the future job satisfaction of the active duty, government civilian and contractor workforce into the future.

Research Questions and Hypotheses

The study will review the correlations between the COI, which measures individuals' view of self when it comes to their career (Schein, 1996a, 1990) and the JDI (Smith et al., 1969), which measures job satisfaction within six parameters: people, job in

general, work, pay, promotion, and supervision for an exact period in ones life. The correlations will be evaluated against the dependent variable of the multiple group affiliations of active duty military, government civilians and government contractors. The comparative analysis is to determine if there are differences among the affiliations and where those differences exist. The research will focus on providing the foundation for discovering if there are differences and where those differences are located within the single organization. The research will assist leaders of the organization to more effectively implement force shaping initiatives that are expected to continue for the unforeseen future of the Air Force. Having four key Research Questions and answering these questions will provide that baseline and determine what differences exist and will provide that pathway for future leaders. The Research Questions for this study are

1. What is the relationship between multiple group affiliations when comparing group affiliation and job satisfaction scores?
2. What is the relationship between multiple group affiliation COI subscales and job satisfactions scores?
3. What is the relationship between ranks in the multiple group affiliations, job satisfaction scores and the COI subscales?
4. What is the relationship between age and job satisfaction in the entire population when moderated by COI subscales?
5. What is the relationship between job satisfaction and the intent to stay in the organization?

Motivation and job satisfaction have been linked by multiple theorists. Maslow (1943/2002) discussed needs of the individual and how each level must be satisfied at least partially for satisfaction to be achieved. Herzberg's (1968) two factor theory discussed the hygiene and motivating factors that affect a worker's satisfaction. Pool (1997) showed the correlation between motivation and job satisfaction and showed the link that if a workforce is satisfied, they perform at a higher level. Mays (2007) showed that another factor in understanding employee motivation is through job content factors and the difference between a job and a career (p. 14). Van Dam (2005) showed that the difference in a career and a job is that the career is a long time commitment in a specific area of expertise. Schein (1996a) also showed that a person anchors themselves based on the career they are involved in and develop a self-concept based on the career path chosen (p. 80). Clark (2007) discusses how the JDI measures the actual job satisfaction of employees. Once the career is chosen, over time and gaining of experience, an individual then creates an anchor of oneself based on the career. The career becomes a "stabilizing force" and is a basis of values and motives that the member will not easily give up if forced to change (Schein, 1996a, p. 80). If members must change careers, it is seen as changing their values and motivation for why they are there. The change could be not just career, but changes in the terms of employment that could cause the change against the career anchor (Schein, 1996a, p. 86). This study advances the abilities of building a foundation of understanding motivation, job satisfaction and retention. The following are the null hypotheses associated with the Research Questions provided:

1. What is the relationship between multiple group affiliations when comparing

group affiliation and job satisfaction scores?

$H1_0$: There is no statistically significant relationship between affiliation (IV) and job satisfaction (DV) scores.

2. What is the relationship between multiple group affiliation COI subscales and job satisfactions scores?

$H2_0$: There is no statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (DV) in the entire population.

$H3_0$: There is no statistically significant difference between COI (DV) subscale scores and job satisfaction scores (DV) in each affiliation (IV).

3. What is the relationship between ranks in the multiple group affiliations, job satisfaction scores and the COI subscales?

$H4_0$: There are no statistically significant differences between rank (IV), COI subscales (DV) and job satisfaction scores (DV).

4. What is the relationship between age and job satisfaction in the entire population when moderated by COI subscales?

$H5_0$: There is no statistically significant difference between age (IV), job satisfaction (DV) and COI subscales (DV).

5. What is the relationship between job satisfaction and the intent to stay in the organization?

$H6_0$: There is no statistically significant correlation between job satisfaction (IV) and the intent to stay (DV) in the organization.

Significance of Study

Trust in the military has heightened from 58% in 1975 to 79% in 2002 (Toner, 2003). As the trust in the military is heightening, the motivation and satisfaction within the ranks is becoming an area of concern for retention and motivation. With frequent deployments and increases in the length of time of overall deployments and a decrease of personnel through various drawdown measures, the need to maintain a motivated workforce is important. In the general population, when work is considered unsafe, the worker can simply walk away without fear of prosecution. In the military, members are bound by commitments and contracts which bind them to certain time periods, unless the government elects to terminate that contract with the member for the convenience of the government.

In today's world, the changes are more turbulent as people are laid off in the civilian sector, the once safety and security provided by government work is no longer there. As more members are laid off, military or civilian, they have to decide what is next in their life. Not only does this mean the actual release from active duty, release from government civilian or contractor work, but the fear that this could be occurring to the individual in the future. The future workforce will have to recognize that there may be fewer "super organizations" (Schein, 1996a, p. 86) and actually may feel that they are broken up in smaller organizations working in a global scale. Individuals will have to evaluate their career anchors and discover how they fit into the overall structure and monitor how they link into the larger global organization (Schein, 1996a, p. 86). The more individuals can identify their career anchor and their fit in the organization, the

more motivation they will have. The more satisfied that individual is in the organization the better the member will perform.

This study will provide leaders with information that can be used to develop successful strategies to lead multiple groups under a single organizational structure. The COI provides a score that shows which career most matches with an employee's personal values and beliefs (Schein, 1996a). The higher the mean for each question, the more satisfied the employee is in that area. This study is significant for Air Force senior leaders who are looking to increase effectiveness of their leaders within the department. The study will help with more effective implementation of force reductions and restructuring to maintain an effective balance of motivated and satisfied workers in a smaller organization.

This study is also significant because it is the first to use a comparative analysis for the three group affiliations working in the Department of Defense. This study is significant for civilian organizations that also have multiple group affiliations under a single organizational structure. The entire organization must function together. Without any piece of the organization the team cannot effectively function.

Definition of Terms

Group affiliations are the breakdown of where a member in the Air Force corporate structure actually has ties to for employment. Active duty members are either enlisted or officers. Enlisted members are part of the United States Air Force through a term of enlistment or contract for a specified amount of time. An officer is part of the Air Force through a commissioning source and are signed up based on commitments from

training and assignments. When enlisted contracts are up or officer terms of commitment have expired, the members can simply separate and walk out the door. When either enlisted or officer members reach 20 years of active duty service, they may retire and receive a pension of a percentage of their basic pay for the rest of their life effective immediately. If they are separated at 19 years and 11 months, they leave without a pension.

Government civilians are employed by the Air Force through the Air Force Personnel Center and have a period of probation where they can simply be let go of employment. After that period of probation, they are fully employed and entitled to union representation for any disciplinary actions. They also are represented through an appeals process for any forced release of employment.

Contractors who work for the Air Force actually serve the Air Force as the provider of a service. The Air Force is seen as the customer and the member's employer is the company in which the Air Force hired to perform the service. Contract terms are based on a year to year time period and can be severed at any time for the convenience of the government.

All of these *multiple group affiliations*; Active duty military (enlisted and officer), government civilians and contractors, all work for the United States Air Force, which is one singular organizational structure.

Schein (1996a, 1990) defines *career anchors* as "his or her self-concept consisting of [a] self-perceived talents and abilities, [b] basic values, and most important, [c] the evolved sense of motives and needs as they pertain to the career" (p. 80). As the self-

concept is formed, it becomes the stabilizing force or their "anchor" and becomes the values and motives the individual will "not give up" if forced to make a choice (Schein, 1996a, p. 80).

Pool (1997) defines *job satisfaction* as an attitude that individuals maintain about their job (p. 272) and Herzberg (1968) theorized that without job satisfaction employees are not "dissatisfied" but simply have no satisfaction (p. 91). Whittington and Evans (2005) also defined job satisfaction as the employee's subjective feeling or emotion. These emotions were based on overall employment expectations and the actual results of the relationship within that organization.

James (2005) looked at *retention* as the ability to retain quality workers while minimizing turnover within the organization. Retention is increased by improving working relationships with leadership, changing incentive programs as well as valuing employee input.

When discussing motivation, Herzberg (1968) states that *motivation* is complex but can be synopsized as an incentive based on status, promotion, or other tangible acknowledgement that provides the result desired by leadership.

Assumptions

The assumption of this study is that the information gathered from this study is representative of all military organizations within the Air Force. The information derived from this study will be useful for leaders of all organizations that contain multiple affiliated groups within their single structure.

Another assumption is that the amount of members available for the research is sufficient to conduct the study and is representative of every military organization in the Department of Defense or other military based organizations. Honesty is assumed within the research based on that all respondents taking the COI are taking the survey voluntarily and are not under any coercion to answer. Along with the honesty of the respondents, the instrument is also assumed to be reliable and valid due to previous research that has utilized this survey method to achieve defendable results (Mays, 2007).

Limitations

This study was administered to a Midwestern Air Force Base. Although the population of the base is approximately 3,500 personnel, the actual on base population fluctuates based on the demands of the war-time needs. The population is sufficient, regardless of the amount of personnel normally unavailable due to training or other requirements. The COI and JDI are purely administered on a volunteer basis and not every member approached will elect to take the self-administered survey. The desire is to get a cross cutting demographic that would be similar of the characteristics of the larger United States Air Force, but the final results will be based on actual respondents.

It is expected that all instructions, questions and interpretations of the intent of the survey will be understood by all taking the COI and JDI. The study is limited to those that are available, that are willing to take the time required to fill out the survey, the number who actually participate fully, the amount of time that it actually takes to administer all surveys and the receipt of the surveys.

Nature of Study

This study is a quantitative, non-experimental, descriptive study utilizing the COI to research the career anchors of members of the Air Force organization at the Air Force Base. The framework, shown in Figure 1, is a quantitative research method which was chosen due to the requirement to discover differences and similarities within multiple data sets and quantitative research provides that ability to analyze numerically. The quantitative methodology for this research focuses on the correlation methodology which provides information concerning if there is a statistical significance between the COI categories and the affiliations (Cooper & Schindler, 2008, p. 517).

The research will study a single organizational structure, in this case, the United States Air Force. All members of each group affiliation are currently experiencing the effects of multiple manpower reductions which ultimately affect the career anchors, as discussed by Schein (2003, 1996a, 1990). The study will analyze the career anchors of multiple group affiliations of the active duty Air Force, government civilians and government hired contractors through the COI. The multiple group affiliations will also take the JDI to measure job satisfaction scores among the group affiliations. The scores of the COI and the JDI will be analyzed for similarities and differences to ultimately provide feedback for leadership that would impact the future of retention in the Air Force.

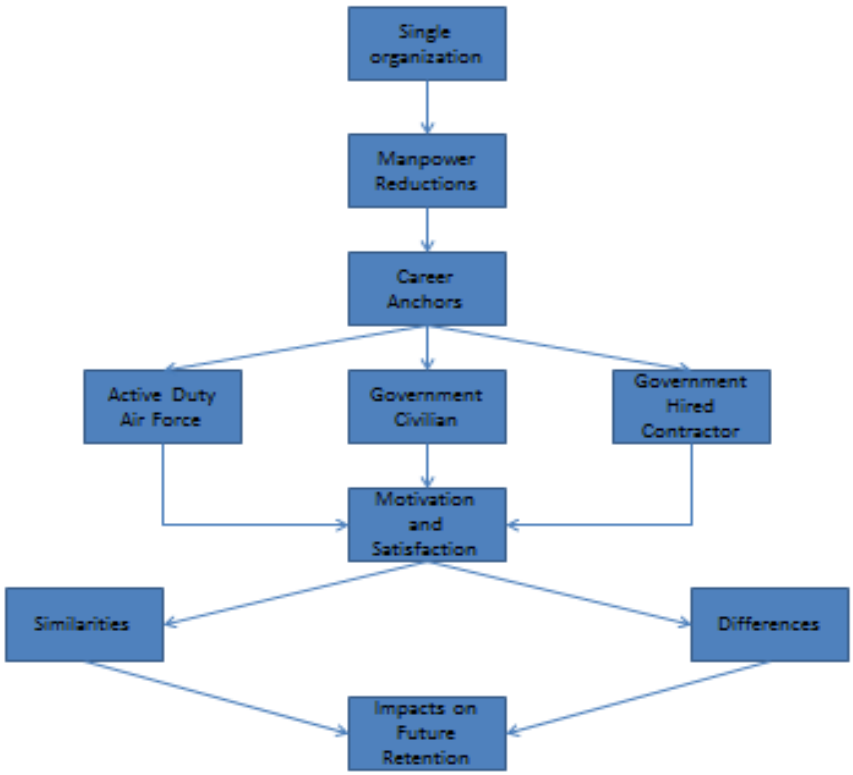

Figure 1: Conceptual framework

The study will utilize Schein's COI (2002, 1990). Mays (2007) utilized the COI and proved that it was a viable tool for "measuring career orientation and the internal motivators guiding career choice, employee retention, and job satisfaction" (p. 11), but focused only on COI to investigate the career anchors which determined the motives of military personnel. This study will include the COI but will also add the measures of job satisfaction as rated by the JDI (Smith et al., 1969). The focus will be on multiple group affiliations under a single organizational structure and not limited to only active duty forces, but adding government civilians and contractors. Using the COI (Schein, 1990,

2002) will provide a way for measuring career anchors as described by Schein (1996a). The JDI will measure the level of job satisfaction for correlation with the COI and will provide the additional depth to correlate career anchors, affiliations and satisfaction.

Organization of the Remainder of the Study

The organization of the remainder of the study encapsulates the entire scope of the research and is organized to flow through the entire process. Chapter 2 is a review of literature which focuses on motivational theories and satisfaction for employees. Another inclusion into the literature review is the deeper review into the history of the force shaping initiatives which effected all group affiliations. The literature review will also show the path of how the motivation and satisfaction is affected by the multiple drawdowns and how Schein's COI (1990) can capture the current career anchors within the affiliations and the JDI measuring the job satisfaction level within each affiliation within the organization.

Chapter 3 contains the methodological framework to support this quantitative research study. The Chapter includes the design and literary support for why the design is appropriate. The Chapter will also discuss the Research Questions as well as the hypotheses that are researched. The research problem and questions are then discussed. The design section focuses on the description of the population, the sample characteristics, the measurement, and data collection procedures to include variables. The Chapter is concluded with a discussion on potential risks and how the research framework attempts to mitigate those risks via gathering permission, maintaining anonymity and ensuring informed consent is followed.

Chapter 4 includes analysis of the data collected as described in Chapter 3. Chapter 5 will present a summary and conclusion of the study with emphasis on future recommendation for additional research and organizational action plans.

CHAPTER 2. LITERATURE REVIEW

Chapter 2 provides a comprehensive review of literature that exists covering important characteristics of the research conducted. The goal is to provide readers a better understanding of the history of manpower reductions in the Air Force. Specifically, the Air Force's focused reduction efforts over the last 11 years. The history will cover manpower changes for all group affiliations working under a single organizational structure. The group affiliations are: active duty military, (both officer and enlisted members), government civilians and contractors who work for companies hired by the government to work for the single military organizational structure.

Once the manpower reduction history is presented, the literature will show the research performed in the past showing the effects of downsizing and manpower reductions on the workplace. The literature will also show how this could affect the current and the next generation of all members of each affiliation. The literature will also discuss the effects of the economy on retention and how retention is linked to manpower reductions. The literature review will also provide motivational theories which shape the motivation, job satisfaction and career anchors and how these theories are correlated.

Schein's career anchor theory literature will provide information into how members in each group affiliation fall into their career anchors and how career anchors relate to motivation and job satisfaction. The Career Orientation Inventory (COI; Schein, 1990) shows how the career anchors determine whether members in each affiliation are working within their areas of interest and the Job Descriptive Index (JDI) will measure if

the members are satisfied in their current positions. The differences between each affiliation's job satisfaction and career anchor will be the main focus for this study and allow leadership the insight into the future force.

The literature will show that downsizing may be required to meet fiscal constraints, but the manner in which it is implemented may impact job satisfaction today and in the future. If satisfaction in the organization is reduced today and members of any of the affiliations are outside of their areas of interest due to the change in working conditions, members may choose to exit once better opportunities present themselves (Smith, 2001). Performing this research and providing an understanding of the Air Force's job satisfaction in its current state may help with retention needs in the future.

History of Force Shaping In the Air Force

In order to plan the future of where the Air Force should be when discussing retention planning, an understanding of where the organization has been is required. Viewing Figure 2, the history of active duty manpower levels shows that the Air Force has been in a constant state of fluctuation and change in the organization is constant. According to the records of the Office of the Secretary of Defense (OSD; OSD Manpower, 2011) the Air Force reached its peak in 1952 with over 977,000 active duty personnel. Throughout the years, the Air Force appeared to peak at the time of conflict and would downsize during the withdrawal phase of each conflict or after the conflict was completed. The Air Force began a rapid downsizing after the fall of the Berlin Wall in 1988 and reduced even during the expedient first Gulf War. OSD records also show that the expectation was to continue a drawdown with civilian manpower as well.

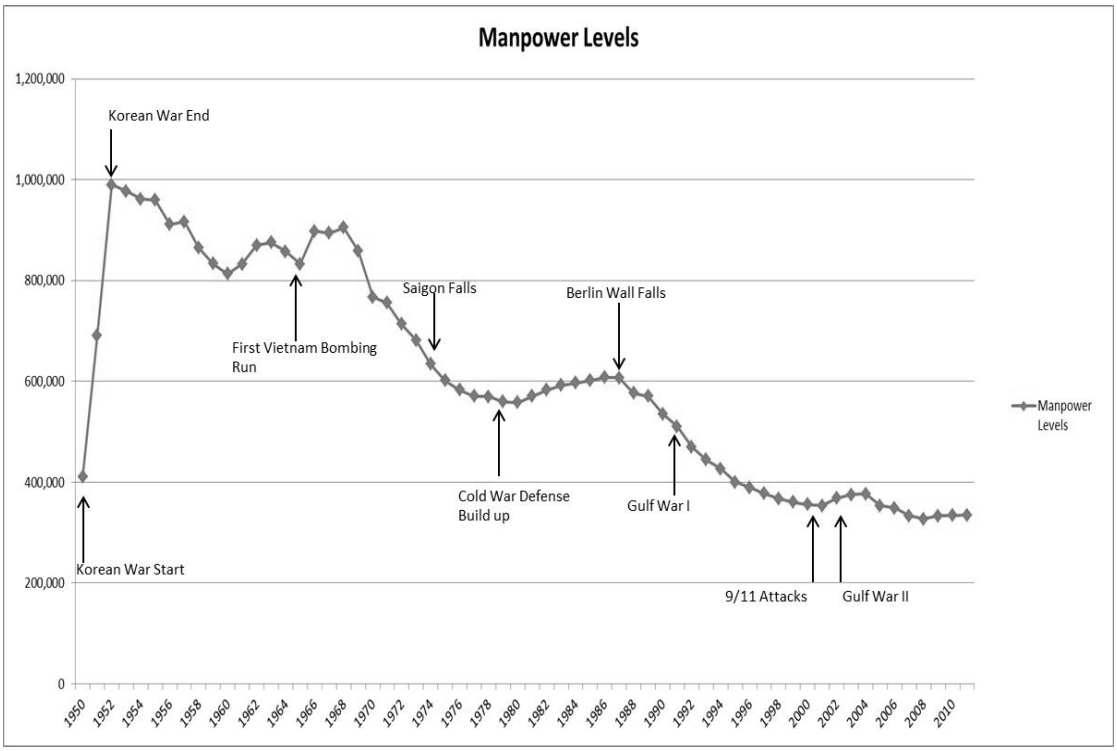

Figure 2: Active duty manpower levels 1950–2010

Note: Data gathered from public records from the Office of the Secretary of Defense Personnel statistics

Figure 3 shows the civilian manpower in all services since 1950. According to the Department of Defense (2003), selected manpower statistics for fiscal year 2003 show the civilian workforce followed a similar pattern as active duty military for fluctuations in manpower over time. The civilian employees hit their peak in 1957 with over 350,000 civilian employees. As of 2001, the workforce was reduced to approximately 175,000 employees in the United States Air Force.

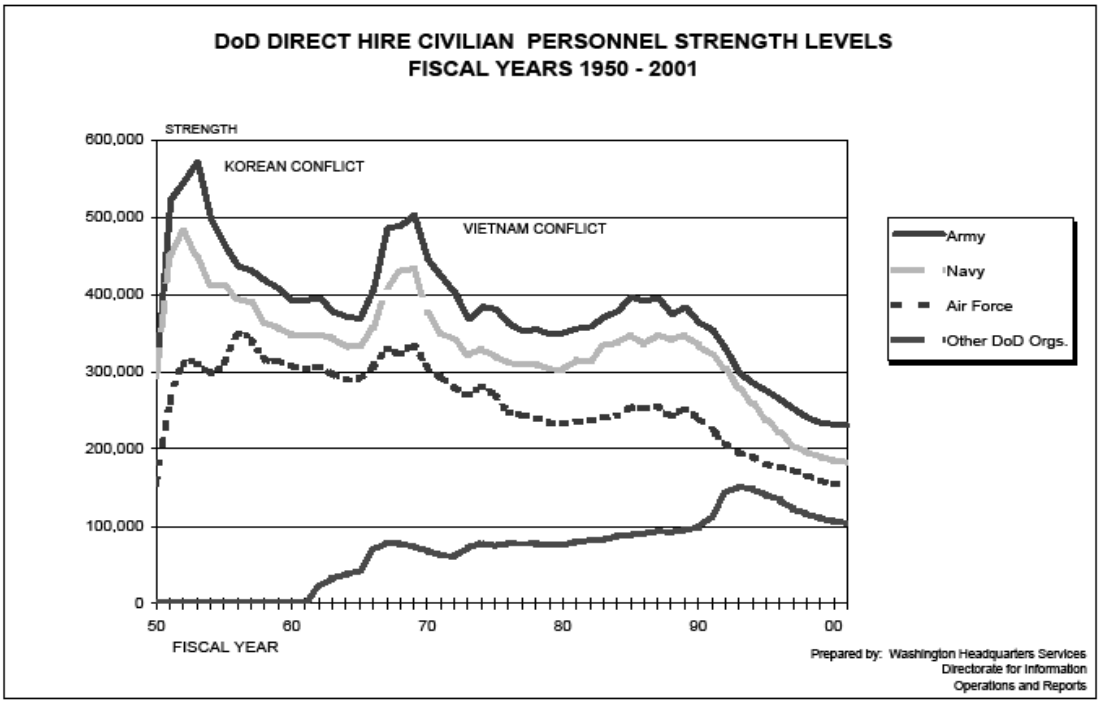

Figure 3: Civilian manpower 1950–2001

Note: From "Department of Defense Selected Manpower Statistics, Fiscal Year 2003", prepared by Washington Headquarters Services Directorate for Information Operations and Reports.

Contractor workforce numbers are difficult to obtain because the manning levels are based on dollar amounts and estimated full time equivalencies. Contractors are hired to fulfill short term gaps within the DoD either through providing a product or providing a service (Kohl, 1996). Over the years, contractors have also felt the ebb and flow of manpower reductions. Contractors rely on defense spending to fund projects and services they provide. When budgets are reduced, requirements are reduced, which reduces the overall requirement for contractors, services and manpower (Khol, 1996; Miller, 1990). The next section will show the history of manpower reductions in the active duty Air Force and how that relates to job satisfaction in the workforce.

Active Duty Manpower Reductions

The reductions to the active duty Air Force, as shown in Figure 2, have been constant throughout history. As conflicts arise, manpower levels are raised to meet those requirements. This was shown with the most recent conflicts. The manpower breakout in Figure 4 is from the year 2000 to as recent as December, 2010. The Air Force was on a continued reduction due to the belief that there was no foreseeable threat to the nation. Smith (2001) discussed that the armed forces grow in times of war and then reduced after the conflict was over. When the attacks of September 11th, 2001 occurred the nation answered the call and the active duty Air Force went into war in the following months. Members joined with the expectation that when they joined, they will be afforded the opportunity to work 20 years and then retire or as long as they were serving honorably, they could depart on their terms (Smith, 2001).

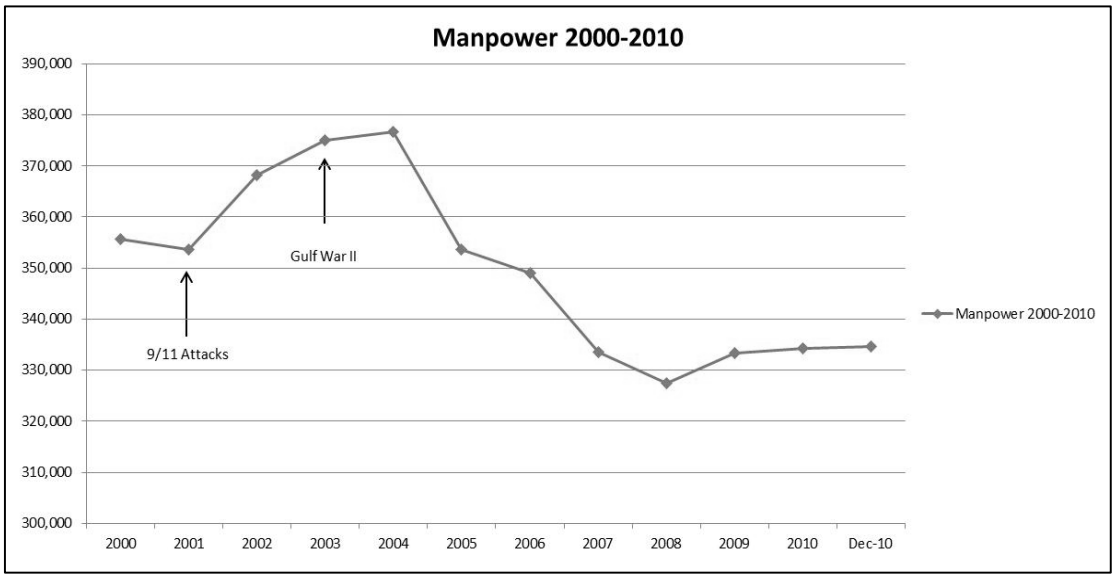

Figure 4: Active duty manpower 2000-Dec 2010

After the beginning of the second Gulf War, manpower levels were at its highest level since the 10 years previously. Because of the War on Terror, the Air Force was allowed to operate over its congressionally mandated manpower level, but the fiscal constraints could no longer allow it to maintain the manning levels while also funding replacements for outdated weapon systems (Gettle, 2006; Hafemeister, 2007). The Air Force formulated a plan to reduce to 316,000 personnel by 2011 (Gettle, 2006). The savings from these reductions would be used to reinvest in aircraft and infrastructure (Dorr, 2010; Gettle, 2006; Hafemeister, 2007,). The reductions would be through voluntary and forced manpower reductions for officers at their three year commissioning point. Members could elect to voluntarily separate under Program Budget Decision (PBD) 720 with some short term benefits or risk being forced out under a promotion style board (AFAA, 2008). Along with the boards, both enlisted members and officers would be offered waivers for commitments to the Air Force allowing them to depart early (Eaglen, 2007; Gettle, 2006; Hafemeister, 2007; Troyer, 2007). The series of separations were mostly due to forced separations causing members to depart well ahead of when they expected. What was more confusing to members was that we are still at a time of war fighting two conflicts in Iraq and Afghanistan.

The active duty manpower reductions continue to occur in 2011. The Air Force still has a requirement to meet end strength goals. The new goal is now 332,200 members, but the Air Force is finding challenges with members who currently do not want to depart the service. With the recession and other financial dilemmas in the United States, retention has been at a higher than expected level. Historically, downturn in the

economy has been a great recruitment and retention tool for the armed services (McMichael, 2008). Retention has been stronger than expected and even with continued manpower reduction efforts, the Air Force is still expected to be over by 10,500 members by the end of 2012 even after the Chief of Staff of the Air Force declared in 2010 that no further cuts in authorizations would be required (Fontaine, 2010). Although the Air Force will not reduce the authorizations, the economy is keeping more members in the service than the service can pay for and must reduce manpower to ensure the congressionally mandated 332,200 active duty Air Force is maintained (Fontaine, 2010).

Manpower reductions have occurred in the active duty forces before, but mostly at a time when conflicts were completed and peace had been declared. According to the OSD manpower charts in Figure 2 and Figure 3, this would be the first time in history where continued manpower reductions occur at the time the military is actively engaged in two wars on two fronts. With the current recession in the economy, retention is not the issue. Historically, when the economy is recovering, retention is difficult and the quality of recruits is reduced because the economy provides a better outlook than military service (RAND, 2004). When the economy does recover, members may remember the continued manpower reductions and the uncertainty of safety and security that it created. Understanding what motivates and satisfies active duty members will be important for leaders to maintain a high quality force into the future. Along with understanding military reductions, leadership in the Air Force must also understand the influence of civilian manpower reductions.

Civilian Manpower Reductions

Over the past twenty years, civilian employees in the Air Force have also been through manpower reductions. Referenced in Figure 2, the civilian employee manpower levels continued to fluctuate. During the 1990s, the government instituted a program called A-76 which enabled contractors to bid for government positions (GAO, 2001). Government civilians were then creating proposals to compete for their own jobs with the goal being cost savings through determining the most cost effective way to perform the mission (GAO, 2001). The impact was an increase in contractor manning and a decrease in the government civilian workforce with an overall decrease in total manning (GAO, 2001). During the decrease, there were very few involuntary separations or retirements. Reviewing these cases, those who were involuntarily separated received separation pay. Then over 90% of those members ended up being hired by the winning contractor to perform the same job (GAO, 2001).

