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ADVANCED TRAINING AND INITIAL DUTY STATION VALUES, EXPECTATIONS, AND INTENTIONS OF MARINE CORPS ENLISTED PERSONNEL

Rodger W. Griffeth
Bruce M. Meglino
Stuart A. Youngblood
William H. Mobley

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UNIVERSITY OF SOUTH CAROLINA
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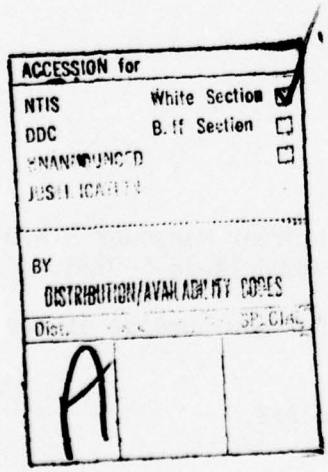

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This report summarizes the advanced training and initial duty station phases of a longitudinal study of individual and organizational correlates of the intention to complete and the intention to reenlist among first term enlisted personnel in the U.S. Marine Corps. Advanced training and initial duty station values, reward, leadership, job content and group climate expectations are described. Behavioral intentions and the correlates of these intentions are also analyzed. The attraction of and force toward Marine and civilian roles are also compared for