In 1998, President Clinton also announced additional outsourcing to reduce the size of government civilians in the DoD (Anonymous, 1998). The requirement imposed was to downsize the government in order to pay for increased weapons spending. The desire was to reduce the total number of DoD employees by 80,000 by putting up to 200,000 positions up for additional competition with the private sector (Anonymous, 1998).

With the decrease in manpower in the 1990s, the civilian workforce was experiencing the same manpower cuts as the active duty members, but with more opportunities to serve or be retained in the same career. With reductions stabilized, it was

realized that manpower costs continued to rise in the area of contractor costs that provide advisory and administrative services to the government. The DoD developed and implemented Resource Memorandum Decision (RMD) 802 and instituted a program where positions that were performed by contractors were evaluated for performance by government civilians (Goure, 2010). There is question on which affiliation is actually the more cost effective workforce.

There is research that shows that government employees are more expensive than their private sector contractors (Goure, 2010). Others warn that overall reductions in manpower, regardless of the methodology, are setting the DoD up for failure (Goure, 2010). Regardless of the implementation plan, the workload will not decrease and stress will increase for whoever is left behind (Fong & Kleiner, 2004). With RMD 802, the theory is similar to the A-76 initiative in the 1990s but only inversed. The positions performed by contractors that are considered inherently governmental, or those that should be performed by government employees, must be performed by government employees (Goure, 2010). The program is called "Insourcing" and the goal is to reduce manpower through manpower reductions via reducing funding for the contracts. The contracts are discontinued and replaced by government employees at a lower grade and only 60% of the original funding is sent to the organization to fund the employees (Goure, 2010). The claim is that the Secretary of Defense is setting the perfect conditions for failure through continued manpower reductions and decreasing funding continuity (Dorr, 2010).

The government civilians are not immune to manpower reductions. Not only do manpower fluctuations have a strain on job satisfaction, other factors may also reduce the civilian employee's satisfaction. In the 2011 budget, the President instituted a pay freeze for all government employees (Dorr, 2010). The commission that studied the deficit proposed a three year pay freeze, but President Obama reduced the amount to a two-year pay freeze (Clark, 2011). This is a difficult challenge that leadership is now facing as we discuss job satisfaction in the organization.

Government civilians have gone through several changes in the past 20 years. They have lost their lives in Afghanistan and Iraq, they have suffered downsizing and pay reductions/freezes and still perform the mission of providing continuity for our active duty members (Dorr, 2010). It is vital to understand what motivates and satisfies our government civilians and how that differs from other affiliations in the organization to ensure leadership can effectively lead the total organization.

Contractor Manpower Reductions

The contractor workforce has not been immune to the manpower cycles which also affected active duty military and government civilians. In the 1990s, defense spending was cut drastically after the cold war created a doubt in the American public on the need for a large defense (Miller, 1990). From 1977 to 1987, defense spending rose from 5.4% of the gross domestic product (GDP) to 7% of GDP and federal purchases from contractors rose from 68.7% to 78.1% (Saunders, 1990). Even with the first Gulf War brewing in the Middle East, a large increase in defense spending was not seen as necessary and led to massive cuts in actual defense programs (Miller, 1990).

As defense programs such as the B-2 bomber, Advanced Tactical Fighter and Navy next generation submarines were being cancelled or downsized, another front of contractor spending was materializing (Miller, 1990; Saunders, 1990). Studies such as A-76 (GAO, 2001) were created to assist in the downsizing and streamlining of government agencies and create cost savings by comparing the way government civilians operated agencies with proposals from contractors. The fluctuation in manpower was often a reduction in overall manpower regardless of who won the competitive bidding but also created additional jobs for the contractor workforce (GAO, 2001). Even with the changing of resource allocation from government civilian to contractor workforce, the budget was still being cut at a record pace with ultimately a 71% decrease in procurement budget from 1985 to 1997 (Kitfield, 1996). By 1996, an estimated 2 million defense jobs were lost with the defense budget decreases (Khol, 1996). The realization of a new way of doing business meant that the once smaller contractor agencies became merged into larger defense contractors (Sapolsky & Gholz, 1999). By the end of the 1990s, defense contractors were once again gaining a larger share of defense spending and capitalizing on not only developing systems, but becoming consultants on advisory and administrative contracts (Sapolsky & Gholz, 1999).

When 9/11 occurred, the United States Government and the DoD were unprepared to handle the workload on all areas of manpower (Hess, 2009). The quick solution was to hire contractors to fill the gaps where military and government civilians were unable to be acquired, trained and equipped in time to meet the needs of the DoD (Hess, 2009). As new civilians are trained and brought up to speed, contractors were released (Hess, 2009).

In Iraq and Afghanistan, there are almost 43,000 contractors providing services in the efforts on the War on Terror, replacing requirements that would normally be filled by active duty military or government civilians, but the time is almost up for the continued funding of these contracts (Brodsky, 2010; Savage, 2010).

In a post 9/11 budgetary environment there are still fluctuations in the contractor workforce. In 2009, the Obama administration announced further cuts for all funding for baseline contract spending with an overall reduction of 10% (Brodsky, 2010). Along with the decrease in contract spending, the plan is to also bring back government civilian employees to those careers that are deemed inherently governmental (Brodsky, 2010). Defense Secretary Gates stated that "the post Sept. 11 defense spending boom is over" (Peters, 2010, p. 16). Contractors have heard the message and have started to offer their own streamlining and downsizing efforts. Contractor companies are cutting hundreds of jobs and some companies are closing entire plants (Peters, 2010). Lockheed, a top defense contractor, has even stated that some top executives will be offered early retirement packages to reduce costs (Peters, 2010). The ultimate goal is to save and streamline wherever possible.

With the Obama administration's plan for cost reductions, the desire is to decrease contract spending and decrease the overall dependence on private sector employees for critical skills that should be accomplished by government civilians or military members (Brodsky & Newell, 2010). The Office of Management and Budget expect the overall savings from all streamlining and insourcing efforts to save $40 billion each year

(Brodsky & Newell, 2010). The change with the recent downsizing initiatives is to put affordability back into programs within the DoD (Peters, 2010).

The contractor workforce has not been immune from the changes of manpower fluctuations. Herzberg (1968) shows that one of the basic hygiene factors includes security when developing job satisfaction in the workforce. The previous literature shows that as budget constraints are directed, contractor goods and services appear to be the easiest to sever in times of reductions and easiest to procure to fill gaps in services when a rapid manpower increase is desired (Hess, 2009). The fluctuation does not provide a sense of security during periods of reductions, but can provide valuable services in times when the government has a requirement that cannot be met through active duty military or government civilian channels (Savage, 2010). Those members who are satisfied with other areas within their career can be satisfied in the contractor workforce if their career anchor is compatible with that lifestyle (Schein, 1990).

Summary of Manpower Reductions

Each group affiliation has felt the effects of manpower fluctuations. The active duty military experienced an overall decrease in manpower since the end of the Cold War with slight increases for the post 9/11 attacks (Figure 1). With the initial manpower cuts provided with PBD 720, the military started a consecutive decrease in manpower that is still ongoing with plans to continue until 2012 (Gettle, 2006; Hafemeister, 2007). However, this is the first time the reductions have occurred year after year during a time when multiple battles were still ongoing.

Government civilians have also experienced multiple manpower fluctuations. With A-76 studies (GAO, 2001) the civilian workforce was decreased while contractor support positions increased. After recent manpower reduction programs such as PBD 720 (AFAA, 2008) and RMD 802 (Goure, 2010), the government civilian workforce has seen some recent increases in workforce reaching a current level of 173,000 Air Force Civilians (Dorr, 2010).

Government contractors also were not protected from manpower fluctuations. The contractor workforce is designed to fill the gaps when the requirements of the DoD cannot be met immediately by military members or government civilians (Hess, 2009) but also are quickly reduced when the need can be fulfilled by government manpower. With the recent insourcing efforts of RMD 802, contractors were reduced and decreased funding for government civilians was provided (Goure, 2010). The larger picture is that regardless of the fluctuation of personnel, the workload is not decreasing, but overall manpower from all affiliations combined is decreasing.

Previous Research

Although there is sufficient research in the area of career anchors and job satisfaction, there exists a gap in relationship to the study of career anchors and job satisfaction studies focused on military organizations. There are studies that focus on satisfaction within the military, but nothing that focuses on the career anchors of multiple affiliations and correlating job satisfaction with career anchors within those affiliations. This section will show the previous research and the gaps that still exist within the area of career anchors and job satisfaction and prove that the research conducted will fill a vital

gap and help leaders understand the challenges of military and civilian retention in the future.

Reviewing career anchors research, Mays (2007), studied the career anchors of reservists using the COI (Schein, 1990) and the need to improve retention. Mays (2007) used the COI to test the relationship between officers and enlisted. Mays (2007) showed a relationship "between participant self-perceptions of career motivators, career satisfaction, and scores of the COI." The research focused only on the reserve branch and did not include any other affiliation. Mays (2007) also did not correlate the career anchors with another survey instrument to show correlations with career anchors and took only the COI as the single point of measure. The gap still exists with the research conducted by Mays (2007) to add an instrument for correlation and include additional affiliations under a single organization.

Other researchers utilized the COI to study career anchors as it pertains to research engineers (Vanneste, 2005; Wils et al., 2010). Wils et al. (2010) contributed to career anchors theory and showed that there is evidence of a career anchor that individuals identify themselves with. Vanneste (2005) showed that although other factors play into satisfaction, career anchors are one aspect and must be compared to other satisfaction measures to see if there is satisfaction of employees working outside of their areas of interest. Wils et al. (2010) and Vanneste (2005) showed sufficient steps while utilizing the COI and proved different aspects of the measurement tool. Wils et al. (2010) did not utilize another measurement for correlation and Vanneste (2005) did provide the ability to correlate with another measurement tool, but did not look at military structures or

multiple affiliations within a single organization. Those gaps will be fulfilled within this research.

Other research has been conducted utilizing the JDI (Smith et al, 1969), but all still left gaps in research. Clark (2007) utilized the JDI to study satisfaction of employees in a large insurance company. Clark (2007) used the study to correlate satisfaction with intention to leave the organization. Clark (2007) did not correlate this study with the COI (Schein, 1990) and did not involve any military or multiple affiliations. Pearson (1998) also used the JDI to study satisfaction, but also correlated the research with a leisure and mental health measurement. Pearson showed the JDI as a continually useful tool, but did not focus on military and also did not correlate the JDI with career anchors with multiple affiliations.

There are others who have researched satisfaction within the military. Motowidlo and Borman (1978) researched the relationship between morale, motivation, satisfaction and unit effectiveness. One of the seven research tools utilized was the JDI and was found as a useful tool to measure satisfaction. Motowidlo and Borman (1978) showed that there is a link between satisfaction, morale, and could lead to increased unit effectiveness. Although satisfaction has been studied in the military, no link between satisfaction and career anchors has been tested.

Previous research has been conducted using the COI and the JDI but there has not been any research conducted that utilizes both instruments together to show correlation. Although there has been research focusing on military satisfaction, nothing has been conducted to show the long term effects of manpower reductions on the multiple

affiliations. The research conducted within this proposal will utilize the COI to capture career anchors of each affiliation and utilize the JDI to capture job satisfaction of each member to see if there is a correlation between satisfaction and career anchors as it pertains to each affiliation. The research will use this information to provide leadership a perspective of long term effects of manpower reductions on future retention in the Air Force. The understanding of the long term effects will ensure that leadership can make the appropriate plans to ensure that there are sufficient resources in place to continue to support current and future contingencies the United States may encounter.

Motivational Theories Affecting Job Satisfaction

According to Herzberg (1968) "The psychology of motivation is tremendously complex, and what has been unraveled with any degree of assurance is small indeed" (p. 87). Within each theory there is a building effect as one reads of Maslow's hierarchy of needs (Maslow, 1943/2002) and moves to Herzberg's (Herzberg, 1968) two factor theory of motivation. There is also McClelland's (1953) achievement motive. The theories show leadership should motivate and satisfy employees in today's workforce. Schein (2003, 1996a, 1990, 1977) researched how a person uses occupational and life experiences to create an anchor that they will not give up. If the employee is forced to give that anchor up for a career change, the change would be a cause for dissatisfaction.

Martin (2006) showed that there are links between motivation, performance, and job satisfaction and when members do not have the resources required, including sufficient manpower, employees could be dissatisfied. Without motivation and satisfaction, employees may not perform to the desired productivity level or may actually

leave the company once a better opportunity that meets their needs presents itself. Withey and Cooper (1989) show that when members are dissatisfied, their performance drops and they either voice their concerns or they leave the organization when another opportunity becomes available.

Although retention is not a current issue with the Air Force, once the economy recovers, maintaining a motivated and satisfied workforce will be critical for ensuring the Air Force maintains a quality force (McMichael, 2008). Understanding motivational theories as applied for this research is important when discussing motivation, job satisfaction, career anchors and the effects on motivation, job satisfaction and retention in the future of the Air Force.

Maslow's Hierarchy of Needs

Maslow (1943/2002) studied humans and their needs. The theory focuses on how individuals have a flow of needs that when met, creates employees who are satisfied with themselves and their surroundings. The needs start from the very basic necessities in one's life to areas of self-actualization. Maslow (1943/2002) theorized that the first need was basic physiological desires such as the need for food, shelter and clothing. Maslow (1943/2002) discusses that just because a person is hungry does not necessarily mean they are craving nutrients, but may be seeking "comfort or dependence" (p. 373). At the basic needs level, a person who has absolutely nothing, would in essence crave the essential needs first, and the physiological needs. If those needs can be substantially satisfied, not necessarily to 100%, but substantial enough to take the concern away, the individual may move up to focus on the next level of needs (p. 389).

The next level of needs are the safety needs and are emergent once the physiological needs are "relatively well gratified" (p. 376). Within the safety need, the context could be viewed as a setting of safety and stability in the work environment. People going for the familiar and the known rather than the unfamiliar and unknown (Maslow, 1943/2002) could be seen as maintaining the area of satisfying their safety need. Maslow (1943/2002) also mentions an adult may sometimes retain childish attitudes in adulthood and react as though catastrophe is always imminent, which is particularly true during downsizing. As a child who clings to a parent who abuses them due to the need for safety and security, an adult that is fearful of the outside world may also cling to a job that may not be truly fulfilling, but provides the safety and security of knowing there is a job for them to perform (Maslow, 1943/2002).

Once the individual has been provided basic physiological needs and safety and security needs, the next level one attains is the need for love. Remembering that physiological and safety needs do not and most likely will not be met 100% prior to the individual seeking out the next level of needs, the love need focuses on the desire for love and affection (Maslow, 1943/2002). A point that Maslow (1943/2002) makes is that love is the need for belonging with another person and sharing affection and the sharing must include the giving and receiving of the mutual feelings which is similar to the need of belonging and connecting in the workplace.

The next level in Maslow's theory focuses on the esteem needs. The esteem focuses on not only how one views themselves, but also how they feel others perceive them (Maslow, 1943/2002). The esteem need can be separated into two different areas:

desire for strength or achievement and the desire for reputation (Maslow, 1943/2002). To satisfy the esteem need should provide the individual a sense of self-confidence. Without fulfilling these needs, a person could "produce feelings of inferiority, of weakness and of helplessness" (Maslow, 1943/2002).

The final level in Maslow's theory is the need for self-actualization. The theory behind the final need is that once individuals have fulfilled each level to their desired comfort or satisfaction, there still may be an additional need the must be met. The individual self-actualization may take different forms, but it is based upon the fulfillment of the lower level hierarchy needs (Maslow, 1943/2002). Military members that have achieved all levels of needs then reach the pinnacle of their career. They take on additional tasks, accomplish goals and move up the ladder of success. When those opportunities are decreased due to manpower reductions, the level of job satisfaction, according to Maslow's theory, is reduced.

The theory presented by Maslow (1943/2002) also comes with a few caveats. Individuals attain satisfaction at each level based on their desired level of comfort at each level. Maslow (1943/2002) states that it is possible that "the average citizen is satisfied perhaps 85% in his physiological needs, 70% in his safety needs, 50% in his love needs, 40% in his self-esteem needs, and 10% in his self-actualization needs" (p. 389). The defining percentage could be based on individual preferences as well as the upbringing the person has been accustomed to throughout his or her life. Schein (1996a, 1990, 1977) also shows that career anchors are developed from encounters one experiences in life. As the individual learns and gains new experiences, the individual grows into a new

level of needs (Maslow, 1943/2002) and a new career anchor to maintain that job satisfaction level (Schein, 1996a). There are also links between Herzberg's Theory and Schein's Career Anchor Theory.

Herzberg's Two-Factor Theory

Herzberg's theory of motivation was based on a two tiered construct. Herzberg (1968) theorized that there were two factors, hygiene and motivating factors, created satisfaction among employees. Herzberg (1968) theorized that the opposite of job satisfaction was not dissatisfaction, it was no satisfaction and the opposite of job dissatisfaction was not satisfaction, but once again no satisfaction (p. 91). Herzberg (1968) theorized that one need was based on human's basic animal nature, the need to avoid pain and focus on basic biological needs. Therefore hunger drives the need to make money in order to feed oneself.

The motivators are different from the basic hygiene functions. Motivators are the factors intrinsic to the job itself. The intrinsic factors include "achievement, recognition for achievement, the work itself, responsibility, and growth or advancement" (Herzberg, 1968, p. 92). Just because members receive these factors does not assure satisfaction, but without them there is a potential workers will not receive satisfaction from their work.

The hygiene factors extrinsic to the job are focused on items such as "company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security" (Herzberg, 1968, p. 92). The main difference between the hygiene and motivational factors, according to Herzberg (1968) is that in his studies, he theorized that "motivators were the primary cause of satisfaction, and hygiene factors the

primary cause of unhappiness on the job" (p. 92). Although members desire safety and security in an occupation, having job security does not necessarily make the individual satisfied, but not having job security may dissatisfy the member.

The successful application of the two tiered approach of motivation included not making any changes to the hygiene factors but changing the motivating factors and focused on growth, advancement, responsibility, work, recognition and achievement. Schein (1996a) shows the need for employees to find a sense of growth, advancement and responsibility. Herzberg (1968) included those areas as hygiene factors that when present create a potential for motivation in the workplace. With greater motivation, Martin (2006) showed that increases in motivation and satisfaction also increases job performance. Paulsen et al (2005) proved that during downsizing, job satisfaction decreases but begins to rebound after 18 months of steady recovery. The Air Force has not had 18 months of steady recovery since the announcement of the first round of manpower reductions in 2005 with PBD 720 (AFAA, 2001; Gettle, 2006).

McClelland's Achievement Motive

McClelland, Atkinson, Clark and Lowell's (1953) theory focuses on the differences between expectations and perceptions of the situation an individual experiences. The individual has adapted to a certain level of satisfaction and expects a level of satisfaction, when the actual outcome does not meet expectations the disconnect causes changes in the sense of satisfaction experienced by the individual (p. 28). The changes mentioned by McClelland et al (1953) discuss changes that affect satisfaction is used in two separate senses which "it refers on the one hand to the fact that at the time of

arousal of a motive, the affective state which is reintegrated must be different from the one already experienced by the organism" (p. 28). McClelland et al (1953) continues by stating that the "possibility that at the time of acquisition of a motive, the affective state with which the cue gets associated must be undergoing a change" (p. 28). In another manner of speaking, the new motive must be something different than the current status and if the expectation of the new motive does not meet the perception of the individual, then there may be a sense of dissatisfaction.

Other studies discuss aspects of McClelland's theory and how power and achievement drive motivation. According to Storlie (2006) McClelland showed that individuals are driven by several competing needs and are motivational factors when the desire to achieve those needs is present. Storlie (2006) also stated that McClelland's theory focused mainly on the desire to achieve and the need for power (p. 36). So combined with the need to understand the expectation gap between the motive and what the individual actually achieves the desire for achievement provides motivation to close the gap in expectations and gain the satisfaction of achievement. When members have the expectation to serve 20 years in the military and that expectation is diminished, the satisfaction level is decreased due to the loss of expected outcomes (Smith, 2001).

Holland Type B

Holland (1977) theorized that people are predisposed for certain careers, whether they are selected for them or select them out of choice. Holland (1977) also stated that different people prefer different types of careers and that if placed in a career that did not fit their genetic predisposition, personality or competencies attained through life, they

would not be satisfied. Holland (1977) also theorized that although people are predisposed for certain careers, that predisposition can change over time and with experiences.

As individuals evaluate their career anchors and their concept of self within Schein's career anchors theory, they are attempting to find their fulfillment according to Maslow's hierarchy of needs. As employees evaluate their satisfaction, it is an assessment of if their hygiene and motivating factors are being met, according to Herzberg's two factor theory. Within the different work environments, if there is an improper fit due to the personality type and the career chosen or placed in, it is representative of Holland's theory.

Schein Career Anchors

Edgar Schein (2003, 1996a, 1990, 1977) theorized that an individual places personal value by placing their own self-conceptualization into their careers. Schein (1996a) said that a person's career anchor consisted of 1) self-perceived talents and abilities, 2) basic values, and 3) the evolved sense of motives and needs as they pertain to the career. Vanneste (2005) discussed that Schein's theory allows employees to have insight into their own areas of "competence, values, and motives" (p. 18). Schein (1996a) theorized that once individuals have entered the workforce, after approximately three years, the members had placed their self-concept of who they are and their career. That self-view becomes the stabilizing force and is not something the individual will easily give up.

Schein (1996) suggested that employees consider three questions that would assist them in considering a career path:

1. What are the individual's talents and skills, strengths and weaknesses? This assesses work talent.
2. What are the individual's main motives and/or drives? This area focuses on the member's motives and needs.
3. How good do individuals feel about their work? The question is important in evaluating attitudes and values.

Schein (2003, 1996a, 1990, 1977) originally created five areas of career anchors which included [a] technical/functional, [b] managerial, [c] security and stability, [d] autonomy, and [e] independence and entrepreneurial creativity. Later, when Schein (1996a) revisited the career anchors, he briefed additional career anchors and added three additional career anchors [a] service and dedication, [b] pure challenge, and [c] lifestyle. Schein (1996a, 1990) defined the Topology of Career Anchors as:

1. Technical/Functional: These individuals feel that they have a strong talent and high motivation for a specific type of work. They enjoy really being able to perform their talent and that it be challenging. If they are moved into other areas they are less satisfied and feel less skilled. Their identity is their content of their work. These individuals are committed to a life of specialization and are not as much general managers, but can be functional managers.
2. General Manager: Individuals in this group are motivated by being able to make a difference between success and failure. They want to rise to

organizational levels where they will be responsible for major policy making decisions. They see specialization as a career trap and desire to know several functions. Key motives for this group are advancement up the corporate ladder to higher levels of responsibility and opportunities for greater leadership positions.

3. Autonomy/Independence: These individuals like to be free from rules, procedures, work hours, dress codes or any other basic organizational rules. They prefer to be on their own terms. Although all members normally have a certain level of independence, this group has an overriding anchor that allows them to set their own schedules such as consulting or teaching or in larger organizations areas such as financial analysis or research and development.
4. Security/Stability: These individuals are motivated by job stability. The need to be safe and secure helps them plan out their future. They desire the ability to plan out their career and life stages, to include financial stability and retirement. They will accept being told what to do, where to go and when to go if it means being able to have security for the long term.
5. Entrepreneurial Creativity: The individuals in this career anchor feel the need to build and create new business. Either by making something brand new or reorganizing and making old business new again through innovation. Although close to Autonomy/Independence, the Entrepreneurial Creativity differs because they want to prove they can create business.

6. Sense of Service, Dedication to a Cause: These individuals enter careers because of the values they want to embody in their work. They enjoy working with people to make a difference in other's lives. These employees are geared more towards the values than the actual talents or areas of competence required.
7. Pure Challenge: These employees feel they can conquer anything or anybody. To them success is overcoming impossible obstacles, solving unsolvable problems or winning out over tough opponents. They are inherently competitive.
8. Lifestyle: These individuals are looking for the work/life balance. These employees plan their existence on the basis that careers are less important than family and feel satisfied when the family can be integrated into the career. A key to this anchor is the unwillingness to uproot a family simply for a career opportunity.

Schein studies all aspects of career anchors and although some may feel they have multiple facets of each anchor, Schein states that there can only be one anchor (1990). When no clear anchor exists, the belief is that individuals have not had enough life experiences to define their career anchor (Schein, 1996a, 1990).

Career Anchors Literature

Marshall and Bonner (2003) discussed Schein's theory in relation to downsizing and stated that younger workers were able to adjust to downsizing efforts when compared to those who had been in the workforce significantly longer. The theory was not as much

to deal with age as it was to prove that the younger workers tend to have a different career anchor than those in other generations (p. 283).

Wils, Wils and Tremblay (2010) looked at the possibility of there being more than one single dominant career anchor with one study showing that the potential exists for the majority of the workforce to have multiple anchors. Danziger and Valency (2005) showed there were cases of multiple anchors but the majority had a single career anchor. More importantly, Danziger and Valency (2005) also proved that those with congruence between career anchor and job settings led to higher job satisfaction. Additionally, Danziger and Valency (2005) also showed that those without congruence had decreased job satisfaction. Career anchors are also important to overall team performance. Smith (2005) showed that teams were more likely to meet organizational goals when the team members or team leader's anchors were complimentary.

Marshall and Bonner (2003) discovered correlations between career anchors and age and gender. The significant correlation occurred with age and stability and security anchor and age and autonomy/independence anchor. The younger employees were looking more for security and stability and older age-groups had lifestyle as their key anchor (p. 286). When discussing downsizing, the research discovered that those that went through downsizing, security/stability was the least important anchor (p. 285). The research that will be conducted within this paper will also search to validate that discovery.

Summary of Motivational Theories

Within Maslow's (1943/2002) theory, the individual starts with basic needs and must be fulfilled to a level in which the individual is satisfied sufficiently in order to move to the next level of need. With Herzberg's (1968), the study suggests that some of the same motivational factors described by Maslow (1943/2002) as basic physiological needs are basic hygiene needs for an individual in Herzberg's theory. Herzberg theorized that although the need was there, if it was not met the result was no satisfaction. In order to achieve satisfaction, Herzberg (1968) discussed that the motivational factors must be present and fulfilled. However, Maslow (1943/2002) theorized that not all of the factors must be present fully in order for a worker to be satisfied. Schein (2003, 1996a, 1990, 1977) also showed that when a person takes life experiences and applies those to career choices, a career anchor is created that the member uses for future motivation and satisfaction.

Maslow (1943/2002) also noted that some behaviors based on multiple levels of needs. McClelland et al (1953) showed that as workers go through their career, there are expectations and the desire to achieve and gain power. The motivation based on McClelland's theory would focus on the expectancy of achieving the desired salary and the dissatisfaction would occur between the gap between the expectation of the desired outcome and the actual outcome achieved (p. 28).

Herzberg (1968) theorized that the factors were different for satisfaction and dissatisfaction. What drove satisfaction were not the same factors that caused dissatisfaction. Maslow theorized that the needs were simply physiological needs that

had to be met in order to fulfill the individual needs. Storlie (2006) stated in his research that "In contrast to Maslow's more abstract conceptualization, McClelland's conceptualization offered researchers a clearly defined set of needs as they relate to workplace behavior, and has found considerable popularity in research on individual factors relating to work motivation" (p. 37). So although Maslow (1943/2002) was providing a listing of needs to be fulfilled, McClelland provided a finer tuned list of needs that could be utilized in more of a managerial setting. Schein (1996a) assembled desires into categories or career anchors and those anchors are the basis of one's desired career goals and satisfaction levels.

All motivational theories provided have areas in which weaknesses are discussed. Not all motivational theories are a complete list of steps to follow that will guarantee successful and motivated employees. In Maslow's (1943/2002) theory, not all of the needs must be fulfilled completely and may not ever be filled completely. The individual may not achieve the final stage of self-actualization and some may only fulfill the basic need of love and belongingness. Herzberg's (1968) focus was on enriching the job by manipulating the motivational factors to the individual's desires within the control of management (p. 93). Schein (1996a, 1990) shows that career anchors are based on stages in a workers career and when those areas are disrupted, the worker may no longer be satisfied. A motivated and satisfied workforce is vital to ensure job performance is continued, even in turbulent times. Although retention is not a concern for the Air Force now, once the economy improves, members will seek other options to fulfill their motivational and satisfaction desires (Withey & Cooper, 1989).

Effects of Downsizing

According to Pool (1997) the greatest prediction of satisfaction on the job was work motivation. Kotter (1990) showed that motivation inspires and energizes employees. However, downsizing creates the opposite of satisfaction and motivation. Understanding the impacts of downsizing on the organization is important for leaders to understand the effects of downsizing on Air Force retention in the future.

Frazee (1997) showed that 72% of companies experience an immediate negative affect from downsizing while 36% still feel the negative effects of downsizing a year after the manpower reduction occurs. Di Frances (2002) discusses 10 reasons for not downsizing that organizations have to overcome after manpower reductions. Some do not correlate directly to the Air Force organization but the majority may apply. These areas by Di Frances (2002) include:

1. Lack of recallable employee pool. Normally the loss includes the trained and experienced members.
2. Poor morale and lack of trust among younger employees. As the younger members witness waves of members being forced out against their wishes, the younger employees may no longer trust the organization to do the right thing when it comes to taking care of the people within its employment.
3. Loss of knowledge and experience base.
4. Loss of available mentors for existing and new employees.
5. Employees may be needed again before savings are fully realized. This is evident as the effects of PBD 720 were not as beneficial as previously desired.

According to Holmes (2007), the Secretary of the Air Force stated that the "drawdown is not having the desired effect" (p. 1).

6. Possible need to bring employees back as independent contractors at a higher total cost. As stated in previous discussion, through various initiatives (A-76, PBD 720, RMD 802) the balance of active duty military, government civilian and contractor workforce has been in constant fluctuation with an overall decrease in manpower levels.

Although the overall goal when performing manpower reductions is to ultimately save money, the application must also include changes in workload allocation. York (1997) showed that normally during manpower reductions, critical skill sets depart the workforce and leave those remaining to bear the workload that has not changed. York (1997) recommends that individuals need to take control of their own career, when possible and adopt the fact that term or temporary employment is more common than tenured positions. Woodward (2007) states that morale and employee satisfaction is below 50%. In order to mitigate the effects of downsizing, the leadership must recognize and develop methods to motivate and retain employees.

Motivating and Retaining Employees

With the continued manpower fluctuations in all affiliations and the ultimate decrease in overall manpower resources, there is a need to understand each affiliation and acknowledge that retention will be a concern once the economy recovers (McMichael, 2008). According to Boddie, Contardo and Childs (2007), the current workforce is in a state of struggling for power as workforce shifts and jobs become scarcer. Maslow

(1943/2002) focused on the physiological desire for esteem and Herzberg (1968) theorized that the power was not necessarily a motivator, but the need for achievement and recognition were the top two motivators. McClelland et al. (1953) also theorized that individuals strived for achievement and power based on their visualization of success expectation in their own minds. The success of power is a perception by the individual worker. Boddie et al (2007) state that as employees grow in their perception of power they "expect their subordinates to behave with the appropriate respect for the position of power they have worked so hard to achieve" (p. 25).

Another aspect of the current workforce is the expectation of salary increases over time. As a basic need within the theory of Maslow (1943/2002) and a hygiene factor for Herzberg (1968) and a show of potential power and achievement for McClelland's (1953) theory, today's employees expect salaries to maintain a stable climb to provide security for their families. Along with salary desires, Boddie et al (2007) show that promotions are expected and should be based on longevity. However, with current administration policies, pay freezes have been enacted for the next two years (Dorr, 2010) and workforce reductions for the entire DoD are planned well into 2015 (Tilghman, 2010).

Another concern is that almost half of the government civilian workforce is eligible to retire (Peters, 1996). As baby boomers exit the workforce, their habits and ethics have not gone unnoticed by the newly developing workforce and there may be a culture clash as the two generational work ethics converge. The future workforce will bring new experiences and expectations with them. According to Baldonado and Spangenburg (2009) Generation Y workers grew up with very involved parents with

"busy schedules—sports, music lessons, and scheduled play-dates occupying much of their time" (p. 99). So these individuals are used to constantly being busy and these individuals had influence in the decision making process because "their parents constantly communicated with them" (Baldonado & Spangenburg, 2009, p. 99). These new workers grew up with a life full of technology, surrounded by cell phones, instant access to multiple outlets of entertainment and information. The future workforce has grown up with instant collaboration with real time updates and text messaging. Most future employees will expect the same communication at the workplace that they experienced as they grew up and went through college.

These young workers will adapt to changing technologies and will maintain the busy schedules in which they were raised on. "The future worker will be unconstrained by time, space, and organizational boundaries and will leverage innovative technologies to communicate and interact effectively" (Boddie et al, 2007, p. 26). All of these changes do not change the motivational factors within Herzberg's theory, but what defines achievement may be different between baby boomers and the next generation of workers. As Herzberg (1968) defined motivational factors as: achievement, recognition, work itself, responsibility, advancement and growth, the next generation of worker may change how each is defined. Young future workers' expectations will be different than the baby boomer generation. Boddie et al (2007) utilized a quantitative survey to measure the hygiene and motivational factors according to Herzberg's theory and discovered that the motivational and hygiene factors truly did not change, but the order of importance shifted slightly compared with previous research. These new workers are the next generation of

Airman, civilians and government contractors that will be recruited and retained for the future of the Air Force.

Research provides mixed suggestions on the future workforce and the desire for satisfaction. With evidence already provided by Boddie et al (2007) and Baldonado and Spangenburg (2009), the research provides similarities and differences on how the future employees may behave when challenged and their need for satisfaction. Boddie et al (2007) suggested that the next generation will not care about time and space and will want the new emergent technologies and want to communicate immediately and effectively (p. 26). When discussing satisfaction, Boddie et al (2007) also suggests that if the need for the capabilities and resources expected are not met, the workers may become dissatisfied and will possibly move on to more innovative employers. Baldonado and Spangenburg (2009) take the suggestion a step further by suggesting that the workforce of the future will need great care by executives and managers. The next generation may be more optimistic and potentially a bit more idealistic than their previous generation and Baldonado and Spangenburg (2009) also state that as the next generation enters the workforce "managers and executives must develop flexible and varied managerial behaviors to effectively motivate and manage this cohort" (p. 99).

If the next generation is not satisfied in his or her current position of employment, future workers may not be hesitant to depart the company. Baby boomers desire the long term safety and security of employment and hold on average approximately no more than 10 jobs in a lifetime (Boddie et al., 2007, p. 26). Generation Y "defined as those born after 1980" (Baldonado & Spangenburg, 2009, p. 99) could potentially hold twenty to

thirty jobs by the time they have completed a forty year career (Boddie et al., 2007, p. 26). Schein (1996a) states that career anchors are even more applicable as more individuals are laid off. Schein (1996a) continues by stating that careers may become more temporary for job experience and there may be fewer super organizations, but several smaller organizations.

Measurement Tools

In the review of literature and evaluating tools for testing the motivation and satisfaction of the organization, two tools were reviewed; the Job Descriptive Index (JDI) (Smith et al., 1969) and Schein's COI (Schein, 1990). Each was reviewed for its applicability to the study being conducted and ability to administer to large groups within the constrained resources.

The JDI was created by Smith, Kendall and Hulin (1969) to measure satisfaction. The instrument measures the satisfaction of employees in five different areas; work, pay, promotions, supervision, and coworkers. There are 72 items on the JDI and each consists of a simple phrase with the response selection of "Yes", "No", or "?". Pearson (2008, 1998) utilized the instrument for her studies and tested the validity of the already established tool for measuring satisfaction.

The COI was created by Schein (1990) and has measures the career anchors of employees within an organization. The instrument itself does not measure satisfaction, but Danziger and Valency (2005) showed that using the COI is effective when matching with satisfaction surveys to show the correlation of career anchors and satisfaction. The

pairing of the COI and the JDI will provide the ability to find the correlations between affiliation, career anchors and job satisfaction.

Summary

The literature review provided information about the history of manpower fluctuations in the Air Force beginning in 1950 and showed the manpower reduction initiatives over the most recent 20 years. These changes through various efforts affected all group affiliations with fluctuations over time in all areas, but an overall reduced manpower level for the Air Force as a whole. Hill (2004) shows that as organizations become leaner, employees must learn to handle greater workload through their careers. As the workload shifts continue into the future and additional manpower cuts forecasted into the future (Tilghman, 2010) the Air Force must develop an understanding of how the long term effects of manpower reductions will affect retention.

Research has shown that downsizing has a direct impact on motivation and satisfaction (Berman, 1998; deVries et al, 1997; Frazee, 1997; Jamrog, 2004; Paulsen et al, 2005). Motivation and satisfaction have been shown to have impact on overall job performance (Herzberg, 1968; Maslow 1943/2002; McClelland et al, 1953). Pool (1997) showed that motivation was the largest predictor of job satisfaction in the workforce (p. 278). Rabinowitz (1983) further showed that leadership could ease the frustrations of the workforce by understanding how each role fits into the overall goal of the organization (p. 54).

The theories discussed in this Chapter have shown how individuals measure motivation and satisfaction (Herzberg, 1968; Holland, 1977; Maslow, 1943/2002;

McClelland et al, 1953; Schein, 2003, 1996a, 1990, 1977). The literature also showed the relationship between motivation, satisfaction and job performance and the intention to remain in the organization (McMichael, 2008; Smith, 2001). Employees will gravitate towards their natural instinct based on experiences and will be most satisfied when they are in their natural meaningful stage of their career (Holland, 1977; Schein, 1996a, 1990). Manpower reductions cause changes in the term of employment for all affiliations. The changes include workload shifts, loss of security and loss of stability, and change the motivation and satisfaction of the member (Schein, 1996a). Although retention is not a concern for the Air Force now, once the economy improves (RAND, 2004), members will seek other options to fulfill their motivational and satisfaction desires (Withey & Cooper, 1989). The Air Force must understand the implications of its current actions in order to mitigate the long term effects in the future.

Through studying and analyzing utilizing the COI designed by Schein (1990) and the JDI by Smith et al (1968), Air Force leadership, acting as a single organizational structure, will be prepared to understand what motivates and satisfied the total workforce consisting of multiple group affiliations. The Air Force will have the understanding that career anchors are a valuable tool for evaluating the competence, motives and values each affiliation will not give up for the sake of satisfaction (Schein, 1990). The methodology described in Chapter 3 will set the foundation for the manner in which the study will be conducted. The ability to conduct the study and provide the insight for future leaders will provide a valuable tool for not only the men and women taking the COI and JDI, but for all future leaders of the single organization.

CHAPTER 3. METHODOLOGY

The purpose of this research is to compare and contrast the career anchors and the job satisfaction levels of individuals belonging to one of multiple group affiliations under a single organizational structure. This study analyzes the career anchors of each member of the affiliation and measures the level of job satisfaction utilizing two survey instruments. The instruments selected were the JDI developed by Smith, Kendall and Hulin (1969) and the COI developed by Schein (2006, 2003, 1996a, 1990). The information provided by the two instruments allowed the researcher to find any correlation between multiple group affiliations under a single organizational structure.

Danziger and Valency (2005) showed that there was a positive correlation between career anchors and satisfaction. They specifically found that those employees that were in careers that were most congruent with their career anchor had a higher mean satisfaction than those who were not within their career anchor. Researching career anchors of all affiliations within a single organizational structure and including the measurement of job satisfaction will provide leadership with the total force picture of the current state of job satisfaction among multiple affiliations and provide tools for long term retention in already turbulent times.

The descriptive non-experimental quantitative survey study tested the relationship between the independent COI subscales and JDI satisfaction scores and dependent variables of group affiliations of active duty officer and enlisted members, government civilian employees and contractors who work for private organizations but contracted by

the government to fulfill governmental duties. The research focused on each affiliation's career anchors and evaluated if members are currently working inside or outside their area of interest. The measure of job satisfaction was collected to evaluate the correlation of job satisfaction and career anchors among the multiple group affiliations. Members of all affiliations have endured several rounds of various manpower reductions in the past 20 years and the measurement data captured a snapshot of any impact those reductions have caused on all members within the organization. Understanding the current state within each affiliation by career anchor and job satisfaction helped develop strategies to build upon the commonalities and mitigate the differences among the group affiliations.

In Chapter 3, the Research Questions and Hypotheses are reviewed. The design of the research and the appropriateness for this study are discussed. The population is described and the sampling methodology used is presented. Data collection and the setting in which the study was conducted is also provided. The data methodology and the instrumentation and measures are presented. The methodology for the data analysis is presented and finally, the ethical considerations of the research performed are provided.

Research Design

The research considered multiple research tools but the JDI and Schein's COI (1990) were selected. The JDI was deemed appropriate for measuring job satisfaction and the COI was deemed sufficient for this study to establish the career anchor scores for each affiliation.

Schein's COI (1990, p. 3) provides quantitative descriptive information which shows where employees currently place themselves within their frame of perception of

where their career anchors exist. The JDI (Smith et al., 1969) is used to measure job satisfaction with a quick yet effective survey. By combining the results of both instruments, the information provides leadership with the indicators that will help them better understand the current status of the multiple group affiliations. Using the COI (1990) and the JDI (1969), the descriptive non-experimental quantitative survey is the vital key to providing information that answered the Research Questions for the hypotheses within this study.

The research was conducted using a descriptive, quantitative, cross-sectional survey evaluating career anchors and job satisfaction. According to Martin (2006), over 55% of research utilized quantitative research in the area of job satisfaction. Within those surveys, the majority utilized Likert scales to measure the evaluation of the respondent (Martin, 2006). The quantitative methodology was chosen based on additional research on job satisfaction (Martin, 2006; Mays, 2007; Miller, 2007; Vanneste, 2005) which effectively utilized quantitative methods in analyzing employees' snapshots of job satisfaction in their organizations.

The study is descriptive due to presenting the perceptions and current attitudes of the organization. The descriptive study took a snapshot in time of current perceptions and is not testing any new instruments. Cooper and Schindler (2008) show that a descriptive study shows the who, what, where, when or how much. The purpose of this study was to collect quantitative data to examine the relationship between job satisfaction and career anchors within and among multiple group affiliations and showed where the current differences and similarities are within the organization.

The COI is an already developed research tool which was utilized due to the relatively low expense and ease of delivery in a mass organizational setting. The COI has been repeatedly validated in numerous studies (Mays, 2007; Vanneste, 2005), as well as studies conducted by Schein (2003, 1996a, 1990, 1977). The selection of this research tool was to perform additional research in the field of career anchors when relating to active duty, civilian and contractor members of a single organization. The JDI has been used in multiple research studies (Kinicki et al, 2002; Pearson, 2008, 1998; Smith et al., 1969) and focuses on the measure of job satisfaction within an organization. The instrument was developed around five dimensions consisting of satisfaction with work, supervision, coworkers, pay and promotion (Kinicki et al, 2002).

The use of a cross-sectional survey as a research design was due to the evaluation of a population within a single point in time (Cooper & Schindler, 2008). The cross-sectional survey was determined the best fit for a military organization where members are constantly moving from one station to another and exchanging positions due to deployments and other organizational needs. Longitudinal studies were not an option due to the amount of time available and the fluctuation of personal at the installation where the study is conducted. Cooper and Schindler (2008) show that there is an advantage of a longitudinal study so one can see the changes over time. However, longitudinal studies place a burden on the researcher's resources in both time and monetary considerations (Cooper & Schindler, 2008). The cross-sectional studies are not without risk. Cooper and Schindler (2008) discuss that once information is collected, it cannot be collected again from the same group due to the possibility of introducing bias into the results. If

the study wanted to evaluate the effects over time using cross-sectional surveys, the study must be conducted with a different sample within the same population (Cooper & Schindler, 2008). The purpose of this study was to take a snapshot in time and therefore the cross-sectional study was seen as the best fit and was used for that purpose.

The remainder of Chapter 3 will describe the population and the sample, the data collection method used, the setting of the study as well as the data methodology. The COI instrument, instructions and demographics survey will be further analyzed for validity and reliability and a discussion on the data analysis methods used is provided. Finally, there were ethical considerations to consider and had to be mitigated.

Research Questions and Hypotheses

The research documented the correlations between the COI, the JDI and the group affiliations and studied the correlations between the subscales of the COI, the JDI scores and the relationship with each of the multiple group affiliations. The study results are presented and shows where the similarities and differences exist.

The purpose of the study was to determine what relationships, if any, exist between the multiple group affiliations and the subscales of the COI (Schein, 1990) and the JDI (Smith et al., 1969). The research focused on providing the foundation for discovering if there are differences between group affiliations and where those differences are when analyzing with the COI and JDI. The research will assist leaders of the organization to more effectively understand the impacts of manpower reductions in the Air Force which affect all affiliations. Leadership will better understand the similarities

and differences among the different affiliations. This understanding will enable more effective leadership in any condition.

There are three key Research Questions for this study. Answering these questions will provide a baseline understanding and determine what differences exist and will provide a better understanding for the organizational leadership. The Research Questions for this study are:

1. What is the relationship between multiple group affiliations when comparing group affiliation and job satisfaction scores?
2. What is the relationship between multiple group affiliation COI subscales and job satisfactions scores?
3. What is the relationship between ranks in the multiple group affiliations, job satisfaction scores and the COI subscales?
4. What is the relationship between age and job satisfaction in the entire population when moderated by COI subscales?

The following are the Null Hypotheses associated with the Research Questions provided:

1. What is the relationship between multiple group affiliations when comparing group affiliation and job satisfaction scores?

   $H1_0$: There is no statistically significant relationship between affiliation (IV) and job satisfaction (DV) scores.

   This was measured using Analysis of Variance (ANOVA) with a p value of .05.

2. What is the relationship between multiple group affiliation COI subscales and job satisfactions scores?

$H2_0$: There is no statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (DV) in the entire population.

Pearson's Correlation Coefficient is the measure of correlation to study the correlation between the COI and job satisfaction. Zero will show that there is not a correlation and the closer to +1 and -1, the stronger the correlation between the variables.

$H3_0$: There is no statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (IV) in each affiliation (DV).

This was measured using Multivariate Analysis of Variance (MANOVA) with a p-value of .05.

3. What is the relationship between ranks in the multiple group affiliations, job satisfaction scores and the COI subscales?

$H4_0$: There are no statistically significant differences between rank (DV), COI subscales (IV) and job satisfaction scores (IV).

This was measured using the Kruskal-Wallis H Test using a p value of .05.

4. What is the relationship between age and job satisfaction in the entire population when moderated by COI subscales?

$H5_0$: There is no statistically significant relationship between age (IV) and job satisfaction (IV) when moderated by COI subscales (DV).

This Hypothesis was tested using the MANOVA with a p value of .05 to test if the Null Hypothesis is rejected or if it is failed to be rejected.

5. What is the relationship between job satisfaction and the intent to stay in the organization?

   $H6_0$: There is no statistically significant correlation between job satisfaction (IV) and the intent to stay (DV) in the organization.

   This Hypothesis was tested using Pearson's Correlation Coefficient. Descriptive statistics are provided with each category and overall analysis of each area is provided.

Population

The population studied within this research included all military members, government civilians and contractors working at an Air Force Installation. Based on the 2009 community plan (June, 2009) there are approximately 3,500 personnel located at the military installation with one sixth of that number being government civilians and less than five percent being contractors. All members within each affiliation provided valuable insight into the career anchors and job satisfaction within their affiliation. The population consisted of all members within all affiliations and therefore the entire 3,500 was the population of interest for this study.

All affiliation members were available to the author for this research. The target population was all members of military installation, regardless of affiliation. The population number estimated was 3,500 but the actual total varies due to commitments for deployments, training and other appointments at the specific time of the data

collection. At any one time, a significant percentage of the total population could be out on various tasks or deployments and otherwise unavailable. This number still left a large enough population to draw a significant sample for research. The sampling frame consisted of members within the Air Force from the active duty Air Force, government civilian employees or contractors who work for private companies hired by the Air Force to perform duties for the Air Force. The sample consisted of all genders, all ranks and provided a cross representation of the current manpower structure of the Midwestern Air Force Base.

Sample

Due to the nature of this research, purposive non-probability sampling method was used. Due to the inherent restrictions of gathering information while working on a military installation, the ability to effectively coordinate and randomly select probability samples would be too time-consuming as well as place additional burden on the affiliation involved. It was not possible to estimate the actual probability of being selected as part of the sample (Cooper & Schindler, 2008). All members were available to the researcher for the study and all were invited to participate.

The sampling method selected for this study was the purposive non-probability sample. A purposive sample was selected based on its "unique characteristics or experiences" (Cooper & Schindler, 2008). Cooper and Schindler (2008) also show that although there are no controls to assure precision in the sample, it may still be a method that proves useful. Cooper and Schindler (2008) also state that the results from a

purposive sample method could provide evidence that is overwhelming and make other sampling methods unnecessary.

Although there are 3,500 members on the installation assigned, there were a large, percentage absent due to deployments, training and other obligations that cannot be disclosed due to military restrictions and operational security. There were approximately 1,000 members available to take the survey online, and there was a sufficient amount of volunteers to respond to the survey. Utilizing the formula provided by Cooper and Schindler (2008) for calculating sample size based on a population, using the population of 3,500 a confidence level of .95 and a margin of error of five percent suggests a sample size of 346. During the data collection and only having approximately 1,000 available to take the survey, the responses collected totaled 353. After data collection was completed, the data was downloaded to a spreadsheet to review formatting and data review to check for missing responses. After reviewing all surveys for complete answers, only 295 were usable for analysis which provided a 30% response rate. Smith (2005) also had a 30% response rate and utilized the instruments with acceptable results. Due to the nature of the base's mission, several members were unavailable to take the survey so the population pool was approximately 1,000 members. Having 295 members answer still provides significant informative data to perform hypothesis testing and answer the Research Questions with the study.

The online tool Survey Monkey was used to administer the data collection for the demographics survey, the COI and the JDI. The link was sent via an e-mail link from the researchers account. Although there were approximately 3,500 members on the

installation at any one time, there were only approximately 1,000 available for taking the surveys due to mission requirements. Of those 1,000 available, the response rate in previous studies has been 91% (Mays, 2007), 73% (Pearson, 2008), 63% (Pearson, 1998), and was also accomplished with a response rate of 30% (Smith, 2005) and all met with acceptable results. The data was then uploaded into SPSS, verified for proper transfer and variables were listed as their proper nominal or ordinal categorization.

Setting

The study took place at a Midwestern Air Force Base. Multiple members are stationed at the installation to include pilots, navigators, maintainers, vehicle maintenance, logistics, acquisitions, civil engineering, customer services in various aspects of service and various other careers that are fulfilled by all affiliations. The location was chosen for the convenience of the researcher and permission was received to conduct the study at this location by the Judge Advocate General and the installation commander.

Instrumentation

The research utilized three survey instruments to collect data from the multiple group affiliations in the single organization. The first instrument for data collection was the demographic survey. The demographic survey collected basic information from respondents concerning their age, gender, group affiliation, and grade if they are a government employee or rank if they are a military member. Other information collected in the demographic survey included years in the affiliation, and their current career

description. The information was used to describe the participants in the study and assisted in the correlation of data for analysis for the COI.

The second survey instrument used was the COI (Schein, 1990). The COI developed by Schein can be used to analyze small and large organizations (Mays, 2007). The workforce within the military is a very diverse group consisting of not only active duty members, but includes government employees and contractors who work for private companies hired by the government to perform tasks for the government. The COI was a fitting instrument to analyze diverse organizations and was the instrument most fitting for this study and was applicable to analyzing the multiple group affiliations.

The COI survey measures eight factors through 40 questions based by rating how true an item is by assigning a number from 1 to 6. The rating within the questionnaire is based on the higher the number, the more that the item is true for the member. The ratings consist of "1" if the statement is *never true* for the member, "2" or "3" if the statement is *occasionally true* for the member, "4" or "5" if the statement is *often true* for the member and "6" if the statement is *always true* for the member. The COI measures factors and places the members into the following categories: [a] technical/functional (TF), [b] general managerial competence (GM), [c] autonomy/independence (AU), [d] security/stability (SE), [e] entrepreneurial creativity (EC), [f] service (SV), [g] challenge (CH), and [h] lifestyle (LS). The survey instrument categorizes the members into their career anchor through the rankings within the 40 questions. At the end of the survey, members are to return and review their highest ranked items and add four (4) additional points to three (3) items they feel are most true for them. The rankings are based on the

members perceived values in relation to their career anchors based on their past history and future aspirations (Schein, 1990).

Multiple studies conducted with Schein's COI (1990) have proven the validity and reliability of the instrument over time. Studies by Wils, Wils and Tremblay (2010), Mays (2007), Vanneste (2005) utilized the COI for independent research and provided additional validity to the already proven COI developed by Schein (2003, 1996a, 1990). In multiple studies (Danziger et al., 2008; Danziger & Valency, 2005; Marshall & Bonner, 2003; Mays, 2007; Smith, 2005; Vanneste, 2005) the COI has continuously been tested for validity. Danziger et al. (2008) performed specific detailed analysis on Schein's COI (1990). The test consisted of testing the eight anchors for validity and set out to create a potential for a nine category model. The study collected 1,847 valid surveys and showed that the validity of Schein's COI was supported. According to Danziger et al. (2008), the research provided three contributions when discussing Schein's COI. It supported the validity of the inventory but also confirmed the potential need for a distinction between the differences between entrepreneurship and creativity. The study also showed that some rewording in the model could make the COI more valid and powerful. But the COI did show it was a valid instrument, as it was originally designed, by testing using Cronbach's Alpha. The measurement scales shown by Danziger et al. (2008, p. 9) provide validation of all measures and further shows that the COI is an effective measure for evaluating career anchors.

Other research shows the COI as a valid instrument. Marshall and Bonner (2003) also tested the validity using Cronbach's alpha and measures showed an alpha from .51 to

.82 (p. 284). Wils, Wils and Tremblay (2010) performed their study using the COI and when testing validity also had significantly positive results. The results of Cronbach's alpha analysis ranged from .71 to .82 (Wil, Wil & Tremblay, 2010). Finally, the study performed by Mays (2007) was more in line with the research conducted by Marshall and Bonner (2003) when comparing Cronbach's alpha and ranged from .66 to .80. There is sufficient evidence to prove that the COI is a valid and reliable instrument and documented evidence exists which shows that the COI is the proper instrument for measuring career anchors of multiple group affiliation under a single organizational structure.

The final instrument selected is the JDI created by Smith et al. (1969). The JDI is designed to measure job satisfaction through five specific areas: work, pay, promotions, supervision, and coworkers. The answers are simply a "Yes", "No" or "?". The questions in each section are short phrases or a word for the respondent to answer. According to the Quick Reference Guide provided by Bowling Green University (2009), the JDI measures overall job satisfaction. When scoring, the answers are 3, 1, or 0 for positive questions and scored as 0, 1, and 3 for negative questions.

The validity of the JDI was originally tested by Smith et al. (1969) and showed that the instrument "show very good convergent and discriminant validity" (p. 57) and the instrument was specifically tested in the research conducted by Kinicki, Schriesheim, Mckee-Ryan, and Carson (2002) and showed the JDI was a valid tool for measuring job satisfaction and continued to show convergent and discriminant validity. Pearson (2008) and Pearson (1998) also performed studies using the JDI and showed a Cronbach's alpha

of .90 for their study. The JDI is a valid instrument and evidence provided proves that the satisfaction measures will provide the additional information required to perform comparative analysis for the job satisfaction for multiple group affiliations working under a single organizational structure.

Data Collection

Data collection was initiated by briefing members of the installation during a commander's meeting with other members of the installation. All attendees were briefed on the study and following the briefing, a link was e-mailed out to all available base employees from all affiliations. The link was to the online survey by Survey Monkey where the members read the informed consent form, confirmed their understanding by typing "yes" in the questionnaire and selecting "next" and volunteer for the study. The initial e-mail was sent out on the first day. After seven days, a reminder e-mail with the link was sent once again to the base population. Finally, after another seven days, a final reminder was sent to all employees on base with a reminder of the end date of the survey, which was a total of three weeks of data collection. Each member was only able to take the survey once based on criteria entered at login that restricted repeat access. The online survey consisted of the informed consent letter, the instructions, the demographic survey, the COI and the Joint Descriptive Index. The expected completion time from start to finish of the data collection was no more than 15 minutes.

Informed Consent

The informed consent screen contained the letter approved by the Internal Review Board and was provided after initial log-in into the survey tool. All members were

required to review and sign the form by typing "yes" then clicking "next" which will move the respondent to the demographic survey, the Career Orientation Inventory, and the JDI. The informed consent screen provided the information on the purpose of the study and informed all members on potential risks from completing the survey. The letter also discussed all steps taken to ensure all voluntary participants had the right to refuse as well as the ability to withdraw at any time without any repercussions. All respondents were reassured that no identifiable information will be shared with anyone and only final results will be published. If a member chose not to proceed, they could exit at anytime. During the data collection, only one individual responded "no" and exited the survey.

Data Analysis

The data was collected via the online survey site, Survey Monkey, and the information was downloaded into a database format for use in SPSS. The informed consent information was collected as part of the survey. The data was downloaded into a database for analysis and was analyzed using SPSS.

Initially, each demographic measure was analyzed to provide descriptive information on the study sample. The overall raw data was graphed by each demographic question and for each survey question and reviewed to look for outliers or errors in the data. None were found on this search. Prior to analyzing the results of the data, the reliability of the data collection was conducted using Cronbach's alpha and provided in the results within Chapter 4. Cronbach's alpha is normally used to analyze the internal consistency and measures the degree that the instrument truly reflects the underlying construct it was designed to measure (Cooper & Schindler, 2008). Conducting the

Cronbach's alpha analysis provided additional validity to the already documented tests conducted by previous research and showed the study was conducted properly.

Analysis for the COI was conducted by the scoring procedures provided by Schein (1990) and further analysis was conducted by subscale as compared with the demographic data. Each subscale of the COI was compared with other group affiliations. The JDI (1969) was scored based on the information provided by Bowling Green University's Quick Reference Guide (2009) and was analyzed to answer the Research Questions and hypotheses located below to find the similarities and differences among the affiliations. Results are provided in Chapter 4. The Research Questions with the null and alternate Hypothesis are:

1. What is the relationship between multiple group affiliations when comparing group affiliation and job satisfaction scores?

   $H1_0$: There is no statistically significant relationship between affiliation (IV) and job satisfaction (DV) scores.

   $H1_1$: There is a statistically significant relationship between affiliation (IV) and job satisfaction (DV) scores.

   This was measured using Analysis of Variance (ANOVA) with a p value of .05.

2. What is the relationship between multiple group affiliation COI subscales and job satisfactions scores?

   $H2_0$: There is no statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (DV) in the entire population.

$H2_1$: There is a statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (DV) in the entire population.

Pearson's Correlation Coefficient is the measure of correlation to study the correlation between the COI and job satisfaction. Zero will show that there is not a correlation and the closer to +1 and -1, the stronger the correlation between the variables.

$H3_0$: There is no statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (IV) in each affiliation (DV).

$H3_1$: There is a statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (IV) in each affiliation (DV).

This was measured using Multivariate Analysis of Variance (MANOVA) with a p value of .05.

3. What is the relationship between ranks in the multiple group affiliations, job satisfaction scores and the COI subscales?

$H4_0$: There are no statistically significant differences between rank (IV), COI subscales (DV) and job satisfaction scores (DV).

$H4_1$: There are statistically significant differences between rank (IV), COI subscales (DV) and job satisfaction scores (DV).

This was measured using Kruskal-Wallis H Test using a p value of .05.

4. What is the relationship between age and job satisfaction in the entire population when moderated by COI subscales?

$H5_0$: There is no statistically significant relationship between age (DV) and job satisfaction (IV) and COI subscales (IV).

$H5_1$: There is a statistically significant relationship between age (DV) and job satisfaction (IV) and COI subscales (IV).

This Hypothesis was tested using the MANOVA with a p value of .05 and tested if the Null Hypothesis was rejected or if it failed to be rejected.

5. What is the relationship between job satisfaction and the intent to stay in the organization?

$H6_0$: There is no statistically significant correlation between job satisfaction (IV) and the intent to stay (DV) in the organization.

$H6_1$: There are statistically significant correlations between job satisfaction (IV) and the intent to stay (DV) in the organization.

This Hypothesis was tested using Pearson's Correlation Coefficient. Each category has descriptive statistics provided and overall analysis on the data is provided in Chapter 4.

Validity and Reliability

Creswell (2003) discusses internal threats to validity as those threats involving "experimental procedures, treatments, or experiences of the participants that threaten the researcher's ability to draw correct inferences from the data in the experiment" (p. 171). These threats could include changing attitudes due to conversations being allowed between the experimental groups or possibly the desire of the participant to please the researcher. Cooper and Schindler (2008) also show that internal validity concerns the

researcher with seven areas: [a] history, [b] maturation, [c] testing, [d] instrumentation, [e] selection, [f] statistical regression, and [g] experimental mortality. Mays (2007), discusses that history and instrumentation could be factors for concern within this study due to the ongoing conflicts in Iraq and Afghanistan. Those concerns are still just as viable today as they were in 2007. The goal of the research was to get the current job satisfaction of the members of each affiliation and based on research conducted by Schein (2003, 1996a, 1990) the experiences of members is a basis of their career choices.

The validity of each research instrument has been proven through various studies. The COI has been proven in previous empirical research by Mays (2007), Vanneste (2005), Mukri (1999), and Puryear (1996). All provided evidence that Schein's (1990) COI was reliable and valid. Schein has had a consistent validity scale averaging from the low .60s to .90s since the study was originally created by Schein with his original research (Schein, 1993). The JDI has been proven as a valid instrument by Smith et al. (1969) and specifically revalidated by Kinicki et al. (2002). It has shown validity in the .90s consistently (Pearson, 2008, 1998).

Cooper and Schindler (2008) state that maturation could be a concern if the study covers a long period of time and the subjects become bored or tired. Maturation is not a concern in the study due to the short extent of the survey period and the estimated time of the total survey completion is was no longer than 15 minutes. Testing is not a concern because the survey was only given during a three week period and each member only took the survey once to assure the regression concern was also mitigated. The study was a descriptive survey and therefore experiment mortality is not a concern.

External validity is another area researchers must be cautious about when analyzing data collected. External validity is a concern when "experimenters draw incorrect inferences from the sample data to other persons, other settings, and past or future situations" (Creswell, 2003, p. 171). External validity could occur in an instant when the sample data is collected from a predetermined population and then the researcher tries to apply that same result to a separate and distinct population incorrectly. In this research, the study only took place once and no two subjects completed the survey twice and the survey would not be conducted again at a later date for comparison. Cooper and Schindler (2008) state that internal validity problems are decreased with carefully designed experiments, but may be a bit more difficult to control external validity concerns. Cooper and Schindler (2008) suggest mitigation through ensuring that all research is carefully planned and all data is analyzed within the context that it was collected.

Reliability is another issue researchers must understand and ensure is thoroughly explained in their research in defending their methodology. Reliability is when a measure consistently yields results but is separate from validity (Swanson & Holton, 2005, p. 35). Reliability is when the study would obtain similar results when replicated using similar conditions with similar participants. Reliability is a required component for validity, but does not by itself prove validity (Cooper & Schindler, 2008). With multiple studies conducted, reliability has remained consistent with the COI (1990) and the methodology for this research provided the ability to ensure reliability due to following the similar

methodologies of Schein (1990) who developed the research tool, as well as the numerous studies that have followed.

Ethical Considerations

Members who participated in this research must have reasonable assurance that their privacy and safety will be maintained. According to Cooper and Schindler (2008) the confidentiality of the participant is essential when conducting research. The proposal for this research was submitted and reviewed by an Internal Review Board and received approval. The Internal Review Board felt that the participants had the reasonable assurance of safety and privacy of their information. Members read the informed consent letter which discussed the disposition of their information as well as the fact that their participation in the research was purely voluntary. The research informed consent information did not collect any personal information and no external individual reviewed any of the single pieces of information. Upon completion of the data analysis, all forms were destroyed and at no time could any data be attributable to any one single individual.

Summary

Chapter 3 provided the basis for the research through an understanding of the Research Questions and their relationship with the hypotheses. The research design was presented as well as the population was described. The sample size was justified with an expected sample of 346 respondents and the actual sample received was 353 with 295 being complete and acceptable. The sample was described along with the data collection methodology. The setting was described as the Midwestern Air Force Base single organization with the multiple affiliations contained within that structure. The research

was conducted with three instruments. One collected the demographic information and the other was a proven instrument created by Schein (1990) called the COI and measured the career orientation of each affiliation and the JDI (Smith et al., 1969) which measured job satisfaction. Data analysis is provided in Chapter 4 where the results of the data collection will be presented and analyzed.

CHAPTER 4. RESULTS

The purpose of this study was to perform a comparative analysis on the multiple group affiliations within the Air Force for career anchors and job satisfaction. The study was focused on finding the similarities and differences between the affiliations in career anchors and satisfaction to allow leadership insight into potential challenges during recent consecutive manpower reductions affecting all affiliations. The Chapter will cover the review of the methodology and how it was implemented and present the results for the surveys used for the data collection. The Research Questions are answered and Hypothesis questions were either rejected or not rejected based on the statistical results. The Chapter will conclude with a summary of all information presented.

Subject Participation

The purposive non-probability sampling method was used at a Midwestern Air Force Base and used all members of each affiliation. All members of the affiliation on base were briefed at a senior leaders meeting and then followed up with an e-mail message to the available base population. The e-mail consisted of a link to the survey instruments on Survey Monkey, which included the informed consent, a demographics survey, the Career Orientation Inventory (COI; Schein, 1990), and the Job Descriptive Index (JDI; Smith et al., 1969). During the data collection period, reminders were sent out each week and a general thank you note was sent at the end of the data collection to thank everyone for their participation or consideration.

Overview of Methodology

The survey consisted of three different questionnaires that the participants had to answer. The data collection included a demographics survey, the COI (Schein, 1990), and the JDI (Smith et al., 1969). The entire survey, including the informed consent as question one, included 142 questions. There are approximately 3,500 members that are stationed at the installation, but due to mission requirements, an estimated 1,000 were actually available to complete the survey. There were 353 responses to the survey and 295 responses were acceptable for the analysis.

After data collection was completed, the data was downloaded to a spreadsheet to review formatting and data review to check for missing responses. After reviewing all surveys for complete answers, only 295 were usable for analysis which provided a 30% response rate. Smith (2005) also had a 30% response rate and utilized the instruments with acceptable results. Due to the nature of the base's mission, several members were unavailable to take the survey but having 295 members answer still provides significant informative data to perform hypothesis testing and answer the Research Questions with the study. The data was then uploaded into SPSS, verified for proper transfer and variables were listed as their proper nominal or ordinal categorization.

Demographic Data

The section will cover all demographic data for the participants for the survey. The descriptors of the participants will set the foundation for answering the Research Questions and Hypothesis statements. The first question was the informed consent letter with a section asking for a "yes" if they consented and a "no" if they did not. All but one

answered “yes” and completed the questionnaires. One member answered “no” which caused the survey to automatically end for that member.

The next question asked about age. The age category, shown if Figure 5, shows the age breakout of all participants. The age group of 26-30 had the highest number of participants with 60 and the 63 and older group had the fewest with only two participants.

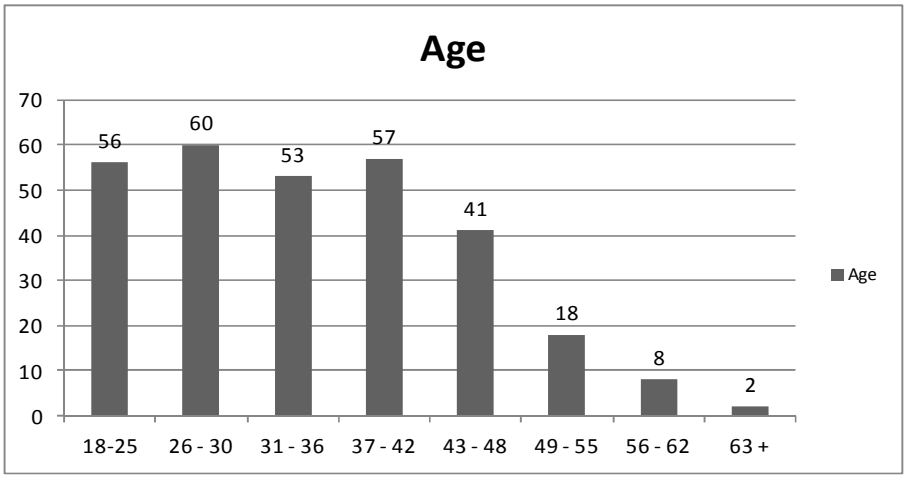

Figure 5: Age of participants

Gender of all participants is shown in Figure 6. The highest number of responses came from males with 193 and female 102 surveys. This is a sufficient sample of male and female populations within the military organization.

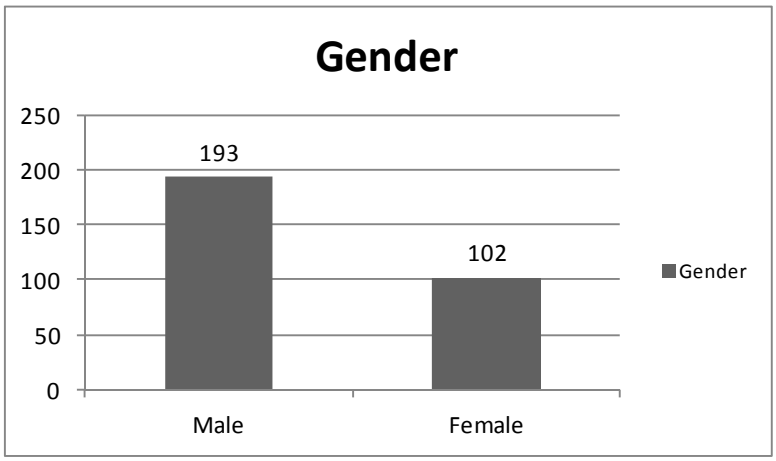

Figure 6: Gender of participants

The next graph in Figure 7 shows the affiliation each participant belongs to within the organization. The information makes sense based on the ratio of members in each affiliation. There are approximately 575 civilians, 2,825 military and 100 contractors at the installation. These numbers fluctuate based on assignments, manning reductions, hiring vacancies and contracts on the base at any one time. There were 215 military members, 66 government civilians and 14 contractors that responded. The ratio was representative of the ratio found within the base population.

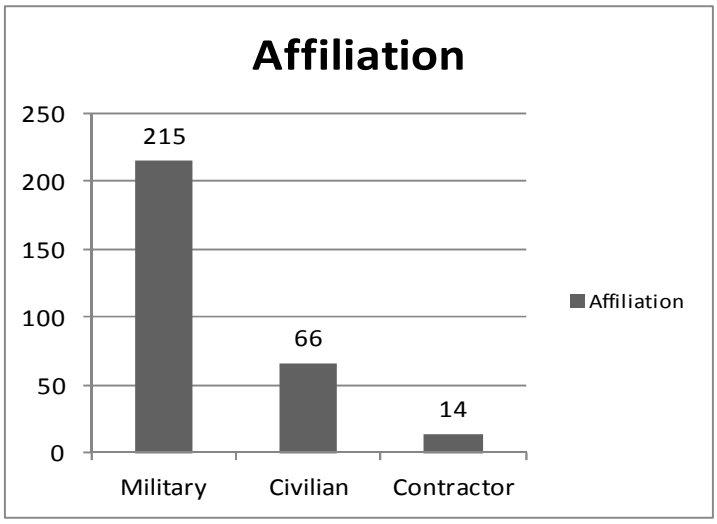

Figure 7: Affiliation of participants

Another area collected within the demographic survey was the rank of each member, shown in Figure 8. Non-Commissioned Officers (NCOs) had the most responses for the survey with 77 participants while government civilian GS 12-15 had the lowest amount of responses at only eight.

The years of experience is shown in Table 1. The years of experience was not collected into groups but instead was open to allow each member to put in their specific number of years experience in the organization. The average years of experience were 9.24 years with a range of 37 years (*SD*=7.37) between the shortest and longest amount of experience. The median of 8 and a mode of 2, the data shows that there are a larger number of members that are below the average (*M*=9.24) and the distribution is skewed right with the majority of the members having less than the average number of years experience. This is graphically displayed in a histogram in Figure 9.

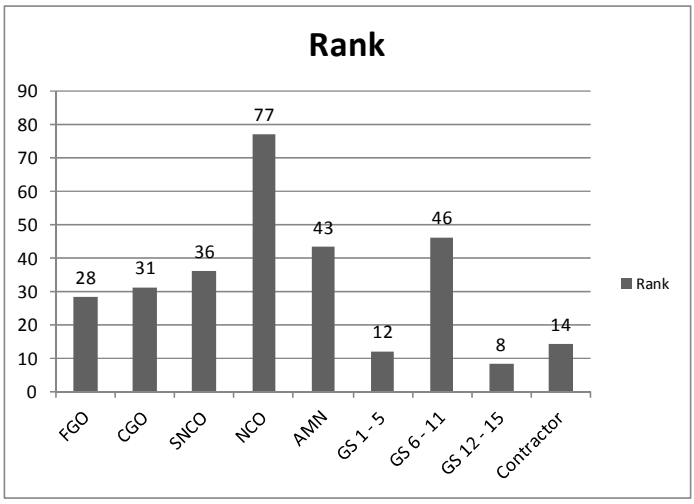

Figure 8: Rank of participants

Table 1.

Years Experience Descriptive Statistics

Years Experience	
Statistics	Results
Mean	9.24
Median	8
Mode	2
Standard Deviation	7.37
Range	37
Count	295

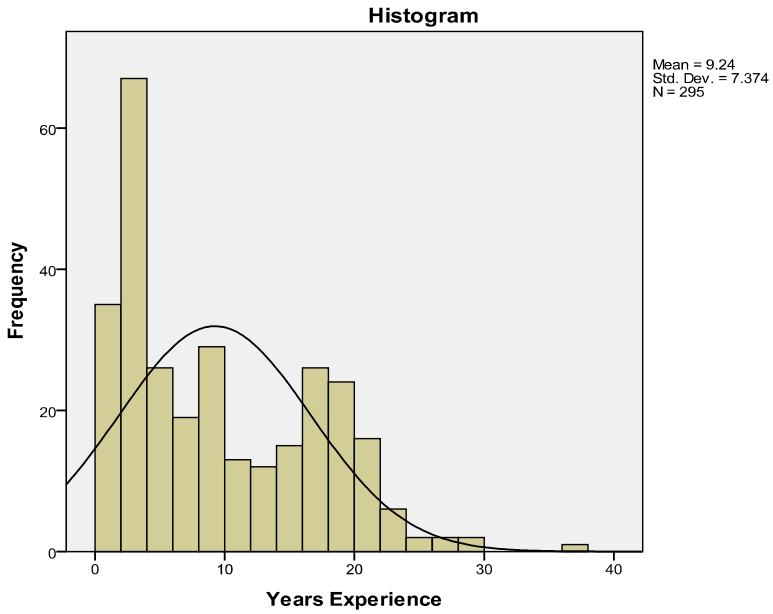

Figure 9: Years experience for all affiliations

The next question requested information on the member's career field. This was a selection of not what they wish to do in the future but where they are currently working in their affiliation. The most responses came from the support career fields while the least amount came from Aircrew members. Maintainers held the second most responses.

The sample organization is made up of various personnel to include all of those listed below. There is a broad mix of personnel on the base within the organization. Some of the personnel perform multiple roles within the organization. The data shown below is a broad make up of the base itself. Although there are a lot of maintenance personnel in the organization, many were deployed in support of multiple contingency operations around the globe and may not have been available. This was also a factor for

the pilot availability for taking the survey. Although it was a lower number of responses, it was a good representation for the amount of pilots available to take the survey.

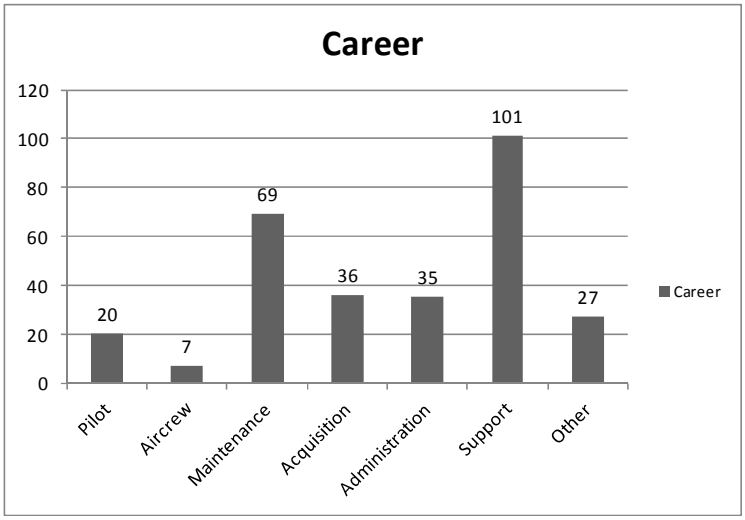

Figure 10: Career of participant

The largest responses came from those expressing that they are very likely to stay when their current commitment is completed in their affiliation. One item to note is that 28% currently are unlikely or very unlikely to stay and another 21% are undecided whether or not they will stay beyond their current commitment.

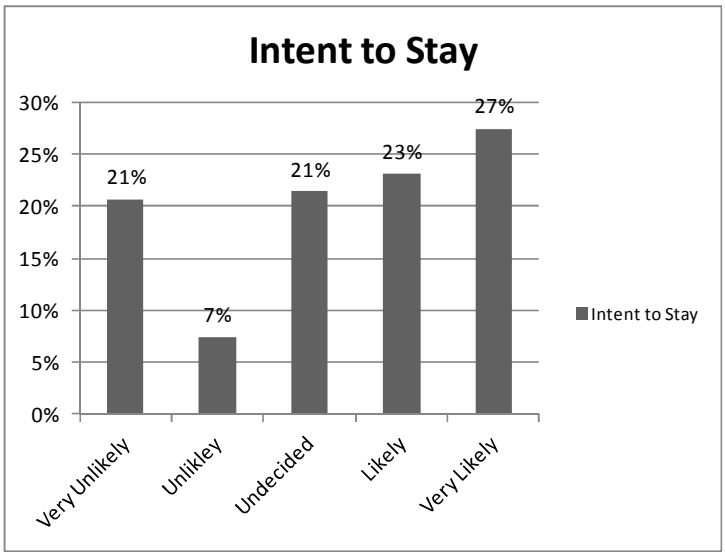

Figure 11: Intent to stay

Looking at Table 2, 41% of those very unlikely to stay are in the range of retirement, ages 37-48. The 18-25 year old members of the organization state that 34% of them are unlikely or very unlikely to remain with the organization. Shown in Table 3 are the Chi-Square tests for age and intent to stay. The tests show that there is a statistically significant difference in proportions among intent to stay and the age of the member. The next area, after showing the significance between age and intent to stay is the crosstab information for affiliation and intent to stay. Table 4 shows a statistically significant proportional relationship between affiliation and intent to stay in the organization for the demographic comparison. The data shown in Table 5 shows that 37% of those in the active duty affiliation do not intend to remain, while 48% do feel that they may remain in the military after. There are 18% of those active duty members that are still undecided on which action they will take.

Table 2.

Age and Intent to Stay Crosstab

Age		Very Unlikely	Unlikely	Undecided	Likely	Very Likely	Total
18-25	N	16	3	15	11	11	56
	% within Age	29%	5%	27%	20%	20%	100%
	% within Intent to stay	26%	14%	24%	16%	14%	19%
	% of Total	5%	1%	5%	4%	4%	19%
26-30	N	9	4	17	21	9	60
	% within Age	15%	7%	28%	35%	15%	100%
	% within Intent to stay	15%	18%	27%	31%	11%	20%
	% of Total	3%	1%	6%	7%	3%	20%
31-36	N	9	3	7	11	23	53
	% within Age	17%	6%	13%	21%	43%	100%
	% within Intent to stay	15%	14%	11%	16%	28%	18%

Table 2. (continued)

Age and Intent to Stay Crosstab

Age		Very Unlikely	Unlikely	Undecided	Likely	Very Likely	Total
% of Total		3%	1%	2%	4%	8%	18%
37-42	N	13	7	10	14	13	57
	% within Age	23%	12%	18%	25%	23%	100%
	% within Intent to stay	21%	32%	16%	21%	16%	19%
	% of Total	4%	2%	3%	5%	4%	19%
43-48	N	12	3	5	6	15	41
	% within Age	29%	7%	12%	15%	37%	100%
	% within Intent to stay	20%	14%	8%	9%	19%	14%
	% of Total	4%	1%	2%	2%	5%	14%
49-55	N	1	0	5	4	8	18
	% within Age	6%	0%	28%	22%	44%	100%
	% within Intent to stay	2%	0%	8%	6%	10%	6%
	% of Total	0%	0%	2%	1%	3%	6%

Table 2. (continued)

Age and Intent to Stay Crosstab

Age		Very Unlikely	Unlikely	Undecided	Likely	Very Likely	Total
56-62	N	0	1	4	1	2	8
	% within Age	0%	13%	50%	13%	25%	100%
	% within Intent to stay	0%	5%	6%	1%	2%	3%
	% of Total	0%	0%	1%	0%	1%	3%
63 +	N	1	1	0	0	0	2
	% within Age	50%	50%	0%	0%	0%	100%
	% within Intent to stay	2%	5%	0%	0%	0%	1%
	% of Total	0%	0%	0%	0%	0%	1%
Total	N	61	22	63	68	81	295
	% within Age	21%	7%	21%	23%	27%	100%
	% within Intent to stay	100%	100%	100%	100%	100%	100%
	% of Total	21%	7%	21%	23%	27%	100%

Table 3.

Chi-Square Age and Intent to Stay

Chi-Square Tests	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	47.514	28	.012
Likelihood Ratio	48.239	28	.010
Linear-by-Linear Association	1.321	1	.250

Note: *N*=295

Table 4.

Chi-Square Test for Affiliation and Intent to Stay

Chi-Square Tests	Value	Df	Asymp. Sig (2-sided)
Pearson Chi-Square	25.595	8	.001
Likelihood Ratio	29.596	8	.000
Linear-by-Linear Association	8.732	1	.003

Note: *N*=295

In the government civilian affiliation, there is a much stronger showing of those likely to stay than those unlikely or very unlikely to stay. Government civilians have 16% stating they are very unlikely or unlikely to stay after their current commitment has expired and 56% state that they intend to stay.

Contractors have the strongest showing of those members likely to stay with the organization. No one in the contractor affiliation stated that they would either unlikely or very unlikely stay after their commitment. Contractors had 64% state that they are likely or very likely to stay after their commitment was over and the rest were undecided.

Table 5.

Affiliation and Intent to Stay

Affiliation		Very Unlikely	Unlikely	Undecided	Likely	Very Likely	Total
Active Duty	N	56	17	39	49	54	215
	% within Affiliation	26%	8%	18%	23%	25%	100%
	% within Intent to stay	92%	77%	62%	72%	67%	73%
	% of Total	19%	6%	13%	17%	18%	73%
Gov Civilian	N	5	5	19	12	25	66
	% within Affiliation	8%	8%	29%	18%	38%	100%

Table 5. (continued)

Affiliation and Intent to Stay

Affiliation		Very Unlikely	Unlikely	Undecided	Likely	Very Likely	Total
% within Intent to stay		8%	23%	30%	18%	31%	22%
% of Total		2%	2%	6%	4%	8%	22%
Contractor	N	0	0	5	7	2	14
% within Affiliation		0%	0%	36%	50%	14%	100%
% within Intent to stay		0%	0%	8%	10%	2%	5%
% of Total		0%	0%	2%	2%	1%	5%
Total	N	61	22	63	68	81	295
% within Affiliation		21%	7%	21%	23%	27%	100%
% within Intent to stay		100%	100%	100%	100%	100%	100%
% of Total		21%	7%	21%	23%	27%	100%

Figure 12 shows what influences members to stay in their current affiliation. Over 25% stated that job satisfaction is their largest influence on their decision to stay while the lowest was schedule and flexibility. Second highest response for whether or not a person is influenced to stay is the money or benefits offered to them.

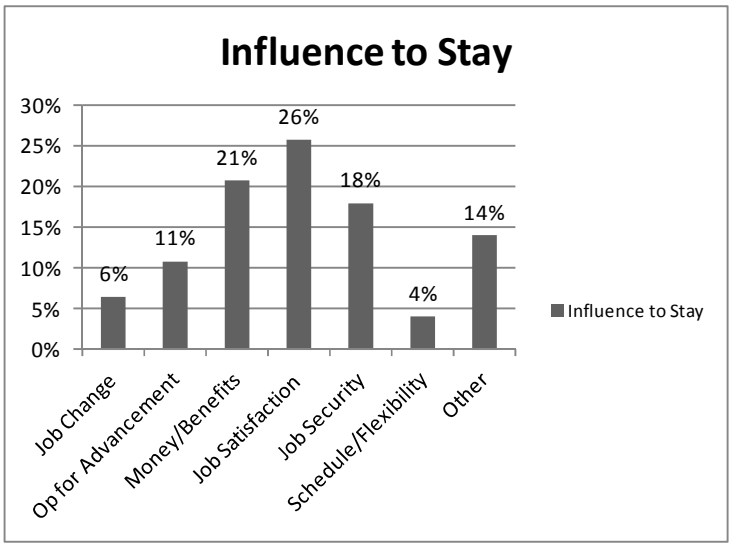

Figure 12: Influence to stay

Figure 13 displays the relevance of how participants feel about their current position and if it is related to their satisfaction. Seventy-six percent of participants felt that their current position in their career was relevant or very relevant to their current satisfaction. Members who responded also felt that working in an area of interest was important or very important to whether or not they were satisfied in their current position and affiliation. Eighty-nine percent of participants responded that this item was important or very important and only 7% responded that it was very unimportant or unimportant to them to work in their affiliation in an area of interest.

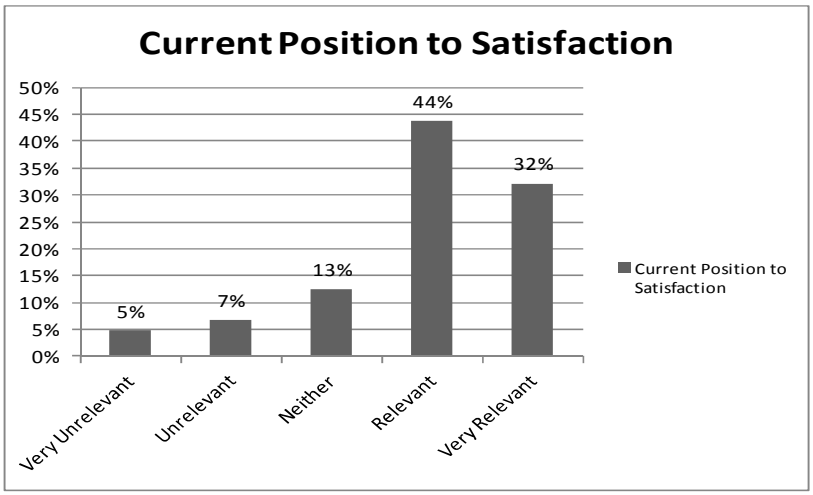

Figure 13: Current position to satisfaction relevance

Shown in Figure 15, members were asked to select what item provided the most motivation for career selection. Over 45% selected job satisfaction at a rate higher than those that selected in Figure 12. The lowest area for motivation in career selection was schedule and flexibility and job change. Once again, money and benefits were second but with a much lower percentage of 15%.

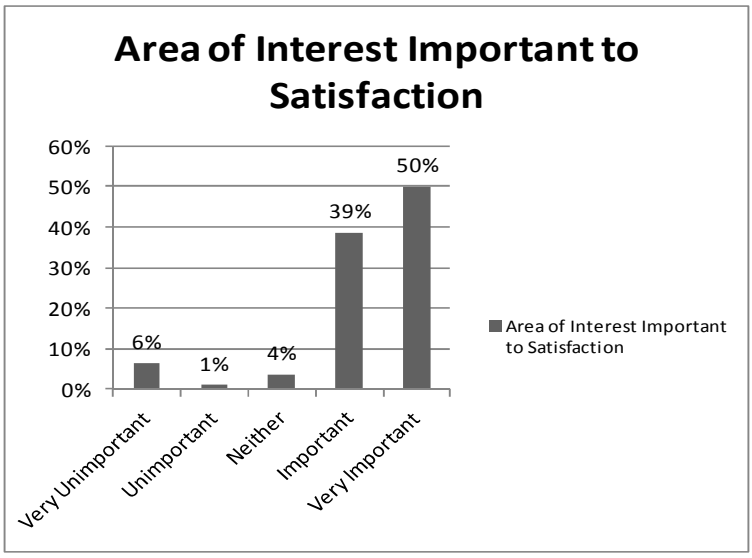

Figure 14: Area of interest importance

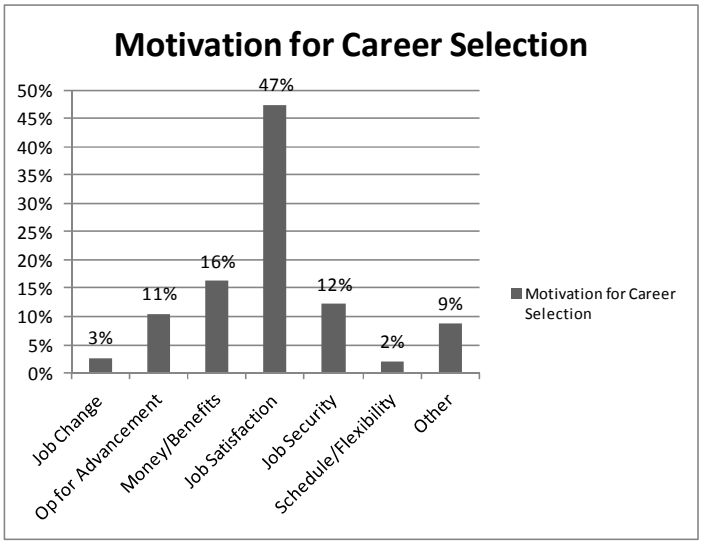

Figure 15: Motivation for career selection

Normal Distribution

Permission was acquired from the publishers of the Schein's COI (Schein, 1990) and Bowling Green State University's JDI developed by Smith et al. (1969). The responses were collected with an online questionnaire consisting of the demographic data already presented and the COI followed by the JDI. The total number of questions for all surveys combined was 142. The COI consists of 40 questions and the JDI contains statements in six categories for a total of 90 questions. The responses were collected and scored in accordance with the instructions provided by each owning publisher. The collected responses were analyzed to ensure normality was present for analysis. Normality was tested on both the COI as well as the JDI. The COI was scored and the frequency distributions are shown for two representative scoring areas for Technical and Functional in Figure 16 as well as the Sense of Service category shown in Figure 17. All distributions seemed to approximate a normal distribution and normality was assumed for the performance of the analysis.

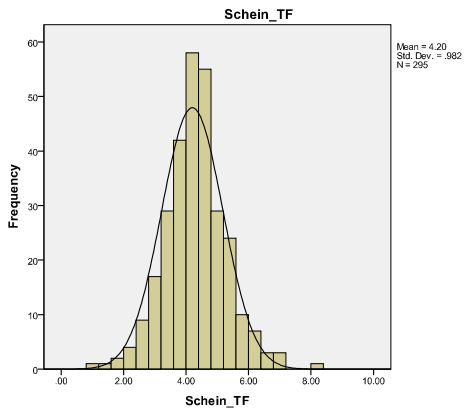

Figure 16: Schein Technical/Functional

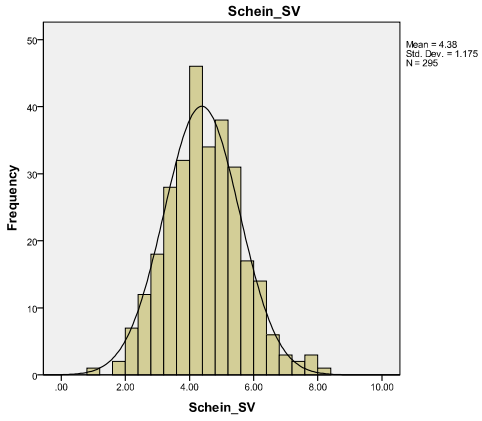

Figure 17: Schein Sense of Service

The next area tested was for the JDI. A frequency distribution was developed for the total scores of the JDI subscales and represented in Figure 18. Shown with a normal curve plot, there seems to be some tendency towards a lognormal distribution, however for the analysis, normality is assumed and the assumption is that as further data is collected, the distribution would approximate a normal distribution.

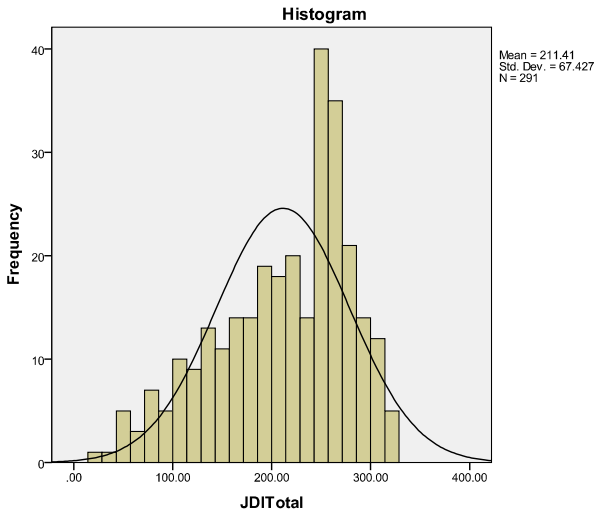

Figure 18: JDI Normality plot

Results of Schein's Career Orientation Inventory

The Schein COI (1990) is a survey with 40 questions that correlate to eight career anchors. There are five questions for each career anchor within the survey. The members are asked a question and then asked to rank how it fits them personally on a scale of one to six on a Likert scale. One is *never true for me* and 6 is *always true for me*. At the end of the survey of 40 questions, the members are directed to go back through the survey and

find the items that they rated the highest. The participants are then asked to pick out three of the items that most represents them and add four more points to each one of the items. Schein (1990, 1996a) defined the Career Anchors and their meanings as:

1. Technical/Functional: These individuals feel that they have a strong talent and high motivation for a specific type of work. They enjoy really being able to perform their talent and that it be challenging. If they are moved into other areas they are less satisfied and feel less skilled. Their identity is their content of their work. These individuals are committed to a life of specialization and are not as much general managers, but can be functional managers.
2. General Manager: Individuals in this group are motivated by being able to make a difference between success and failure. They want to rise to organizational levels where they will be responsible for major policy making decisions. They see specialization as a career trap and desire to know several functions. Key motives for this group are advancement up the corporate ladder to higher levels of responsibility and opportunities for greater leadership positions.
3. Autonomy/Independence: These individuals like to be free from rules, procedures, work hours, dress codes or any other basic organizational rules. They prefer to be on their own terms. Although all members normally have a certain level of independence, this group has an overriding anchor that allows them to set their own schedules such as consulting or teaching or in larger organizations areas such as financial analysis or research and development.

4. Security/Stability: These individuals are motivated by job stability. The need to be safe and secure helps them plan out their future. They desire the ability to plan out their career and life stages, to include financial stability and retirement. They will accept being told what to do, where to go and when to go if it means being able to have security for the long term.
5. Entrepreneurial Creativity: The individuals in this career anchor feel the need to build and create new business. Either by making something brand new or reorganizing and making old business new again through innovation. Although close to Autonomy/Independence, the Entrepreneurial Creativity differs because they want to prove they can create business.
6. Sense of Service, Dedication to a Cause: These individuals enter careers because of the values they want to embody in their work. They enjoy working with people to make a difference in other's lives. These employees are geared more towards the values than the actual talents or areas of competence required.
7. Pure Challenge: These employees feel they can conquer anything or anybody. To them success is overcoming impossible obstacles, solving unsolvable problems or winning out over tough opponents. They are inherently competitive.
8. Lifestyle: These individuals are looking for the work/life balance. These employees plan their existence on the basis that careers are less important than family and feel satisfied when the family can be integrated into the career. A

key to this anchor is the unwillingness to uproot a family simply for a career opportunity.

The average results for each affiliation are shown in Table 6.

Table 6.

Mean COI Scores by Affiliation

Current Affiliation	TF	GM	AU	SE	EC	SV	CH	LS
Active Duty	4.16	3.31	3.74	4.08	3.29	4.32	4.05	4.81
Government Civilian	4.29	3.09	3.57	4.46	2.96	4.64	4.06	4.69
Contractor	4.34	3.54	3.43	4.59	3.27	4.13	4.17	4.77
Total	4.20	3.27	3.69	4.19	3.22	4.38	4.06	4.78

Note: *N*=295

The questionnaire was scored according to the instructions provided in the scoring package (Schein, 1990). The active duty affiliation had the highest average for Lifestyle (LS) career anchor with a 4.81 and then had Sense of Service and Dedication (SV) with an average of 4.32 and Technical Functional (TF) with an average score of 4.16. The Government Civilian affiliation also had Lifestyle as their highest average career anchor with an average of 4.69 and then had Sense of Service and Dedication as their second highest average career anchor with an average of 4.64. The final career anchor for civilians was actually the Security and Stability career anchor with an average of 4.46.

When looking at the average scores for contractors, the highest career anchor was also Lifestyle with an average of 4.77. The second highest being the Security and Stability career anchor with an average of 4.59. Technical Functional career anchor was the third highest for contractors with an average of 4.34. The lowest area for all affiliations was the Entrepreneurial category. The affiliations were scored as Active duty (*M*=3.29), Government Civilian (*M*=2.96), and Contractors (*M*=3.27). This data is one of the foundational variables for answering our Research Questions and analyzing our hypotheses.

Results of Job Descriptive Index

The JDI is a survey that measures satisfaction in six categories: People on Your Present Job, Job in General, Work on Present Job, Pay, Opportunities for Promotion, and Supervision. All have 18 descriptors in each section, with the exception of Pay and Promotion which only have 9 on each. Each member is asked to grade their current job with each statement by selecting "yes," "no," or "?". For scoring the JDI, each positive statement is graded at 3 points for a "yes", zero for a "no", and 1 point for a "?" which means the member was uncertain. There were negative descriptors that were reverse scored. This meant that a "yes" response meant that the negative item occurred and it was scored as a zero. The "no" response was seen as a positive and graded with 3 points and the "?" remained for uncertainty and scored with 1 point. For total scoring, the Pay and Promotion categories are doubled to each make 18 graded areas. All data collected was reviewed and the scoring was conducted as required by the instructions presented by

Smith et al (1969). Each question was analyzed for the mean score for the overall data collection.

Table 7.

Mean and Standard Deviation People Category

Category	Descriptor	*M*	*SD*
People	Stimulating	1.95	1.39
	Boring (Rev)	2.35	1.18
	Slow (Rev)	2.29	1.22
	Helpful	2.63	.92
	Stupid (Rev)	2.49	1.06
	Responsible	2.40	1.11
	Likeable	2.35	1.17
	Intelligent	2.29	1.22
	Easy to make enemies (Rev)	2.18	1.29
	Rude (Rev)	2.05	1.34
	Smart	2.39	1.13
	Lazy (Rev)	2.07	1.31

Table 7. (continued)

Mean and Standard Deviation People Category

Category	Descriptor	*M*	*SD*
	Unpleasant (Rev)	2.23	1.26
	Supportive	1.90	1.36
People	Active	2.40	1.15
	Narrow Interests (Rev)	1.65	1.41
	Frustrating (Rev)	1.48	1.45
	Stubborn (Rev)	1.38	1.43

Note: (Rev)=Reversed scored items for the JDI

In Table 7, the mean scores for the People category are provided for all affiliations. The scores are considered positive the closer the average is to three. The highest area to note is the category of Helpful (*M*=2.63) and the lowest of Stubborn (*M*=1.38). For the most part, employees appear to be satisfied with the people they work with.

Table 8.

Mean and Standard Deviation Job in General Category

Category	Descriptor	*M*	*SD*
Job in General	Pleasant	2.20	1.29
	Bad (Rev)	2.49	1.08
	Great	1.38	1.43
	Waste of Time (Rev)	2.49	1.06
	Good	2.50	1.08
	Undesirable (Rev)	2.33	1.20
	Worthwhile	2.40	1.15
	Worse than most (Rev)	2.44	1.11
	Acceptable	2.74	.81
	Superior	1.18	1.39
	Better than most	2.03	1.35
	Disagreeable (Rev)	2.28	1.19
	Makes me content	1.89	1.38
	Inadequate (Rev)	2.36	1.18
	Excellent	1.38	1.44
	Rotten (Rev)	2.65	.91
	Enjoyable	2.05	1.33

Table 8.

Mean and Standard Deviation Job in General Category

Category	Descriptor	*M*	*SD*
Job in General	Poor (Rev)	2.57	1.01

Note: (Rev)=Reversed scored items for the JDI

In the Job in General category located in Table 8, the means have a wider range than those in the People category. Members seem to not be completely unhappy with their job, but also do not appear to be happy with their jobs. There were lower ratings in the Excellent (*M*=1.38) and Great (*M*=1.38) descriptors as well as an extremely low average in the Superior (*M*=1.18) category.

The participants did not rate the job low in the Worse than most (*M*=2.44) and Undesirable (*M*=2.33) categories. The scores show that the lower scores in the higher acclaim descriptors doesn't necessarily mean lower scores in the negative descriptors.

Table 9.

Mean and Standard Deviation Work Category

Category	Descriptor	*M*	*SD*
Work	Fascinating	1.27	1.45
	Routine (Rev)	.79	1.31

Table 9. (continued)

Mean and Standard Deviation Work Category

Category	Descriptor	*M*	*SD*
Work	Satisfying	2.08	1.34
	Boring (Rev)	2.01	1.38
	Good	2.48	1.10
	Gives sense of accomp.	2.11	1.33
	Respected	2.04	1.36
	Exciting	1.27	1.46
	Rewarding	1.80	1.42
	Useful	2.56	1.01
	Challenging	2.09	1.34
	Simple (Rev)	1.80	1.44
	Repetitive (Rev)	1.01	1.39
	Creative	1.31	1.44
	Dull (Rev)	2.04	1.36
	Uninteresting (Rev)	2.18	1.29
	Can see results	2.20	1.28
	Uses my abilities	2.19	1.29

Note: (Rev)=Reversed scored items for the JDI

The next category scored in the JDI was the Work category. The lowest scored item was the Routine category (*M*=.79) and the highest was Useful (*M*=2.56). Members appear to believe that the work is Repetitive (*M*=1.01), not Fascinating (*M*=1.27), and doesn't allow Creativity (*M*=1.31). The members do show that the work is Satisfying (*M*=2.08), Good (*M*=2.48) and Useful (*M*=2.56).

Table 10.

Mean and Standard Deviation Pay Category

Category	Descriptor	*M*	*SD*
Pay	Adequate for Expenses	2.26	1.28
	Fair	2.03	1.37
	Barely live on (Rev)	2.23	1.27
	Bad (Rev)	2.50	1.07
	Comfortable	2.16	1.30
	Less than I deserve (Rev)	1.35	1.46
	Well paid	1.10	1.37
	Enough to live on	2.56	1.00
	Underpaid (Rev)	1.40	1.46

Note: (Rev)=Reversed scored items for the JDI

The Pay category ranged from Well paid (*M*=1.10) to the highest average of Enough to live on (*M*=2.56). Members are not satisfied and feel they are paid Less than they deserve (*M*=1.35), feel they are Underpaid (*M*=1.40), but do feel that the pay is Adequate for Expenses (*M*=2.26) and Fair (*M*=2.03). Once again, the closer the mean is to 3, the more satisfied the members are with that descriptor.

Table 11.

Mean and Standard Deviation Promotion Category

Category	Descriptor	*M*	*SD*
Promotion	Good opportunities	1.40	1.45
	Opportunities limited (Rev)	.99	1.40
	Promotion on ability	1.15	1.40
	Dead-end job (Rev)	2.23	1.25
	Good chance for promotion	1.52	1.44
	Very limited (Rev)	1.52	1.48
	Infrequent promotions (Rev)	1.48	1.44
	Regular promotions	1.32	1.43
	Fairly good chance for promotion	1.67	1.42

Note: (Rev)=Reversed scored items for the JDI

The Promotion category, located in Table 11, was a lower in overall means. The lowest descriptor was Opportunities limited (*M*=.99) and the highest mean was Dead-end job (*M*=2.23). Members are above average on Fairly good chance for promotion (*M*=1.67) but the rest of the categories are hovering around an expected value of 1.5.

Table 12.

Mean and Standard Deviation Supervision Category

Category	Descriptor	*M*	*SD*
Supervision	Supportive	2.30	1.24
	Hard to please (Rev)	1.88	1.41
	Impolite (Rev)	2.41	1.17
	Praises good work	2.00	1.35
	Tactful	2.10	1.34
	Influential	1.92	1.39
	Up-to-date	2.03	1.34
	Unkind (Rev)	2.49	1.09
	Has favorites (Rev)	1.75	1.43
	Tells me where I stand	1.72	1.42
	Annoying (Rev)	2.21	1.29
	Stubborn (Rev)	1.81	1.43
	Knows job well	2.05	1.33

Table 12. (continued)

Mean and Standard Deviation Supervision Category

Category	Descriptor	*M*	*SD*
Supervision	Bad (Rev)	2.53	1.07
	Intelligent	2.48	1.05
	Poor planner (Rev)	2.11	1.34
	Around when I need	1.92	1.38
	Lazy (Rev)	2.54	1.04

Note: (Rev)=Reversed scored items for the JDI

The Supervision category ranged in averages from Tells me where I stand (*M*=1.72) to the highest rated descriptor of Lazy (*M*=2.54) which means that as a reversed scored item, members feel that their supervision is the opposite of lazy. The category of Supervision had higher averages than that of Promotion and Pay. The total of all averages were then added together to give the total score for each category and separated by affiliation in Table 13.

Table 13.

Mean JDI Scores by Affiliation

Affiliation	People	Job in General	Work	Pay	Promotion	Supervision
Active Duty	37.38	37.28	31.65	34.85	30.46	36.73
Government Civilian	41.20	44.94	37.53	35.48	13.82	41.12
Contractor	44.14	45.36	36.77	39.00	26.71	47.71
Total	38.56	39.38	33.20	35.19	26.56	38.23

The average scores were separated by affiliation and compared based on total means. The total possible score for each category is 54 points. All three affiliations had similar top three areas where each are most satisfied. The Active duty affiliation had People (*M*=37.38) as their highest area of satisfaction with the Job in General (*M*=37.28) as their next highest area of satisfaction. Their third highest out of all areas of satisfaction was the Supervision (*M*=36.73) satisfaction category.

Government Civilians had the similar categories but the alignment order was different than active duty and contractors. The highest area of satisfaction for government civilians is the Job in General (*M*=44.94). The second highest area for government civilians is the People (*M*=41.20) category followed by the satisfaction with Supervision (*M*=41.12) in the workplace.

Contractors also had similar categories of their top three satisfaction areas, but their number one area of satisfaction was satisfaction in the Supervision (*M*=47.71) category. The second area was in the Job in General (*M*=45.36) satisfaction category. The final category in the top three for contractors was their satisfaction with the People (*M*=44.14) they work with. One key similarity was the ranking of satisfaction of the Promotion category as lowest in satisfaction for all affiliations.

Internal Consistency Reliability

In order to ensure internal consistency of the surveys used in the research, Cronbach's alpha scores were calculated for each area of the COI and the JDI. The scores are located in Table 14. All items were acceptable, based on the scores, with one area of concern highlighted.

Table 14.

Cronbach's Alpha for the COI

Category	Alpha
Technical Functional	0.466
General Managerial	0.743
Autonomy Independence	0.748
Security and Stability	0.688
Entrepreneurial	0.685
Sense of Service and Dedication	0.776

Table 14. (continued)

Cronbach's Alpha for the COI

Category	Alpha
Pure Challenge	0.683
Lifestyle	0.789
Total	0.877

Note: *N*=5

The Technical and Functional area was below average in other areas of research (Danziger et al., 2008). Danziger et al. (2008) conducted research using Schein's COI focusing on the construct validity. Danziger et al. (2008) analyzed the Technical Functional category questions. The Technical Functional category includes questions 1, 9, 17, 25, and 33. The Cronbach's alpha for those questions were question 1 (.474), question 9 (.641), question 17 (.392), and question 33 (.725). Question 25 was removed from the analysis due to having insufficient loading for the overall alpha.

Further analysis was conducted with the data collected to evaluate the impact of each question on the overall reliability for the Technical Functional area as questions were omitted. Results are shown in Table 15.

Table 15.

Technical Functional Competence Cronbach's Alpha

Question	Cronbach's Alpha if Item Deleted
Schein1	.352
Schein9	.404
Schein17	.374
Schein25	.492
Schein33	.412

The Cronbach's alpha is shown in Table 15 with the effect of each question on the overall total. With the removal of question 25, the reliability is improved to .492. The alpha of .492 is still low for reliability and below the reliability of Mays (2007) who had an alpha of .66 in her study.

The overall reliability for the study was .877. Schein's own research discovered that the rating average was between the high .60's to the low .90's area (Schein, 1993). It is assumed that over time, the scores of the Technical Functional area would migrate to the standard mean of .60 to .90 which has been discovered in other research.

The Cronbach's alpha scores for the JDI are displayed in Table 16. The internal validity for the JDI was strong with an overall score of .967. The lowest score was the pay category at .865 which is still a strong reliability for the study. The JDI has shown to

have very strong reliability within this study as well as other studies conducted by Pearson (2008, 1998) who had consistent reliability in the range of .90.

Table 16.

Cronbach's Alpha for the JDI

Category	Alpha
People	0.917
Job in General	0.902
Work	0.921
Pay	0.865
Promotion	0.918
Supervision	0.935
Total	0.967

Note: *N*=18

Hypothesis Testing

The demographic data has been presented. The data was plotted to show that each area is normally distributed. Each survey was then reviewed, the scoring was presented and the means for each affiliation discussed. Reliability has been shown for each of the data collection surveys and both have been shown to be acceptable.

Hypothesis 1

Next, the researcher performed the hypothesis testing for each of the Research Questions that was the focus of the study. The first Hypothesis tested was:

$H1_0$: There is no statistically significant relationship between affiliation (IV) and job satisfaction (DV) scores.

$H1_1$: There is a statistically significant relationship between affiliation (IV) and job satisfaction (DV) scores.

The data was entered into SPSS for comparing means. The JDI scores were entered into the dependent list and affiliation was the factor for analysis. The initial results were reviewed and tested for homogeneity of the variables. The results are located in Table 17.

Table 17.

Test for Homogeneity of Variables

Category	Levene Statistic	df1	df2	Sig.
People	3.692	2	290	.026
Job in General	15.860	2	292	.000
Work	2.409	2	290	.092
Pay	.584	2	292	.558
Promotion	5.936	2	292	.003

Table 17. (continued)

Test for Homogeneity of Variables

Category	Levene Statistic	df1	df2	Sig.
Supervision	7.013	2	292	.001

In order to use the ANOVA, the homogeneity test must be passed with significance greater than .05 (Norusis, 2006). The data did not meet all of the criteria for homogeneity so the ANOVA could not be used and the data had to be analyzed with the robust test of equality of means instead of the standard ANOVA using the Welch test (Norusis, 2006). With a violation of the assumption of homogeneity, the test can still be completed by testing the equality of means, as shown in Table 18.

Table 18.

Robust Test of Equality of Means

Category	Statistic	df1	df2	Sig.
People	4.14	2	37.73	.024
Job in General	12.32	2	42.79	.000
Work	4.38	2	31.95	.021
Pay	.56	2	34.63	.575

Table 18. (continued)

Robust Test of Equality of Means

Category	Statistic	df1	df2	Sig.
Promotion	24.98	2	33.42	.000
Supervision	11.80	2	43.85	.000

There are significant differences in all areas of affiliation for all categories of satisfaction except the Pay category with a significance of .575. There is sufficient evidence to reject the Null Hypothesis. There truly is significance between affiliation and job satisfaction scores. The next analysis is where exactly those differences exist within the job satisfaction scores.

Table 19 shows the comparisons of the tests and the differences within each category. The test shows the specific job satisfaction category and if each item is significantly different when compared to only one of the affiliations. The first category tested was the People category. Although in the test for comparing all three affiliations the test showed statistically significant for the People category, it is not the same when comparing the affiliations in paired comparisons. For all comparisons for the People category the alpha is .05 and there were no significant differences with the lowest alpha being .146.

The next category compared was the Job in General category. The differences were mainly between active duty and government civilians with an alpha of .001. All

other comparisons were not statistically significant. The story was similar for testing the Work category. The only difference that was significant was between active duty and government civilians with an alpha of .001. The rest of the paired comparisons were greater than the alpha of .05.

The Pay category was the only category that was not statistically significant when doing the robust test for the equality of means. The paired test comparison also shows that there are no statistical differences when each of the affiliations is paired together. There are differences when the affiliations are compared within the Promotion category. Not only do the active duty and civilians have a statistical difference below .05 with an alpha of .000, there is a statistical difference between contractors and government civilians with an alpha of .042. Overall there was sufficient evidence to reject the Null Hypothesis for Hypothesis 1.

Table 19.

Multiple Comparisons by Category

Dep Variable	Affiliation	Affiliation	Difference	Std. Error	Sig.
People	Active Duty	Gov Civilian	-3.82	2.03	.146
		Contractor	-6.77	3.98	.207
	Gov Civilian	Active Duty	3.82	2.03	.146

Table 19. (continued)

Multiple Comparisons by Category

Dep Variable	Affiliation	Affiliation	Difference	Std. Error	Sig.
		Contractor	-2.95	4.25	.767
	Contractor	Active Duty	6.77	3.98	.207
		Gov Civilian	2.95	4.25	.767
Job in General	Active Duty	Gov Civilian	-7.66	2.06	.001
		Contractor	-8.08	4.03	.113
	Gov Civilian	Active Duty	7.66	2.06	.001
		Contractor	-.42	4.30	.995
	Contractor	Active Duty	8.08	4.03	.113
		Gov Civilian	.42	4.30	.995
Work	Active Duty	Gov Civilian	-5.88	2.19	.021
		Contractor	-5.12	4.45	.484
	Gov Civilian	Active Duty	5.88	2.19	.021
		Contractor	.76	4.72	.986
	Contractor	Active Duty	5.12	4.45	.484
		Gov Civilian	-.76	4.72	.986
Pay	Active Duty	Gov Civilian	-.64	2.28	.958
		Contractor	-4.15	4.47	.622

Table 19. (continued)

Multiple Comparisons by Category

Dep Variable	Affiliation	Affiliation	Difference	Std. Error	Sig.

	Gov Civilian	Active Duty	.64	2.28	.958
		Contractor	-3.52	4.77	.742
	Contractor	Active Duty	4.15	4.47	.622
		Gov Civilian	3.52	4.77	.742
Promotion	Active Duty	Gov Civilian	16.64	2.54	.000
		Contractor	3.74	4.98	.733
	Gov Civilian	Active Duty	-16.64	2.54	.000
		Contractor	-12.90	5.31	.042
	Contractor	Active Duty	-3.74	4.98	.733
		Gov Civilian	12.90	5.31	.042
Supervision	Active Duty	Gov Civilian	-4.40	2.22	.120
		Contractor	-10.99	4.36	.033
	Gov Civilian	Active Duty	4.40	2.22	.120
		Contractor	-6.59	4.65	.333
	Contractor	Active Duty	10.99	4.36	.033
		Gov Civilian	6.59	4.65	.333

Hypothesis 2

The next Hypothesis tested compared the COI subscales and job satisfaction scores and are stated as follows:

$H2_0$: There is no statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (DV) in the entire population.

$H2_1$: There is a statistically significant relationship between COI (IV) subscale scores and job satisfaction scores (DV) in the entire population.

Table 20.

H2–COI and Job Satisfaction Correlation

Category		Job In General	Work	Pay	Promotion	Supervision	People
TF	Pearson	.152	.201	-.019	.064	.082	.104
	Sig. (2-tailed)	.009	.001	.743	.272	.158	.074
GM	Pearson	.103	.152	-.079	.109	.004	-.024
	Sig. (2-tailed)	.079	.009	.178	.062	.952	.680
AU	Pearson	-.177	-.115	-.177	-.098	-.164	-.146
	Sig. (2-tailed)	.002	.050	.002	.094	.005	.013
SE	Pearson	.187	.172	-.025	-.103	.133	.072
	Sig. (2-tailed)	.001	.003	.669	.078	.022	.218
EC	Pearson	-.178	-.139	-.173	-.038	-.138	-.171

Table 20. (continued)

H2–COI and Job Satisfaction Correlation

Category	Job In General	Work	Pay	Promotion	Supervision	People

	Sig. (2-tailed)	.002	.017	.003	.510	.017	.003
SV	Pearson	.238	.217	.138	.079	.103	.147
	Sig. (2-tailed)	.000	.000	.017	.177	.077	.012
CH	Pearson	.147	.193	-.035	.080	.035	.062
	Sig. (2-tailed)	.011	.001	.553	.169	.554	.290
LS	Pearson	-.009	.036	.058	-.056	-.040	.059
	Sig. (2-tailed)	.882	.535	.319	.341	.495	.314

Pearson's Correlation Coefficient was used as the measurement of correlation for studying the correlation between the COI and JDI scores. Zero will show that there is not a correlation and the closer to +1 and -1, the stronger the correlation between the variables. The significance results are located in the Sig (2-tailed) row and are significant when the output is less than an alpha of .05. There were several statistically significant areas for discussion and evaluation.

There are significant, positive correlations between the Technical Functional area and the Job in General and Work JDI scores. Those working in the Technical Functional career anchor enjoy being able to do the work that employs their talents and abilities (Schein, 1990). They identify themselves with the content of their work (Schein, 1990). The correlation shows that those in the Technical Functional career anchor are positively satisfied by the Work (p=.009) and the Job (p=.001) they do but there are no correlations between the remaining JDI scores and the Technical Functional anchor.

The General Managerial career anchor did not have many correlations with the JDI satisfaction score categories, except for one area. Those in the General Managerial career anchor want to be responsible for policy making decisions (Schein, 1990) and want to move up in the corporate ladder (Schein, 1990). The Work category for the JDI is positively correlated with the General Managerial career anchor (p=.009). However, there were no other significant relationships in the General Managerial career anchor.

The Autonomy Independence career anchor had several significant negative correlations. The negative correlations show that the members working in that category in the organization are having the opposite level of satisfaction as those qualities displayed by the career anchor. The Autonomy Independence career anchor desire freedom from rules, procedures, dress codes and organizational rules (Schein, 1990). Members in the Autonomy Independence career anchor desire to set their own schedules (Schein, 1990). There were several negative correlations between members working in this career anchor and most levels of satisfaction. The categories with negative correlations that were significant were Job in General (p=.002), Work (p=.050), Pay (p=.002), Supervision (p=.005), and People (p=.013). Those working in the organization that scored higher in the Autonomy Independence career anchor scored lower in satisfaction categories with the correlations shown. The only satisfaction category that did not have a correlation was the Promotion category (p=.094).

The next career anchor evaluated was the Security Stability career anchor. According to Schein (1990), the individuals in the Security Stability career anchor are motivated by job stability and need to feel safe and secure so they can plan out their

future. These members will do what they need to do and go where they need to go in order to have that security and stability (Schein, 1990). There was a positive correlation shown between the Security Stability career anchor and Job in General (p=.001), Work (p=.003), and Supervision (p=.022).

Those in the Entrepreneurial career anchor are looking for building new business or creating something innovative and prove they can create business (Schein, 1990). The results with the Entrepreneurial career anchor were similar to those of the Autonomy Independence career anchor with negative correlations between all JDI satisfaction categories but the Promotion category (p=.510). All others had a significant negative correlation. Job in General (p=.002), Work (p=.017), Pay (p=.003), Supervision (p=.017) and People (p=.003) were all negatively correlated showing that those who scored higher in the Entrepreneurial career anchor scored lower in those satisfaction categories and those who scored lower in Entrepreneurial career anchors scored higher in significant satisfaction categories.

The next anchor is the Sense of Service and Dedication career anchor. Those in this career anchor enjoy working with people to make a difference in the lives of others (Schein, 1990). These members want work that is similar to the visions that they have as providing value or purpose to another cause (Schein, 1990). There were significant positive correlations between the Sense of Service and Dedication career anchor and the Job in General (p=.000), Work (p=.000), Pay (p=.017), and People (p=.012) satisfaction categories. The other categories did not show any correlations of statistical significance.

Those members in the Pure Challenge career anchor feel they can conquer anyone or anything (Schein, 1990). They thrive on taking on the impossible and making things happen and are inherently competitive (Schein, 1990). There were only two positive correlations in this career anchor with the job satisfaction scores. The two areas positively correlated with the Pure Challenge career anchor were the Job in General (p=.011) and the Work (p=.001) categories. All other satisfaction categories did not have a correlation with the Pure Challenge career anchor.

The final career anchor is the Lifestyle career anchor. Those in the Lifestyle career anchor are looking for the work/life balance and focus on family more than careers (Schein, 1990). All affiliations scored the Lifestyle career anchor as their highest career anchor based on their averages. The correlations for the Lifestyle career anchor did not exist for any job satisfaction score.

The correlations exist on many key career anchor and satisfaction relationships. There is significant evidence that there are correlations between the career anchors and the satisfaction scores and the Null Hypothesis is rejected for Hypothesis 2.

Hypothesis 3

The next Hypothesis test compared the multiple scales of the COI with the JDI scales and the affiliation and is shown.

$H3_0$: There is no statistically significant difference between COI (DV) subscale scores and job satisfaction scores (DV) in each affiliation (IV).

$H3_1$: There is a statistically significant difference between COI (DV) subscale scores and job satisfaction scores (DV) in each affiliation (IV).

The test was conducted using the Multivariate Analysis of Variances (MANOVA) using the COI and JDI scales as dependent variables and the affiliation as the fixed factor for analysis. The test was conducted in SPSS and the first test to ensure the validity of the analysis was the homogeneity of covariance. The results are located in Table 21. The test requires a p-value of p>.001 to assume homogeneity. The test was passed, as shown below (p=.070).

Table 21.

H3-Test of Equality of Covariance

Box's M	138.483
F	1.211
df1	105
df2	48059.568
Sig.	.070

The next step of the MANOVA was to determine the overall result of the MANOVA when reviewing the factor of affiliation and the dependent variables of the COI and JDI scores. The results are shown in Table 22.

Table 22.

Multivariate Tests for Affiliation, COI and JDI Scores

Effect	Test	*F*	Hypothesis *df*	Error *df*	Sig.
Affiliation	Pillai's Trace	3.385	28.000	552.000	.000
	Wilks' Lambda	3.591	28.000	550.000	.000
	Hotelling's Trace	3.799	28.000	548.000	.000
	Roy's Largest Root	7.051	14.000	276.000	.000

The results in Table 22 provide the test results for the MANOVA of affiliation, COI and JDI scores. The test of focus is Wilks' Lambda and shows that there is a statistical significance (p=.000) between career anchors and satisfaction when separated by affiliation. There is significant evidence to reject the Null Hypothesis that there is a statistically significant relationship between the scores of the COI and JDI when measured by the fixed factor of affiliation.

Hypothesis 4

The next Hypothesis test looked at the relationship between the group affiliation rank, job satisfaction scores and COI subscale scores. The research Hypothesis is below.

$H4_0$: There are no statistically significant differences between rank (IV), COI subscales (DV) and job satisfaction scores (DV).

$H4_1$: There are statistically significant differences between rank (IV), COI subscales (DV) and job satisfaction scores (DV).

This was measured using Kruskal-Wallis H Test using a p-value of .05 and shown in Table 23. The COI subscale scores and JDI satisfaction scores were entered as dependent variables and affiliation ranks were entered as the factor for evaluation of the differences. The study used the career selection by affiliations and compared with the job satisfaction scores and the COI subscale scores. There was sufficient evidence to reject the Null Hypothesis when looking at career anchors General Managerial (p=.016), Autonomy Independence (p=.019), Entrepreneurial (p=.019), and Sense of Service and Dedication (p=.004).

There were also significant differences in the means for ranks within the affiliations and the job satisfaction scores. All job satisfaction scores were statistically significant when compared with the ranks among the affiliations. All showed a significant difference with a maximum p-value of .001. There was sufficient evidence to reject the Null Hypothesis that there is a difference between the ranks in the affiliations and the career anchors and job satisfaction scores.

Table 23.

H4–Kruskal-Wallis H Test Mean Difference Significance

Category	Sig.
Technical Functional	.327
General Managerial	.016
Autonomy Independence	.019

Security and Stability	.071
Entrepreneurial	.019
Sense of Service and Dedication	.004
Pure Challenge	.557
Lifestyle	.264
People	.001
Job in General	.000
Work	.000
Pay	.000
Promotion	.000
Supervision	.001

Hypothesis 5

The next Hypothesis test reviewed age, job satisfaction and the COI subscales. The Hypothesis is below and the results are shown in Figure 25.

$H5_0$: There is no statistically significant difference between age (IV), job satisfaction (DV) and COI subscales (DV).

$H5_1$: There is a statistically significant difference between age (IV), job satisfaction (DV) and COI subscales (DV).

The test was conducted using the Multivariate Analysis of Variances (MANOVA) using the COI and JDI scales as dependent variables and the age as the fixed factor for analysis. The test was conducted in SPSS and the first test to ensure the validity of the analysis was the homogeneity of covariance. The results are located in Table 24. The test requires a p-value of p>.001 to assume homogeneity. The test was passed, as shown below (p=.039).

Table 24.

H5 - Test of Equality of Covariance

Box's M	702.940
F	1.113
df1	525
df2	29627.526
Sig.	.039

The next step of the MANOVA was to determine the overall result of the MANOVA when reviewing the factor of age and the dependent variables of the COI and JDI scores. The results are shown in Table 25.

Table 25

H5-Multivariate Tests for Age, COI and JDI Scores

Effect	Test	*F*	Hypothesis *df*	Error *df*	Sig.

Age	Pillai's Trace	1.39	98.00	1932.00	.008
	Wilks' Lambda	1.42	98.00	1716.55	.005
	Hotelling's Trace	1.45	98.00	1878.00	.003
	Roy's Largest Root	5.19	14.00	276.00	.000

The results in Table 25 provide the test results for the MANOVA of Age, COI and JDI scores. The test of focus is Wilks' Lambda and shows that there is a statistical significance (p=.005) between career anchors and satisfaction when separated by age. There is significant evidence to reject the Null Hypothesis that there is a statistically significant relationship between the scores of the COI and JDI when measured by the fixed factor of age. Additional analysis was conducted to see in what areas there were statistical differences when categorized by Age. The results are located in Table 26. The data was entered into SPSS with the dependent variables were the COI and JDI scores and moderated by Age as the factor. There were not statistically significant relationships between Age and any of the career anchor categories. But there is a statistical relationship in differences in the mean between Age and People (p=.019), Job in General (p=.000), Work (p=.000), Promotion (p=.004), and Supervision (p=.035). The Pay category (p=.673) was the only category in the JDI satisfaction scores that did not have a difference in the means among all age groups.

Table 26.

H5–Additional ANOVA Age, JDI and COI

Category		Sum of Squares	*df*	Mean Square	*F*	Sig.
TF	Between Groups	4.61	7	.66	.68	.691
	Within Groups	278.79	287	.97		
	Total	283.40	294			
GM	Between Groups	6.73	7	.96	.93	.484
	Within Groups	297.04	287	1.03		
	Total	303.77	294			
AU	Between Groups	2.47	7	.35	.32	.944
	Within Groups	315.65	287	1.10		
	Total	318.12	294			
SE	Between Groups	9.76	7	1.39	1.15	.333
	Within Groups	348.59	287	1.21		

Table 26. (continued)

H5–Additional ANOVA Age, JDI and COI

Category		Sum of Squares	*df*	Mean Square	*F*	Sig.
	Total	358.35	294			
EC	Between Groups	10.81	7	1.54	1.16	.329
	Within Groups	383.44	287	1.34		
	Total	394.24	294			
SV	Between Groups	11.29	7	1.61	1.17	.319

	Within Groups	394.84	287	1.38		
	Total	406.13	294			
CH	Between Groups	3.95	7	.56	.45	.868
	Within Groups	357.75	287	1.25		
	Total	361.70	294			
LS	Between Groups	15.46	7	2.21	1.26	.273
	Within Groups	505.01	287	1.76		
	Total	520.47	294			
People	Between Groups	3496.02	7	499.43	2.45	.019
	Within Groups	58066.18	285	203.74		
	Total	61562.20	292			
Job in	Between Groups	5706.18	7	815.17	3.89	.000
General	Within Groups	60149.06	287	209.58		

Table 26. (continued)

H5–Additional ANOVA Age, JDI and COI

Category		Sum of Squares	*df*	Mean Square	*F*	Sig.
	Total	65855.23	294			
Work	Between Groups	6273.73	7	896.25	3.88	.000
	Within Groups	65887.99	285	231.19		
	Total	72161.71	292			
Pay	Between Groups	1289.34	7	184.19	.70	.673

	Within Groups	75635.40	287	263.54		
	Total	76924.75	294			
Promotion	Between Groups	7664.98	7	1095.00	3.10	.004
	Within Groups	101387.85	287	353.27		
	Total	109052.83	294			
Supervision	Between Groups	3819.74	7	545.68	2.20	.035
	Within Groups	71328.58	287	248.53		
	Total	75148.33	294			

Hypothesis 6

The final Hypothesis wanted to evaluate if there were significant correlations between satisfaction and intent to stay in the organization.

$H6_0$: There are no statistically significant correlations between satisfaction (DV) and intent to stay (IV) in the organization.

$H6_1$: There are statistically significant correlations between satisfaction (DV) and intent to stay (IV) in the organization.

The test was conducted using Pearson's Correlation Coefficient with a p-value of .05. The intent to stay and all JDI satisfaction scores were entered for evaluation and the results are located in Table 27.

Table 27.

H6–Intent to Stay and Satisfaction

		Intent	People	JIG	Work	Pay	Promotion	Supervision
Intent to Stay	Pearson	1	.191	.292	.247	.186	.158	.223
	Sig. (2-tailed)		.001	.000	.000	.001	.006	.000

As shown in Table 27, there were significant correlations between the Intent to Stay and JDI satisfaction scores. The positive correlation for all satisfaction scores shows that as the satisfaction increases in each category, so does the intent to stay of the member. This also proves that the opposite is true. The member's lower desire to stay in the organization also correlates with lower satisfaction scores. All scores correlated at statistically significant levels in all areas and provided sufficient evidence to reject the Null Hypothesis with People (p=.001), Job in General (p=.000), Work (p=.000), Pay (p=.001), Promotion (p=.006) and Supervision (p=.000) areas all showing significant statistical correlations.

Additional Research

After performing the data analysis for the Hypothesis testing, the researcher performed additional research analysis based on results of the hypotheses to further define and understand the data. One area analyzed was the differences of satisfaction scores within the ranks of the affiliations. The job satisfaction scores were placed as the dependent variables and the rank of each affiliation was used as the independent variable

for comparison. It was shown that there were significant differences in the mean between all ranks for satisfaction ($p<.005$).

Table 28.

ANOVA Rank and Job Satisfaction Scores

Category		Mean Square	*F*	Sig.
People	Between Groups	761.34	3.90	.000
	Within Groups	195.32		
Job In General	Between Groups	1320.70	6.83	.000
	Within Groups	193.32		
Work	Between Groups	1469.27	6.91	.000
	Within Groups	212.70		

Table 28. (continued)

ANOVA Rank and Job Satisfaction Scores

Category		Mean Square	*F*	Sig.
Pay	Between Groups	1740.66	7.90	.000
	Within Groups	220.28		
Promotion	Between Groups	2193.83	6.86	.000
	Within Groups	319.94		
Supervision	Between Groups	911.48	3.84	.000

	Within Groups	237.26		

The next area for additional research included the test for differences between gender and satisfaction. The satisfaction scores were entered into the dependent variable list and the gender variable was entered as the independent variable. The results are shown in Table 29.

Table 29.

ANOVA Gender and Job Satisfaction Scores

Category		Mean Square	*F*	Sig.
People	Between Groups	185.61	.88	.349

Table 29. (continued)

ANOVA Gender and Job Satisfaction Scores

Category		Mean Square	*F*	Sig.
	Within Groups	210.92		
Job In General	Between Groups	56.90	.25	.615
	Within Groups	224.57		
Work	Between Groups	118.83	.48	.489
	Within Groups	247.57		
Pay	Between Groups	88.81	.34	.561
	Within Groups	262.24		

Promotion	Between Groups	4381.12	12.26	.001
	Within Groups	357.24		
Supervision	Between Groups	.09	.00	.985
	Within Groups	256.48		

The only significant difference when comparing satisfaction among the genders is in the promotion category (p=.001). All other satisfaction areas were not statistically significant when it came to differences.

Conclusion

There was a good cross cutting representation of all affiliations. There were members from all age ranges from 18 to 63+ with all ranks participating in all categories. The members showed that 51% of participants have intent to stay with their affiliation; however 28% are unlikely or very unlikely to stay. The need for satisfaction is a strong determinant for a member's career choice and overall need for overall motivation.

The study then analyzed six hypotheses and discovered that there was sufficient evidence to reject the Null Hypothesis within all six tests. There are differences between affiliations and career anchors as well as correlations between career anchors and

satisfaction scores. There is a significant correlation between a member's satisfaction and their intent to stay in the organization after their commitment has expired.

The overall results of this study show that there are mixed emotions when it comes to satisfaction among the group affiliations and several significant differences in satisfaction among all affiliations. Almost 50% of all members of all affiliations stated that they were very unlikely, unlikely or undecided in their intent to stay. Forty-five percent of all members stated that job satisfaction was a primary determinant to their motivation at work. In Chapter 5, further discussion on satisfaction and career anchors for each affiliation will be explored. The future impacts the results of this study will be discussed to allow leadership to focus efforts for improving satisfaction in a time of continuous manpower reductions.

CHAPTER 5. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

This Chapter presents final conclusions for the research contained within this dissertation. The Chapter starts with a short summary of the study, followed by a discussion of the results of the research and areas where there were additional findings from the data collected. There are discussions on the conclusions drawn, the limitations to the current research and ends with implications and suggestions for future research.

Summary of Study

The purpose of the study was to find the similarities and differences between the multiple group affiliations in the Air Force when analyzing career anchors and satisfaction levels. The Research Questions asked are:

1. What is the relationship between multiple group affiliations when comparing group affiliation and job satisfaction scores?
2. What is the relationship between multiple group affiliation COI subscales and job satisfactions scores?
3. What is the relationship between multiple group affiliations and job satisfaction when moderated by COI subscales?
4. What is the relationship between age and job satisfaction in the entire population when moderated by COI subscales?
5. What is the relationship between satisfaction and the intent to stay with the organization?

A person's career anchor is their view of their self in the work they perform (Schein, 1996a). An individual evaluates their career anchors through their own individual beliefs, their talents and abilities and basic values, motives and needs (Schein, 1996a). Manpower reductions that have been in effect in the recent decade may cause members to have a change in their career which may have an impact on satisfaction of the workforce. As noted earlier, changes in career may not necessarily be the actual career change, but the changes in the terms of employment such as workload shift, security and stability (Schein, 1996a). Changing careers is seen as changing the members' values and motivation for why they are there. Martin (2006) showed that there are links between motivation, performance and job satisfaction. Withey and Cooper (1989) performed research that proved that when members are dissatisfied, performance drops and they either voice their concern or leave the organization as soon as another opportunity becomes available.

Insight for leadership direction is obtained by analyzing the career anchors for all affiliations and then comparing the results with satisfaction scores from the Job Descriptive Index (JDI). With 28% of members unlikely to remain in the Air Force after their commitment and another 21% undecided on their commitment to remain, the satisfaction information provides key areas where leadership should focus on to maintain retention in the future. Although retention is currently not a concern, when the economy eventually improves, retention will once again become an issue for leadership.

Demographic Results

The demographic survey portion was the lead in to the overall questionnaire. The first question asked was the age of the participant. The age categories were spread almost evenly between the first four age categories. The ages of 18-42 represented 77% of all respondents with each category at 18%-20%. The majority of participants were military members and most military members join between the ages of 18 to 24 either right after high school or right after completing college. After a 20 year career, members are eligible for retirement, which would explain the decrease in participants after the 42 year old category.

The participants' gender was the next question and was 65% male and 35% female. The military is a male dominated force with 81% males and 19% female (Air Force Personnel Center, 2011). Reviewing both officer and enlisted ranks for male to female ratio, it was discovered that the ratio was similar, regardless of rank. This ratio was for military alone and there were also government civilian employees and contractors participating, who do not have the percentage differences one expects to see in the military.

The affiliation was a key question for the demographics question due to several portions of the analysis is based on the affiliation of the member. The proportion of respondents was in line with the overall proportion of the base population. The base proportion is approximately 81% military, 16% government civilian and 3% contractor and the responses were 73% military, 22% government civilian and 5% contractor. This

was representative of the overall base population and the participation was as expected among the affiliations.

The next questions dealt with rank and years of experience. The majority of the members who took the survey were Non-Commissioned Officers (NCOs; 26%). Airmen (Amn) were the next highest with 15% responding. Airman are the junior ranking members of the force and generally do not have as much experience as the rest of the force. An enlisted member will be an Airman for at least the first 4 years of their career and up to 10 years if they do not make the first NCO rank. For officers, CGOs are the lower experienced members. A CGO enters similar to Airman with zero experience and will remain a CGO status for three ranks until approximately the 10 year point when they become a FGO. With 51% being junior ranking members responding, the average years of experience for the survey were 9.24 years with a standard deviation of 7.37 years. This also made sense for the representation of the population. As members continue through their career and move through the ranks, some decide to leave, some have that choice made for them and others continue to increase in rank and responsibility. But not all are promoted. All of these initial questions led to the analysis answering the hypotheses, but also allowed the researcher to gain additional insight and perform additional tests which further explained the results of the hypotheses (see pages 138-160).

The question that provided some interesting results was the question on a member's intent to stay after their commitment was completed. There were 28% who stated they were very unlikely or unlikely to stay after their commitment was up, but additionally 20% were undecided on their intent to stay. Even if only half of these

members decided to exit, it would create a 38% decrease in retention. Martin (2006) shows the links between motivation, performance and job satisfaction. Withey and Cooper (1989) proved that when dissatisfied, members decrease their performance in the organization, and they either voice their concerns or will leave the organization as soon as another opportunity becomes available. In a study by RAND (2004), economy is shown and a negative correlation on retention so when the economy improves, retention decreases. RAND (2004) discovered that as it becomes more difficult to recruit, standards of the new recruits decrease and the quality of the recruit goes along with the decrease. RAND (2004) also discovered that when the military provides additional bonuses and incentives, to include increased pay, the results are very limited. Although retention is at an all-time high in today's economic situation, when the economy improves, retention could be exponentially impacted by the recent manpower reductions and current satisfaction levels.

Members were asked what influenced them to stay in their current careers and the highest was job satisfaction. The survey showed that 25% of members feel that satisfaction with what they are doing influences them the most, where money and benefits came in next at 20%. This is similar to studies conducted by Martin (2006), Withey and Cooper (1989), and RAND (2004). When members state they are looking for satisfaction, they define it based on their own beliefs, but Herzberg (1968) discovered members felt that achievement, recognition, work itself, responsibility, advancement and growth at work were motivators that provided satisfaction.

Continuing to look at satisfaction, over 75% stated that their current position was relevant or very relevant to their satisfaction. Members want to be satisfied at work over everything else presented and that their current job, their career that they have chosen or tied themselves to, is relevant to that satisfaction. Moving along with satisfaction, the next area asked if working in their area of interest was important to satisfaction and almost 90% felt that it was important or very important with the majority stating it was very important. Finally, when asked what their primary motivation for career selection was, over 46% stated that job satisfaction was their motivation with 15% stating theirs were money and benefits.

Half of all members in all affiliations either intend to leave or are undecided. Members want to be satisfied at work and use that as their primary factor for choosing a career. Members of all affiliations want to stay in their current career which is relevant to their current level of satisfaction. Schein (2003, 1996a, 1990, 1977) theorized that individuals place their own self-conceptualization into their careers as they grow. Once a member ties themselves to that self-concept of who they are, the view becomes their key stabilizer and they do not willingly give that self-perception up (Schein, 1996a). The members chose their current career or have now tied themselves to that career and overall, this current career is their anchor. The next area of focus will be the more specific breakout of the similarities and differences of the career anchors, as tested by the COI (Schein, 1990).

Career Orientation Inventory Findings

The COI was given to all participants and all 40 questions were analyzed and passed the test for normality. The internal reliability was tested and all were within previously tested reliability scores except the Technical/Functional career anchor. This was reviewed by the researcher and is discussed further in the limitations section. The researcher assumed with further sampling, the reliability would reach the average of previous analysis performed by Schein (1996a, 1993, 1990).

The average scores were collected for all affiliations and presented in Table 30.

Table 30.

Affiliation and Career Anchor Top Three

Current Affiliation	1st	2nd	3rd
Active Duty	Lifestyle	Sense of Service and Dedication	Technical/ Functional
Government Civilian	Lifestyle	Sense of Service and Dedication	Security and Stability
Contractor	Lifestyle	Security and Stability	Technical/ Functional

Wils, Wils and Tremblay (2010) stated that there is a possibility of members having more than one career anchor, but Danziger and Valency (2005) showed that there were cases of multiple anchors for individuals, but the majority had a single anchor.

When looking at multiple affiliations, all affiliations listed their first career anchor as Lifestyle. According to Schein (1990), those in the Lifestyle career anchor are looking for their balance of work and life factors. These members plan their existence on the basis that careers are less important than family. It is important to integrate family decisions and implications into the career choices that impact them. All members from all affiliations feel that work and life balance is important, so much that they all ranked it equally important. Marshall and Bonner (2003) performed a study and discovered that Lifestyle was number one or at least second among all of the anchors regardless of age or culture. Understanding of this career anchor for all affiliations is very important for leadership to help build that level of satisfaction all affiliations desire.

The second career anchor for active duty and government civilians was the Sense of Service and Dedication. According to Schein (1990) the members of this affiliation choose this career based of the values they want to embody in their work. They are looking to make a difference in other's lives. The focus of these employees is geared more towards the values then the actual talents or area of competence (Schein 1996a, 1990). In research conducted by Marshall and Bonner (2003), the only members that scored the Sense of Service and Dedication as their first or second career anchor were those above the age of 44. In the general public, the career generally may not include national security or taking an actual oath to serve a country.

The third career anchor for active duty and contractors was the Technical/Functional career anchor. Schein (1990) states these individuals feel that they have a strong talent and often have a high motivation for a performing specific type of

work. These members are most satisfied when doing the work they have been assigned. They enjoy the ability to perform their talent and that it be challenging. If they are moved into other areas they are less satisfied and feel less skilled. Their identity is their content of their work. This correlates with the demographic data collected showing that over 75% feel that their current position is related to their satisfaction and almost 90% feel that working in their area of interest is important to their satisfaction.

The Security and Stability career anchor was the second highest for contractors and the third highest for government civilians. Schein (1996a, 1990) states that these individuals are motivated by job stability. The interesting discovery was the research conducted by Marshall and Bonner (2003) actually showed in their study that younger members of the workforce rated Security and Stability as their number one, however for the government organization, only contractors and government civilians rated it within their top three. The need to be safe and secure helps members plan out their future. Employees desire the ability to plan out their career and life stages, to include financial stability and retirement. They will accept being told what to do, where to go and when to go if it means being able to have security for the long term.

An interesting discovery was the listing of the Entrepreneurial Creativity career anchor was ranked as the lowest for all three affiliations. These individuals feel the need to build and create new business. Either by making something brand new or reorganizing and making old business new again through innovation. This is explained further when discussing the correlation between job satisfaction scores and career anchors located in Table 20 on page 145. When members are actually anchored by the Entrepreneurial

Creativity career anchor, they are not satisfied in almost all areas except the promotion category. As state earlier, when members are not satisfied they will either voice their concern, or leave the organization as soon as another opportunity is presented (Withey & Cooper, 1989).

Reviewing the information based on the means alone, all of the affiliations overlap in some areas of career anchors with primary differences located in the top three concerning the ranking or existence of Security and Stability. The further analysis of career anchors was contained in the Hypothesis testing and the relationships with the JDI.

Job Descriptive Index Findings

The JDI was given to all participants and all six areas were analyzed and all categories passed the test for normality. The internal reliability was tested and all were found extremely strong. All scoring was accomplished in accordance with the information provided by Bowling Green State University.

Table 31.

Affiliation and Satisfaction Top Three

Current Affiliation	1st	2nd	3rd
Active Duty	People	Job in General	Supervision
Government Civilian	Job in General	People	Supervision

Table 31. (continued)

Affiliation and Satisfaction Top Three

Current Affiliation	1st	2nd	3rd
Contractor	Supervision	Job in General	People

Herzberg (1968) studied hygiene factors and motivators and theorized that motivators where the primary drivers of satisfaction where hygiene factors didn't cause satisfaction, but did cause unhappiness. If a hygiene factor was not present, then individuals were unhappy. Hygiene factors under Herzberg (1968) are security, status, relationship with subordinates, personal life, relationship with peers, salary, work conditions, relationship with supervisor, supervision and company policies. Herzberg (1968) then stated that growth, advancement, responsibility, work itself, recognition, and achievement are motivators that cause actual satisfaction for employees/members. The JDI measured satisfaction levels for six categories that crossed both the hygiene and motivator sections. Although the JDI doesn't split between hygiene and motivators, the results provided interesting results for each affiliation and ranks within the affiliations.

All affiliations scored highest in satisfaction in the same three categories out of the six in the JDI questionnaire. The key differences were noted in the order of ranking among the affiliations. Each affiliation felt that the areas of People on Your Present Job, Job in General and Supervision were important for their satisfaction.

The People on Your Present Job focuses on the majority of the people the members work with or meet when performing your work. Each word is then evaluated on how the member feels each word or phrase describes those people they work with (BGSU, 2009). The words or phrases include *stimulating, boring, slow, helpful, stupid, and responsible* (BGSU, 2009) and continues down to 18 total descriptors. The active duty members' average scores ranked People as their number one, government civilians ranked the People category as their second category and contractors ranked it as their third category. With three being the highest rating, the closer each mean is to 3, the more satisfied they were with that category. When the score was a reversed score item, it meant that more judged that item favorably, or a "no", instead of "yes". When focusing on the specific descriptors within the People category, all affiliations combined rated helpful (M=2.63) as the highest area of satisfaction within the category. Members also felt that the people they work with were not Stupid (M=2.49) but felt they were Stubborn (M=1.38) and potentially Frustrating (M=1.48). The military organization, regardless of your affiliation, is based on following orders, regardless if you believe they are in alignment with a member's standards, believes or what they would do. As long as the order is lawful, the member would be expected to follow the order or direction; this could lead to the stubborn and frustrated feeling. But overall, all affiliations rated People in their top three for satisfaction.

The Job in General category describes the job in general terms as seen as the by the individual during most of the time at their workplace. The words or phrases include *pleasant, bad, great, waste of time, good, undesirable, worthwhile, and acceptable*

(BGSU, 2009) and also contains a total of 18 descriptors. The active duty and contractor affiliations ranked this category as second while the government civilians ranked this category as first. Reviewing the specific descriptors for the Job in General category, members appear to be satisfied with their jobs, but not necessarily happy with their jobs. Members rated the positive descriptors lower than the negative descriptors. Members showed that they felt their job wasn't Great (*M*=1.38) nor was it Excellent (*M*=1.38) or Superior (*M*=1.18). However members rated favorably when asked if their job was Rotten (*M*=2.65) Worse than most (*M*=2.44) or Undesirable (*M*=2.33). Rating the negative areas more positively than the positive factors may show that members are satisfied with the Job in General but are not completely happy with what they do. They do not think what they do is undesirable or rotten, but definitely feel that their job is not superior or great, in their minds.

The last category ranked in the top three by all affiliations was the Supervision category. Supervision evaluated the kind of supervision that one gets on their job and how well the word or phrase describes their supervision (BGSU, 2009). These words include *supportive, hard to please, impolite, praise's good work, tactful, influential, and up-to-date* (BGSU, 2009) and totals 18 words and phrases. Supervision was ranked number one by the contractor affiliation and third by active duty and government civilian affiliations. Once again the scoring for the Supervision category almost replicated the Job in General category when reviewing the average scores for positive and negative descriptors. The highest rating area was Lazy (*M*=2.54) which shows that members do not feel their bosses are lazy, but there is a concern when feedback is concerned with the

rating of Tells me where I stand (*M*=1.72). For the most part, all members show that they believe their supervision is Intelligent (*M*=2.48), not Bad (*M*=2.53) nor Unkind (*M*=2.49). Members do show concern in the Supervision category. With Tells me where I stand scoring the lowest and Has favorites (*M*=1.75), there may be a perception of poor feedback and favoritism.

The interesting discovery was the ranking of the satisfaction scores and the similarities among the affiliations. Although all three affiliations contained different rankings of the satisfaction scores overall, all three had the same top three satisfaction indicators ranked in their top three. By reviewing the means by category, members show that they are not completely overly satisfied in each area of the JDI but are not completely unhappy. The research analysis shown in the remainder of Chapter 5 will show the Hypothesis results and additional analysis conducted to delve deeper into the similarities and differences among the affiliations.

Hypothesis Testing

Hypothesis 1

The first Hypothesis focused on the comparison of affiliation and job satisfaction. The initial test using ANOVA was attempted but did not meet all of the criteria for homogeneity so the next step was to use the robust test of equality of means using the Welch test (Norusis, 2006). Although the top three areas of satisfaction were the same for all affiliations, the test shows that there are differences between all organizations when it comes to satisfaction. The only area where there was not a difference, according to the robust test of equality of means, was the Pay category. The insufficient evidence to

reject the Null Hypothesis for the Pay category is understandable. For the military and government civilian categories the pay charts are published and pay raises are primarily set by congress and on a set table based on longevity and rank.

Looking at Table 19, the comparisons by each affiliation show that there are not differences in the means for all affiliations. Although when reviewing the differences for the People category showed that there was a difference for all three affiliations, it is different when looking at pair-wise comparisons. The People category showed no statistical differences when looking at each affiliation paired up with another affiliation.

For the Job in General category and Work category, active duty and government civilian affiliations were the only pair with a statistical significance (p=.001) while the contractor affiliation had no statistical significance with any affiliation. The Pay category was not statistically significant when comparing all three affiliations as well as individual pairs.

Government civilians showed statistical differences in the Promotion category when compared to active duty (p=.000) and contractors (p=.042). There were no statistical significant differences when comparing contractors and active duty members. The data was almost inversed when discussing the Supervision category. Active duty and contractors displayed a significant difference (p=.033) but no other differences existed.

Reviewing the satisfaction levels, the researcher wanted to focus deeper into the differences. The Hypothesis focused on the differences among the affiliations, but within the affiliations there are also rank categories. Reviewing Table 28, there were statistical differences for all ranks for all affiliations when comparing means of job satisfaction

scores. After seeing that within each affiliation, the ranks within the affiliation had significant differences in the satisfaction categories, each mean score by rank was plotted for a graphical depiction of the areas of concern. This allowed for pinpointing areas of focus for leadership. The maximum score available in each category is 54 and when reviewing the total score for all categories it is 324.

The first area shown in Figure 19 is the mean score of the People category broken out by rank in the affiliations. The lowest ranking of the active duty components showed the lowest scores while civilians scored higher on average, but dips for the government civilian GS 6-11 or technician and middle management ranks. Field Grade Officers (FGO) had the highest satisfaction rating followed closely by the Contractor. Herzberg (1968) showed relationship with peers as a hygiene factor that influences satisfaction through the basic cause of either having a positive relationship with peers or not having a relationship with peers. Herzberg (1968) stated that when it came to hygiene factors, such as relationship with peers or People category were the "primary cause of unhappiness on the job" (p. 92). According to Baldonado and Spangenburg (2009), the younger generation is more idealistic and has distinct motivation and hygiene needs. This became more evident as each satisfaction category in the affiliations were reviewed and sorted by rank.

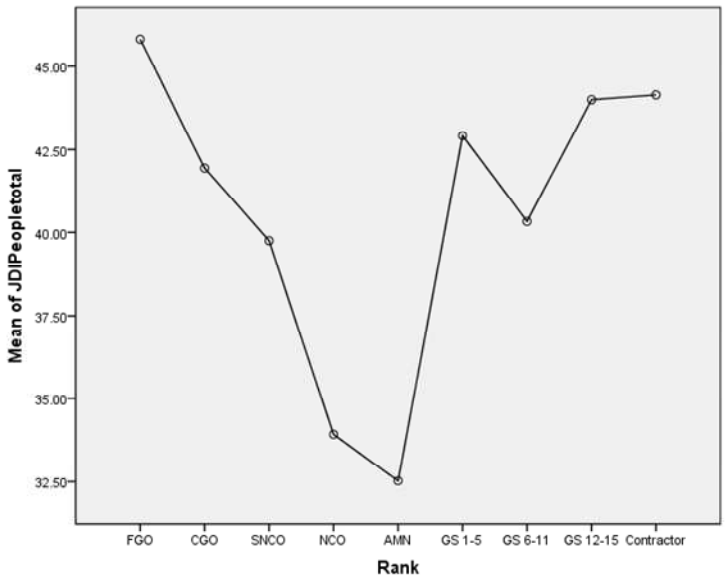

Figure 19: Mean score of People category by rank

The satisfaction in the Job in General category when separated by rank shows that overall the military affiliation has the lowest satisfaction in the Airman and Non-Commissioned Officer (NCO) ranks. While the civilian affiliation exhibits higher satisfaction equal to those higher ranking in the military. Even the lower ranking civilian ranks have a higher Job in General satisfaction rating, which shows leadership that there is an area of focus for satisfaction improvement. The category scores showed that members did not rate the positive items as high as the negative items. Members rated the negative items higher stating that although they are not happy with the current job, they are not satisfied completely either. Members do not believe their job is Rotten (M=2.65) but also do not thing it is Great (M=1.38) or Superior (M=1.18).

Airmen and NCOs are the younger force who is looking for satisfaction at work. Baldonado and Spangenburg (2009) showed that today's workforce is looking for new opportunities to grow in their careers. The younger members want to be challenged and recognized for what they do.

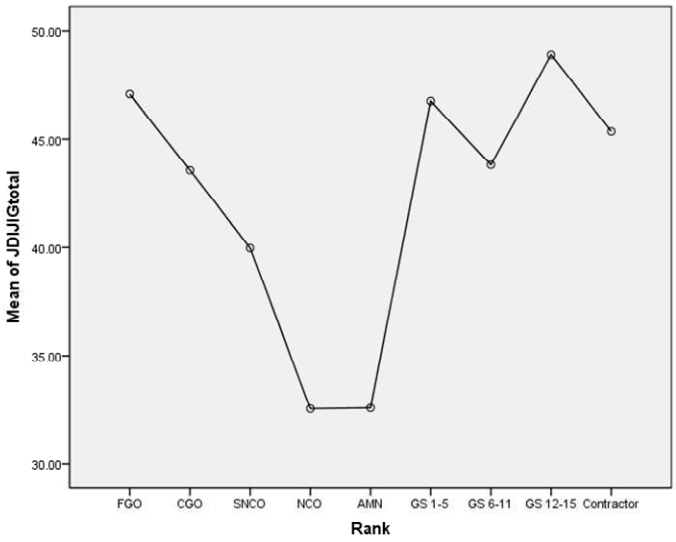

Figure 20: Mean score of Job in General category by rank

The score of the Work category, when shown by affiliation rank, displays values similar to the Job in General category. The military affiliation shows lower satisfaction scores for work satisfaction than the higher ranking military members and also much lower than the civilian and contractor categories. This once again highlights an area of concern where leadership should focus efforts within the military active duty affiliation.

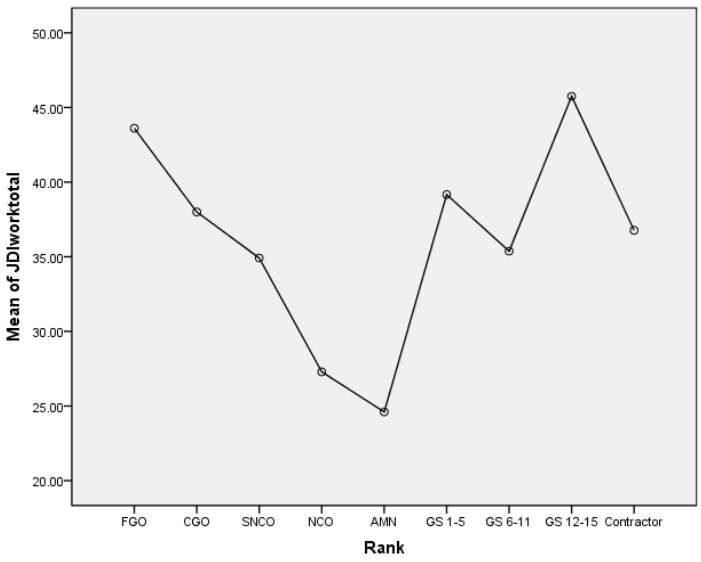

Figure 21: Mean score of Work category by rank

With the younger members still coming in lower and the overall total compared to the available score of 54, Airmen and NCOs are once again the least satisfied. Members overall feel that the work is Routine (*M*=.79), Repetitive (*M*=1.01), not Fascinating (*M*=1.27). Members do feel that the work is Useful (*M*=2.56) and Satisfying (*M*=2.08). Members do not feel excited about the work they do and tend to feel that they are not allowed to be Creative (*M*=1.31). Baldonado and Spangenburg (2003) stated that one must keep the younger generation satisfied by offering additional responsibilities as rewards as well as offering a fun and creativity in their work area.

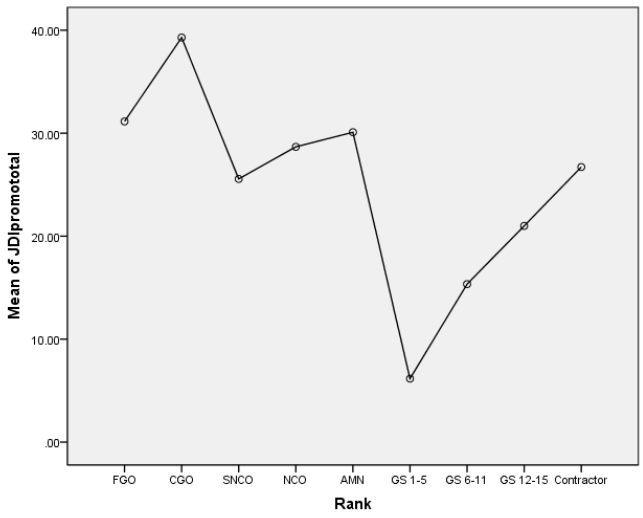

Figure 22: Mean score of Promotion category by rank

When reviewing the Promotion category for all affiliations, shown in Figure 22, a different picture is depicted. The total score available is still 54, but reviewing the figure below, one can see that the max score achieved by the CGOs was almost 40 with the lowest average score being below 10. Overall members feel that their job is not necessarily a Dead-end job (*M*=2.23) but members do feel that Opportunities are limited (*M*=.99) and people are not necessarily Promoted on ability (*M*=1.15).

The lower ranking members of the active duty affiliation are more satisfied with their promotions than the civilian counter parts. One item to note for the active duty components is the fact that promotions for Airman (Amn) and Company Grade Officers (CGOs) are automatic based on time in service. The promotion to Field Grade Officer (FGOs), NCOs and SNCOs are no longer automatic and based on supervisory reviews and for NCOs and SNCOs, test scores. For civilians, their promotions are based on

available positions, education and experience. There must be a vacancy in order to be hired into that position. With only approximately 575 civilian positions and less chance of moving from location to location, the promotion opportunities are not as available as other affiliations. For leadership, the focus would be to recognize opportunities for rewarding civilians who have proven themselves and making sure they are recognized properly.

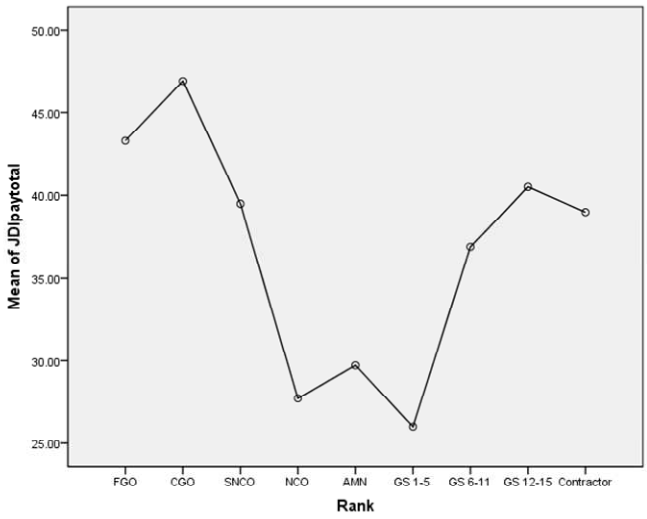

Figure 23: Mean score of Pay category by rank

Reviewing the mean score of the Pay category by affiliation rank shows that those in the lower rank scales for both the military active duty and the civilian categories are not satisfied by their current pay for where they are in their careers. Members do feel they have Enough to live on (*M*=2.56) but also feel they are not Well paid (*M*=1.10), are paid Less than they deserve (*M*=1.35), and are Underpaid (*M*=1.40).

The interesting area of change is the airman scored a higher mean satisfaction for pay then NCOs. It may be of concern that middle management in the Air Force are feeling overworked and underpaid for what they are asked to take on for their duties and responsibilities. Ultimately, the CGOs scored the highest, which makes sense due to being recent college graduates and making a significant amount of money in annual salary. Pay is an issue when it comes to retention and often used as a marketing tool, however RAND (2004) found that pay actually does very little to influence retention and recruitment when there is a strong or improving economy. According to Jamrog (2004), pay is not as big of factor as others may believe. In all affiliations, the higher ranking members appear to have higher levels of satisfaction with their pay. Leadership can look at pay as an area of focus for increased satisfaction; however Jamrog (2004) warns that high pay alone is not going to retain individuals.

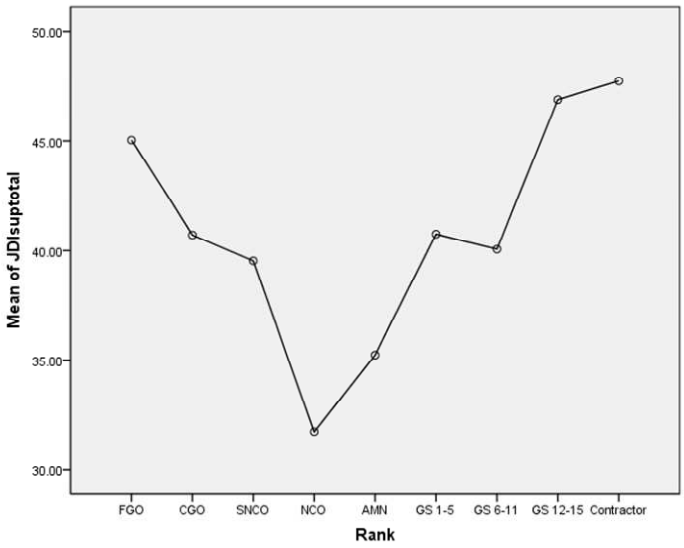

Figure 24: Mean score of Supervision category by rank

The final category reviewed for each affiliation broken out by rank is the Supervision category. Jamrog (2004) discusses how employees depend on their supervisors more than anyone else in the company. Members stay because a supervisor motivates the employee, gets them engaged and provides leadership, mentorship and coaching (Jamrog, 2004). When discussing how to lead during tough times, Pardey (2007) showed that supervisors are a vital link to transmit the vision is clear, trust is inspired and others are empowered.

Looking at specific Supervision category means for the overall scores, contractors were extremely satisfied by their supervision while NCOs were the lowest satisfied by supervision. Airman had the next lowest satisfaction with supervision. The government civilian affiliation had higher mean satisfaction scores when compared to rank structures for military active duty counterparts. Contractors had the overall highest mean score for the Supervision category.

Focusing on the descriptors in Table 12, members overall are satisfied with their supervision. The lowest scored descriptor was Tells me where I stand (M=1.72) and was above the average descriptor score of 1.5. The affiliations overall feel that their supervisors are not Lazy (M=2.54), they are not Bad (M=2.53), and are Intelligent (M=2.48).

The overall satisfaction of the organization was calculated as a percentage of each rank's total divided by the overall score available to present a percentage of overall satisfaction scoring. The results are presented in Figure 25. Reviewing the overall satisfaction by mean total percentage shows that with the overall score, NCOs are scoring

approximately 56% of the available scored points available with the next two lowest ranking positions next in line. NCOs are considered the first tier of management and leadership in the organization and may be feeling the effects of the manpower reductions the most as the workforce shrinks. According to Hill (2004) as organizations become leaner, managers are being asked to take on more responsibilities earlier in their careers. They are taking on more tasks, people and responsibilities and finding it more difficult to find the balance that they feel they need (Hill, 2004). However, as the rank increases in all affiliations, there appears to be an increase in satisfaction. It may be that responsibilities are being delegated and placing that burden more on the NCO.

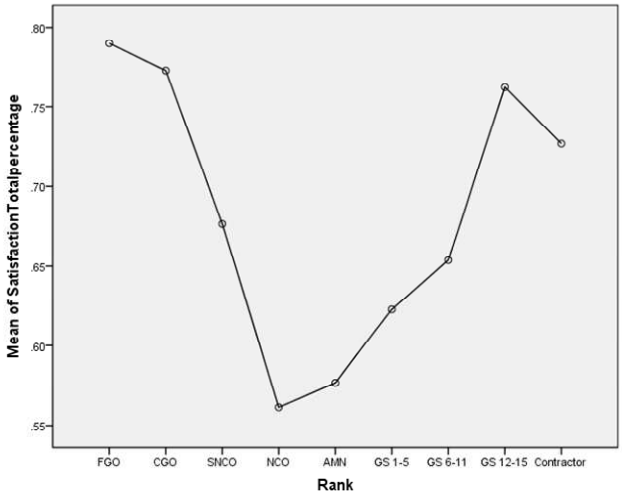

Figure 25: Mean of satisfaction percentage by rank

Hypothesis 2

The second Hypothesis studied the correlation between career anchors and job satisfaction scores. There are significant, positive correlations between the Technical Functional area and the Job in General and Work JDI scores. Those working in the Technical Functional career anchor enjoy being able to do the work that employs their talents and abilities (Schein, 1990). They identify themselves with the content of their work (Schein, 1990). The correlation shows that those in the Technical Functional career anchor are positively satisfied by the Work (p=.009) and the Job (p=.001) they do but there are no correlations between the remaining JDI scores and the Technical Functional anchor.

Members in the Technical Functional career anchor are looking for challenging work. The more work they perform, the happier they are until they are put into a position of senior management (Schein, 1990, 1996b). This is similar to the demographic survey that showed the majority of members desire to stay in their current career and working in an area of interest is important or very important to them.

The General Managerial career anchor did not have many correlations with the JDI satisfaction score categories, except for one area. Those in the General Managerial career anchor want to be responsible for policy making decisions (Schein, 1990) and want to move up in the corporate ladder (Schein, 1990). The Work category for the JDI is positively correlated with the General Managerial career anchor (p=.009). Members want to work and do it well, but they have a goal to climb the corporate ladder (Schein, 1990, 1996a). The more work that leads toward that goal, the more satisfied these members may become.

The Autonomy Independence career anchor had several significant negative correlations. The negative correlations show that the members working in that category in the organization are having the opposite level of satisfaction as those qualities displayed by the career anchor. The Autonomy Independence career anchor desire freedom from rules, procedures, dress codes and organizational rules (Schein, 1990). Members in the Autonomy Independence career anchor desire to set their own schedules (Schein, 1990). There were several negative correlations between members working in this career anchor and most levels of satisfaction. The categories with negative correlations that were significant were Job in General (p=.002), Work (p=.050), Pay (p=.002), Supervision (p=.005), and People (p=.013). Members in the military organization that are anchored to the Autonomy Independence anchor, regardless of affiliation, desire to be free from rules. One could see how a member who desires to be free from rules, dress codes and work hours would be negatively affected in satisfaction scoring by those very same items.

The next career anchor evaluated was the Security Stability career anchor. According to Schein (1990), the individuals in the Security Stability are motivated by job stability and need to feel safe and secure so they can plan out their future. There was a positive correlation shown between the Security Stability career anchor and Job in General (p=.001), Work (p=.003), and Supervision (p=.022). These members will do what they need to do and go where they need to go in order to have that security and stability (Schein, 1990). These members desire to plan out their life and want to look for opportunities for financial stability, including retirement (Schein, 1990).

Those in the Entrepreneurial career anchor are looking for building new business or creating something innovative and prove they can create business (Schein, 1990). The results with the Entrepreneurial career anchor were similar to those of the Autonomy Independence career anchor with negative correlations between all JDI satisfaction categories but the Promotion category (p=.510). All others had a significant negative correlation. Job in General (p=.002), Work (p=.017), Pay (p=.003), Supervision (p=.017) and People (p=.003) were all negatively correlated showing that those who scored higher in the Entrepreneurial career anchor scored lower in those satisfaction categories and those who scored lower in Entrepreneurial career anchors scored higher in significant satisfaction categories.

Members that are in the Entrepreneurial category and in the military may want to show they can do more. They want to prove that they can create and develop something and may not be getting that opportunity in the military. This was the lowest ranking category for all affiliations and those that were in the Entrepreneurial category tended to score lower in satisfaction.

The next anchor is the Sense of Service and Dedication career anchor. Those in this career anchor enjoy working with people to make a difference in the lives of others (Schein, 1990). These members want work that is similar to the visions that they have as providing value or purpose to another cause (Schein, 1990). There were significant positive correlations between the Sense of Service and Dedication career anchor and the Job in General (p=.000), Work (p=.000), Pay (p=.017), and People (p=.012) satisfaction categories. The other categories did not show any correlations of statistical significance.

Members that are in the military organization are there to serve. Active duty and government civilians both ranked this category as their second highest career anchor. Members appear to feel that they are making a difference and are satisfied with the job in general, the work they do, the pay they receive and the people they work with. They may not expect to be paid a significant amount because the job is not about the pay. The focus is about serving something greater than them. They appear to enjoy who they work with and what they are doing.

Those members in the Pure Challenge career anchor feel they can conquer anyone or anything (Schein, 1990). They thrive on taking on the impossible and making things happen and are inherently competitive (Schein, 1990). There were only two positive correlations in this career anchor with the job satisfaction scores. The two areas positively correlated with the Pure Challenge career anchor were the Job in General (p=.011) and the Work (p=.001) categories. All other satisfaction categories did not have a correlation with the Pure Challenge career anchor.

Members in the Pure Challenge career anchor are most likely looking for jobs that challenge them. They appear to enjoy the work but may only like it if it is challenging. According to Jamrog (2004), the best in the workforce desire challenging assignments that contributes to the overall organization. For the military organization, all affiliations did not rank this category highly.

The final career anchor is the Lifestyle career anchor. Those in the Lifestyle career anchor are looking for the work/life balance and focus on family more than careers (Schein, 1990). All affiliations scored the Lifestyle career anchor as their highest career

anchor based on their averages. The correlations for the Lifestyle career anchor did not exist for any job satisfaction score. But this area should not be ignored. Jamrog (2004) states that the future workforce watched their parents try and multitask, juggle work, life and family and "did a lousy job" (p 26). As the younger workforce increases in the military organization, the correlations between the Lifestyle career anchor and satisfaction may become more relevant.

Ultimately it was discovered that career anchors and satisfaction scores were correlated and the positive and negative correlations were significant and appropriate using Schein's research on career anchors (1990, 1996a, 2003). There was sufficient evidence to reject the Null Hypothesis and prove that there is a correlation between career anchors and job satisfaction scores.

Hypothesis 3

Reviewing the career anchors, there were not significant differences among the affiliations in that category. The affiliations seem to be almost similar in the mean scores of all affiliations except one area, Security and Stability, which was found different among two of the three. Active duty military had a lower mean score for Security and Stability anchor where contractor and government civilian affiliations scored a higher mean score. This shows that military members do not tie themselves to the career anchors involving this particular descriptor, but contractors and government civilians attach themselves to the financial and employment security. Schein (1990) states that those in the Security and Stability career anchor are "less concerned with the content of the work and the rank you achieve in the organization" (p 59). However, looking at the

satisfaction scores for Work and Promotion, civilians seem to be lower on the scale than their active duty counterparts in the Promotion category and only moderately equal in the Work satisfaction areas.

For the differences in the satisfaction scores overall, the majority of satisfaction measures showed significant differences in all but the People and Pay satisfaction areas. The differences in the satisfaction levels, already shown with the breakout in Hypothesis one, shows that the difference among the affiliation ranks are a cause for concern.

Hypothesis 4

The focus of Hypothesis 4 looked at the rank in each affiliation and the differences among the career anchors and satisfaction. There were significant differences between General Managerial, Autonomy Independence, Entrepreneurial, and Sense of Service and Dedication. The differences in satisfaction when comparing ranks in the affiliations were significant in all areas.

Although the members contained the similar top three career anchors, not all were considered similar. Lifestyle did not have a difference in the means between ranks when comparing the career anchors. All affiliations ranked Lifestyle as their number one career anchor. Danziger and Valency (2005) discovered in their study that the number one career anchor was Lifestyle. They also discovered that Technical Functional was the second anchor members in Israel, regardless of gender or occupation. Mays (2007) studied the reserve organization and discovered that commissioned officers ranked the Lifestyle career anchor as their highest. Members in all affiliations want to focus on their work and life balances. Marshall and Bonner (2003) also found that Lifestyle was ranked

highest in career anchor studies and suggested that organizations need to focus on policies that support the member's lifestyle. This needs to be done not only for those who are married or have children, but also those who are single and deserve the same amount of balance and down time as their married counterparts.

There are continued differences in all areas of satisfaction among the affiliations. What may motivate one affiliation may not motivate the other affiliations. Rank in the affiliations take on various responsibilities at various levels and will require additional efforts from leadership to provide that satisfaction. The lower ranking members are shown to be the lower satisfied in almost all areas. Their expectations may not be met, they may feel they are taking on more of the burden as manpower decreases and may want additional recognition for the work they perform. Jamrog (2004) suggested that retention is based on the ability of supervisors being able to walk around and lead, coach and mentor. With taking on more responsibilities, the focus has been more on what is produced and sent out the door instead of leading their employees (Jamrog, 2004). Fong and Kleiner (2004) show that work overload could be a problem for organizations that downsize and can develop unwanted results. Workload overload can cause increases in stress, depression, anxiety, accidents and other hazards (Fong & Kleiner, 2004). These factors must be managed properly by leadership in the defense organization to improve satisfaction for all ranks in all affiliations.

Hypothesis 5

Age was another area of focus for the researcher. When looking at the overall MANOVA at a p-value of .05, there were significant differences between age, COI

subscales and satisfaction scores (p=.005). When performing comparisons of the age categories independently by COI subscales and again by JDI scores, there were no significant differences between the career anchors.

Looking at the JDI scores by age, significant differences are shown. There were significant differences in every category except the Pay category (p=.673). The significance of the differences in age shows that different ages have different priorities for satisfaction. Looking at age and satisfaction by category specifically, the following figures are provided for review.

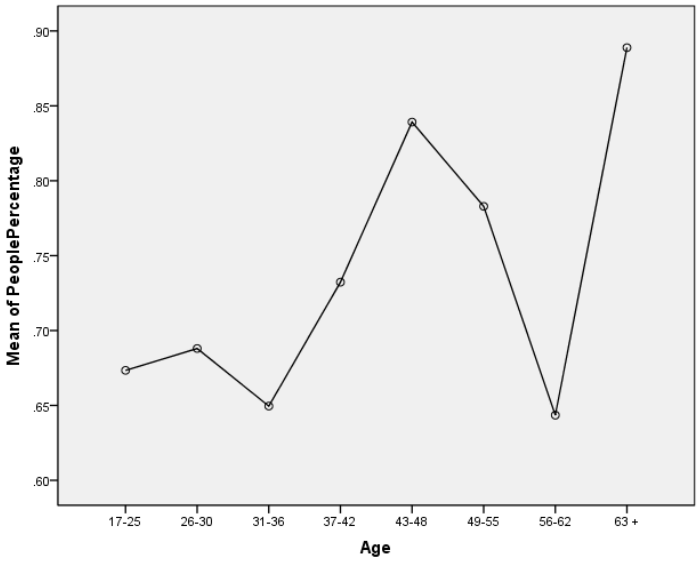

Figure 26: Mean of People percentage by age

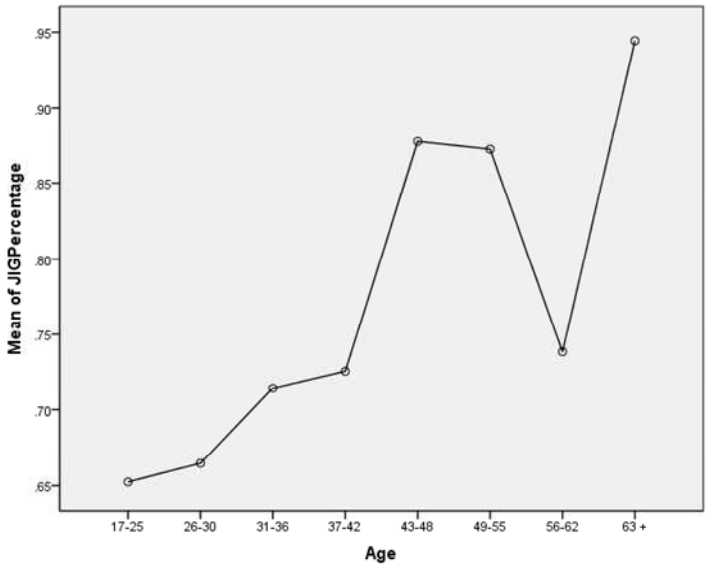

Figure 27: Mean of JIG percentage by age

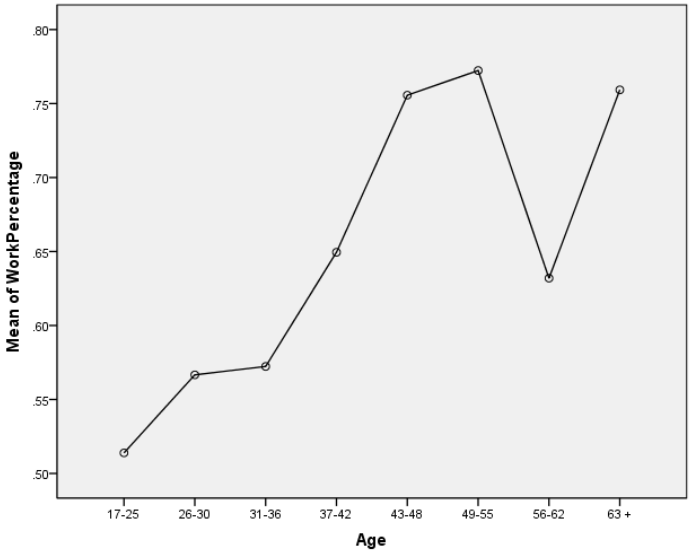

Figure 28: Mean of Work percentage by age

As the satisfaction is broken out by age, the basic shape of the responses remains the same. The younger members appear to have a lower satisfaction than those in the 43-48 categories and then there is a dip as members achieve the age of 56-62. According to Boddie et al (2007) the current young workforce needs flexibility, technology adoption, increased education and training and leaders who are innovative. It is leadership that needs to create an environment that enables young workers of all affiliations to see that they do have value added to the workforce.

Looking at the overall satisfaction totals in Figure 29, the fluctuation continues to go from the younger workers to the increased satisfaction of the 43-48 year old workers. The dip in the 56-62 year old age range is interesting and could be an area of future focus as to why there is such a difference in satisfaction for an area where many should be wrapping up successful careers.

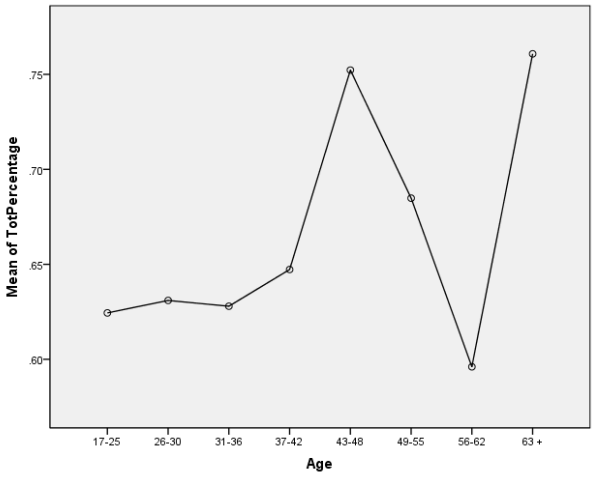

Figure 29: Mean of total percentage by age

Hypothesis 6

With the several areas of statistical significance between the affiliations and satisfaction scores, the researcher was curious with the correlation between satisfaction and the actual intention of staying in the Air Force. Figure 30 shows that the intent to stay is the lowest among the Amn with NCOs and the FGOs almost equal to their intentions to stay. The active duty military had an overall lower mean score of intent to stay when compared to government civilians and contractors.

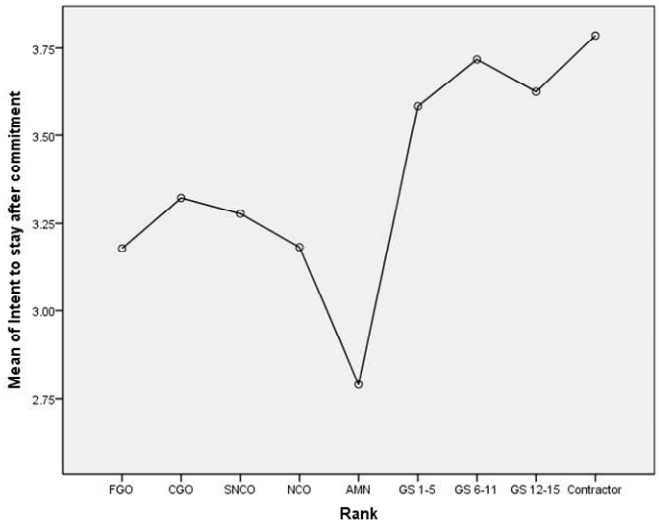

Figure 30: Intent to stay by rank

The correlation is significant for satisfaction scores and the intent to stay. It is important to realize that with almost 50% very unlikely, unlikely and undecided if they will stay in the military, the focus of satisfaction is important. Each area of the

satisfaction scores presented must be reviewed by rank and age to see where efforts can be focused to increase satisfaction.

The biggest areas of concern for age and rank would be the focusing on building relationships, providing leadership training for the younger aged members and also revitalization for those in the 56-62 age categories. By focusing on building the foundation of why the members are there, providing a work/life balance (Baldonado and Spangenburg, 2009) and developing flexible and varying managerial methods to motivate the younger force. Ultimately it is not the higher ranking members that need the attention of leadership. It is the workers in the field doing the heavy lifting that needs the attention, the appreciation, the opportunities of advancement that they currently express is not being displayed. The concern isn't immediate, but is more of a concern when the economy improves. Those 40% to 50% that feel they were not appreciated may decide they are more appreciated outside the organization and then decide to depart the organization. When they depart, they take the years of knowledge, training and experience with them.

Additional Analysis

When discussing the overall satisfaction ANOVA for the differences by gender alone, there was only one area of significant statistical differences and that area was promotion. When looking at the mean scores of satisfaction between males and females for promotion, males were significantly higher than females. This analysis shows that there may be a perception of unfair promotion practices or a disparity being perceived between males and females by the female population. This is another area where leadership may need to focus efforts to overcome the perception of unfair practices.

Limitations of the Study

The first limitation of this study was the smaller than expected sample size. Although it was significant enough to perform the analysis with very little impact to the percentage of error, the goal was to achieve more members from all affiliations. The researcher also would have liked to have more contractors perform the survey. Even though it was still a proportional amount, the larger the sample of contractors a more accurate representation would have been achieved.

Another limitation was the length of the survey. With 142 total questions, the survey was too long for several members who started the survey but did not finish. With 353 initiating the survey and only 295 completing the survey, it shows the researcher that the survey should be shortened to possibly only include one survey. A pilot study may be considered for surveys being conducted that merges different existing surveys together. Apart the surveys may be sufficient to capture the responses in a short amount of time, but when merging a demographics survey, a COI and a JDI, the survey length may have been overwhelming and left members frustrated. A pilot study would have brought this to the attention of the researcher who could have possibly modified the data collection process.

Another limitation was the reliability of the Technical Functional category in the COI developed by Schein (1990). Other studies (Danziger et al., 2008; Mays, 2007; Schein, 1996a) also discovered the lower reliability of the Technical Functional category. This may be an area in the COI that requires some additional research for constructing or improving the reliability of the Technical Functional career anchor measurement.

A final limitation was the simple availability of personnel. With the current operations in multiple locations, it was very difficult to reach out and request participation. Members are departing for deployments, returning from deployments or training for their next deployment. Asking them to take 15 to 20 minutes out of their busy day to perform a survey may be more than they want to tackle in their day.

Recommendations for Future Research

The researcher focused on career anchors and satisfaction in multiple group affiliations in the Air Force in a period of manpower reductions. Significant evidence was provided showing very little differences among the affiliations when it came to career anchors, but a lot of differences were discovered in the area of satisfaction scores. The area of satisfaction in the affiliations could be expanded even further.

This study was focused on those in one military service at one stateside location. The next step would be to study satisfaction between stateside locations and deployed environments. The differences between those home and those defending our country abroad could highlight stressors that leadership could mitigate in the future. This research could be defined even further by breaking the study out by length of deployment tour. The difference of satisfaction between a 4 month, 6 month, 9 month and one year deployment and the impacts on satisfaction overall on the military.

By opening the satisfaction survey up to deployed locations, it also invites other services to join the research. Having other services take the satisfaction survey could then find similarities and differences between affiliations as well as services in a joint

environment. The higher level leadership could see the correlation between satisfaction and length of deployments in relationship to the service of the member.

Another area of study could be focused on age and satisfaction. The studies in the past focusing on the future workforce (Baldonado and Spangenburg, 2009; Dries et al., 2008; Jamrog, 2004) but none of the research focus specifically on age and satisfaction in a military defense organization. This focus of research could incorporate generational differences but focused in a military setting that could also allow leadership a view into the challenges faced in the future.

The final area of recommended research concerns gender influences on satisfaction. The highlight of the possible perception of gender bias on promotion highlighted a concern that leadership should be concerned with immediately. Further research could focus on specific questions for seeing where current perceptions in the military are when discussing gender and satisfaction with the military organization.

Conclusion

This study highlighted information on career anchors and satisfaction in relation to multiple affiliations within the military organization. The discovery was there were differences between career anchors and affiliations. There were also significant differences within the satisfaction scores and affiliations. Specifically the differences were with the rank and ages of the affiliations and satisfaction scores.

The study looked at all areas of satisfaction and discovered strong differences in the areas of age and rank when compared to satisfaction. The only area without a significant difference in satisfaction was pay, which is not saying it was an area of

satisfaction, but simply that all felt it was of equal satisfaction within all age and rank categories.

The research showed that 25% of members who responded stated that job satisfaction influenced their decision to stay. Seventy-six percent stated that their current position was important for their current satisfaction and almost 90% stated that working in their area of interest was important or very important for their job satisfaction.

Jamrog (2004), Woodward (2007), and Pardey (2007) all show that downsizing has short term and long term negative effects on morale and satisfaction. Martin (2006) showed links between motivation, performance and job satisfaction. Withey and Cooper (1989) performed research proving that when members are dissatisfied, performance drops and the members will either voice their concern or leave the organization as soon as another opportunity becomes available. RAND (2004) showed that as the economy improves, retention and recruitment becomes more difficult and monetary tools normally used by the organization only provides small improvements. Jamrog (2004) shows that waiting until retention actually becomes an issue does not help and organizations should start working today to build retention.

The research showed that 28% of members are very unlikely or unlikely to remain in the Air Force organization after their term has expired. Another 21% are undecided if they will stay or not. It ultimately comes down to if the members are satisfied. The evidence proves that satisfaction and intent to stay are strongly correlated. In an effort to retain members after multiple manpower reductions, the focus needs to be on finding out what brings them satisfaction in their work and their lives. Lifestyle was the highest in all

areas of the organization. Finding that work/life balance may be the key to keeping the members satisfied. Regardless of what happens with manpower reductions, in order to retain members in the future, leadership will need to look at new, innovative ways to reach the lower ranking, younger members of the Air Force in all affiliations to motivate them and ultimately retain them in the years to come.

REFERENCES

Air Force Audit Agency (2008). *Air Force Personnel Reductions*. [Audit Report] F2008-0004-FD4000. Washington, D.C.: Air Force Audit Agency

Air Force Personnel Center Online (2011). Available from the Air Force Personnel Center website. Retrieved February 4, 2011 at www.apfc.randolph.af.mil.

Air Force Smart Operations for the 21st Century (2006). *AFSO21 concepts and playbook.* [Brochure]. Washington, D.C.: Department of the Air Force

Anonymous (March, 1998). DoD will downsize, outsource. *Government Executive, 30*, 8.

Baldonado, A. M., & Spangenburg, J. (2009). Leadership and the future: Gen Y workers and two-factor theory. *The Journal of American Academy of Business*, *15*, 99-103.

Berman, E.L. (1998). The victims of downsizing. *Industrial Management, 40.* 3 Retrieved from ProQuest September 4, 2007.

Boddie, W., Contardo, J., & Childs, R. (Winter 2007/2008). The future workforce: Here they come. *Public Manager*, *36*(4), 25-29.

Brodsky, R. (2010). Feeling the pinch. *Government Executive;* Aug 15, 2010; 42, 10; p. 24.

Bowling Green State University (2009). *The job descriptive index and job in general. Quick Reference Guide*. 2009 Revision.

Brodsky R. and Newell, E. (2010). Procurement pressures. *Government Executive;* Jun 15, 2010; 42, 7; 39.

Chapman, K.J. (2010). Untouchables: Private military contractors criminal accountability under the UCMJ. *Vanderbilt Law Review,* May 2010.

Clark, T.B. (2011). In the crosshairs. *Government Executive;* Jan 2011; 43,1; 38.

Clark, T.N. (2007). *The relationship between job satisfaction and turnover in large insurance companies: A survey analysis*. (Doctoral Dissertation, Capella University, 2007).

Cooper, D. R., & Schindler, P. S. (2008). *Business research methods* (10th ed.). New York, NY: McGraw-Hill Irwin.

Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches* (2nd ed.). Thousand Oaks, CA: SAGE Publications.

Danziger, N., Rachman-Moore, D., and Valency, R. (2008). The construct validity of schein's career anchors orientation inventory. The College of Management, Rishon, Israel. *Career Development International, 13*(1). 7-19.

Danziger, N. and Valency, R. (2005). Career anchors: distribution and impact on job satisfaction, the Israeli case. *Career Development International, 11* (4). 293-303.

Department of Defense (2003). *Department of Defense Selected Manpower Statistics, Fiscal Year 2003*. Washington Headquarters Service, Directorate for Information Operations and Reports. Retrieved from http://prernalal.com/banned%20books/ DoD_Manpower_Statistics.pdf.

De Vries, Manfred, F.R., Balazs, K. (1997, January). The downside of downsizing. *Human Relations. 50.* pg 11. Retrieved from ProQuest 13 October, 2007.

Di Fraces, J. (2002). 10 reasons why you shouldn't downsize. *Journal of Property Management, 67,* p. 72. Retrieved September 4, 2007, from ProQuest Database.

Dorr, R.F. (2010). Pay freezes, forced moves put Air Force civilians in flux. *Air Force Times.* 10 January 2010, p. 5.

Dorr, R.F. (2010). Restore Air Force to 1991 levels of morale, strength, and capability. *Air Force Times.* 17 January 2010, p. 5.

Dries, N., Pepermans, R. and De Kerpel, E. (2008). Exploring four generations' beliefs about career: Is "satisfied" the new "successful"? *Journal of Managerial Psychology, 23* (8), 907-928.

Dckworth, D. (2009). Affects of multiple deployments on families. *Strategy Research Project: US Army War College 2009,* November 3, 2009.

Eaglen, M.M. (2007). Airmen vs. modernization: The air force budget dilemma. *Backgrounder. Published by the Heritage Foundation. 2037,* May 18, 2007.

Fong, K. and Kleiner, B. H. (2004). New development concerning the effect of work overload on employees. *Management Research News*, *27*, p. 9. Retrieved September 4, 2007, from ProQuest Database.

Fontaine, S. (2010). Schwartz: No new manpower cuts on the horizon. *Air Force Times* Retrieved from Air Force Times online. Posted December 11, 2010.

Frazee, V. (1997). What happens a year or more after the jobs have been cut? *Workforce. 76.* p. 21.

GAO (2001). DOD competitive sourcing: Effects of A-76 studies on federal employees' employment, pay, and benefits vary. *United States General Accounting Office Report to Congressional Requesters,* March 1, 2001.

Gawel, J. E. (1997). Herzberg's theory of motivation and maslow's hierarchy of needs. *Practical Assessment, Research and Evaluation*, *5*(11). Retrieved from http://PAREonline.net/getvn.asp?v=5&n=11.

Gettle, M. (2006). Force shaping necessary for AF budgetary management. *Air Force Print News*. June 8, 2006. Retrieved January 3, 2011 from www.af.mil/news/story.

Goure, D. (2010). Insourcing vs. efficiency: conflicting initiatives could disrupt DoD's work. *DefenseNews. 3 October 2010.*

Goure, D. (2010). Government services cost so much because public sector workers receive so much. *Lexington Institute;* Dec 22, 2010. Retrieved online from www.lexgintoninstitute.org.

Government Executive (2005). Top 25 air force contractors. Government Executive, August 15, 2005. Retrieved from www.govexec.com January 5, 2011.

Griffith, J. (2005, Spring). Will citizens be soldiers? Examining retention of reserve component soldiers. *Armed Forces &Society, 31* (1), 353-383.

Hafemeister, R. (2006). Bombs Away, Air Force reveals mix of incentives, force-outs and re-up limits that will shave 19,000 off force. *Air Force Times.* Retrieved September 18, 2007 from http://integrator.hanscom.af.mil/2006/August /08032006/08032006-12.htm.

Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 83-96.

Hess, P. (2009). Report: CIA hired contractors to help hit al-Qaida. *Associated Press*. 20 August, 2009. Washington DC.

Hill, L.A. (2004). New manager development for the 21st century. *Academy of Management Executive, 18* (3), 121-126.

Holland, J.L. (1977). Current psychological theories of occupational choice and their implications for national planning. *The Journal of Human Resources (11)* 176-190.

Holmes, E. (2007, October 1). Fewer airmen, less cash. With fleet continuing to age, Wynne says drawdown savings are less than expected. *Air Force Times*. Reproduced by Hansconian, Hanscom AFB, 2007.

James, D.J. (2005, July). Statement before the subcommittee on military personnel of the armed services committee United States House of Representatives. *Subject Recruiting & Retention,* Washington DC.

Jamrog, J. (2004). The perfect storm: the future of retention and engagement. *HR. Human Resource Planning, 27,* p 26.

Kinicki, A.J., Schriesheim, C.A., McKee-Ryan, F.M., & Carson, K.P. (2002). Assessing the construct validity of the job descriptive index: A review and meta-analysis. *Journal of Applied Psychology 87*(1). 14-32.

Kitfield, J. (1996). Soaring technology, dwindling budgets. *Government Executive;* Aug 1996; p. 111.

Kohl, R. (1996). Is this the time for big cuts in defense? *Machine Design;* Apr 4, 1996 p. 4.

Kotter, J.P. (1990). What leaders really do. *Harvard Business Review*. May – June 1990.

Leahy, L. and Chamberlain, N. (2008). Surviving change. *Strategic HR Review, 7* (6), 23-29.

Lee, C. (1991). What's your style? *Training, 28* (5), p. 27.

Lidell, W.W. and Slocum, J.W., Jr (1976). The effects of individual-role compatibility upon group performance: An extension of schutz's firo theory. *Academy of Management Journal, 19* (3), p. 413.

Lyle, A. (2011). Air force officials announce formal officer cross-flow program. *Air Force Times* (online at www.af.mil/news/story.asp?id=123237285), January 7, 2011.

Mahoney, J.M. and Stasson, M.F. (2005). Interpersonal and personality dimensions of behavior: FIRO-B and the big five. *North American Journal of Psychology, 7* (2), p. 205.

Marshall, V. and Bonner, D. (2003). Career anchors and the effects of downsizing: implications for generations and cultures at work. A preliminary investigation. *Journal of European Industrial Training, 27* (6), 281-291.

Martin, H.G. (2006). *The effect of task type mixture awareness on individual perceptions of job satisfaction, employee involvement, and employee empowerment: A survey analysis*. (Doctoral Dissertation, Capella University, 2006).

Maslow, A. (1943/2002). A theory of human motivation. In M. Zimmerman (Ed.), *How to make the world a better place. 50.* 370-396. Retrieved from http://emotionalliteracyeduation.com/abraham-maslow-theory-human-motivation.shtml (Original work published 1943).

Mays, S.D. (2007). *Anchoring careers through leadership and motivation-Exploring factors that improve employee satisfaction and retention*. (Doctoral Dissertation, University of Phoenix, 2007).

McClelland, D. C., Atkinson, J. W., Clark, R. A., & Lowell, E. L. (1953). *The achievement motive*. Retrieved from http://ezproxy.library.capella.edu/login?url=http://search.ebscohost.com.library.capella.ede/login.aspx?direct=true&db=pzh&jid=200609558&site=ehost-live.

McMichael, W.H. (2008). Shaky economy helps recruiting, retention. *Navy Times*. Retrieved from Navy Times Online at www.navytimes.com. Posted October 10, 2008.

Michael, J. (2003). Using the myers-briggs type indicator as a tool for leadership development? Apply with caution. *Journal of Leadership and Organizational Studies;* Summer 2003; 10, 1; p. 68.

Miller, C. (1990). Contractors fight for share of smaller defense market. *Marketing News;* Jun 25, 1990; 24, 13, p. 2.

Miller, P.E. (2007). *The relationship between job satisfaction and intention to leave. A study of hospice nurses in a for-profit corporation.* (Doctoral Dissertation, Capella University, February, 2007).

Motowidlo, S.J. and Borman, W.C. (1978). Relationships between military morale, motivation, satisfaction, and unit effectiveness. *Journal of Applied Psychology, 65,*(1), 47-52.

Musselwhite, E. (2003). *Understanding your Firo-B results.* Mountain View, CA: CPP.

Norusis, M. (2006). *SPSS 15.0 Guide to Data Analysis*. Upper Saddle River, NJ: Prentice Hall.

Office of the Secretary of Defense (OSD) manpower website. (2011) available from http://siadapp.dmdc.osd.mil. Retrieved February 11th, 2011 from http://siadapp.dmdc.osd.mil/personnel/M01/SMS21R93.HTM.

Pardey, D. (2007). Leadership in turbulent times. *Strategic HR Review, 6,* (5), p. 16.

Paulsen, N., Callan, V.J., Grice, T.A., Rooney, D. et al. (2005). Job uncertainty and personal control during downsizing: a comparison of survivors and victims. *Human Relation. 58*, 4.

Pearson, Q.M. (2008). Role overload, job satisfaction, leisure satisfaction, and psychological health among employed women. *Journal of Counseling and Development 86*(1). 57.

Pearson, Q.M. (1998). Job satisfaction, leisure satisfaction, and psychological health. *The Career Development Quarterly 46*(4). 416-426.

Peters, K.M. (1996). Intelligence lost. *Government Executive;* Nov 1996; 28; 20.

Peters, K.M. (2010). Price wars. *Government Executive;* Aug 15, 2010; 42, 10; 16.

Pool, S.W. (1997, May). The relationship of job satisfaction with substitutes of leadership, leadership behavior, and work motivation. *The Journal of Psychology:* May 1997; 131, 3, p. 271.

RAND (2004). Have improved resources increased military recruiting and retention? *National Defense Research Institute.* Report RB-7556-OSD.

Rabinowitz, W., Falkenbach, K., Travers, J. R., Valentine, C. G., & Weener, P. (1983, Jan). Worker motivation: Unsolved problem or untapped resource?. *California Management Review*, *25*(2), 45-56.

Sample, J. (2004). The myers-briggs type indicator and od: Implication for practice from research. *Organization Development Journal, 22* (1), 67.

Sapolsky, H.M. and Gholz, E. (1999). The defense monopoly. *Regulation;* 22, 3; p. 39.

Saunders, N.C. (1990). Defense spending in the 1990's – the effect of deeper cuts. *Monthly Labor Review;* Oct 1990; 113, 10; p. 3.

Savage, L.C. (2010). Iraq: The trouble with security: Leaked military documents reignite the debate over hiring private security firms in Iraq and Afghanistan. *Maclean's.* Toronto: Nov. 8, 2010. (123), 43, p. 41.

Schein, E.H. (1977). Increasing organizational effectiveness through better human resource planning and development. *Sloan Management Review;* Fall 1977; 19, 1; 1.

Schein, E. H. (1990). *Career anchors: Discovering your real values.* San Francisco: Jossey-Bass Pfeiffer.

Schein, E.H. (1996a). Career anchors revised: Implications for career development in the 21st century. *The Academy of Management Executive. 10* (40), 80-89.

Schein, E.H. (1996b). Three cultures of management: The key to organizational learning. *Sloan Management Review;* Fall 1996; 38, 1; p. 9.

Schein, E.H. (2003, Spring). Five traps for consulting psychologists, or how I learn to take culture seriously. *Consulting Psychology Journal: Practice, 55* (3), 25-89.

Smith, D.L. (2005). The relationship between career anchors and a team's ability to meet organizational goals: A case study. (Doctoral Dissertation, Capella University, 2005).

Smith, P.C., Kendall, L., & Hulin, C. (1969). *The measure of satisfaction in work and retirement: A strategy for the study of attitudes.* Chicago: Rand McNally.

Smith, R.L. (2001). Broken covenant: A case study in employee relations ethics. *Ethics and Behavior, 11*(1), 105-114.

Stier, M. (2009). The right path. *Government Executive;* Nov 2009; 41, 13; 62.

Storlie, C.H. (2006). *Employee preferences for pay system criteria: A pay system survey* (Doctoral Dissertation).

Tilghman, A. (2010). Gates reveals plan to cut 47,000 troops. *Air Force Times,* 17 January 2011. 8.

Toner, R. (2003, May 27). Trust in the military heightens among baby boomers' children. *NY Times.* Retrieved online October 13 from http://query.nytimes.com /gst/fullpage.html?res=9E06E4DE1031F934A15756C0A9659C.

Troyer, D. (2007). Program budget decision 720, force shaping: Why now?? Retrieved on January 5, 2011 from www.vance.af.mil/news.

van Dam, K. (2005, June). Employee attitudes toward job changes: An application and extension of Rusbult and Farrell's investment model. *Journal of Occupational & Organizational Psychology, 78*(2), 253-272.

Vanneste, J.M. (2005). *Schein's career anchor model and its relevance to job satisfaction: A case study of engineers at micro motors.* (Doctoral Dissertation, Capella University, April 2005).

Walsh, B. (1996, April 8). Insecurity complex. *Forbes.* p. 18 Retrieved from ProQuest October 13, 2007.

Whittington, J.L. & Evans, B. (2005). General issues in management. *Problems & Perspectives in Management* (2), 114-122.

Wils, L., Wils, T., & Tremblay, M. (2010). Toward a career anchor structure: An empirical investigation of engineers. *Relations Industrielles 65*(2) 236-256.

Wilson, C. (2009). Tools of the trade. *Training Journal;* Nov 2009. Retrieved from www.trainingjournal.com February 18, 2011.

Wintermeyer, K. (2005). Personality tests and psychological tools help predict physician behavior. *Physician Executive, 31* (5), 20.

Withey, M.J., Cooper, W. H. (1989) Predicting Exit, Voice, Loyalty, and Neglect. (Doctoral dissertation. Cornell University, 1989).

Woodward, N. H. (2007). Uplifting Employees. *HRMagazine*, *52*, p 81. Retrieved September 4, 2007, from ProQuest Database.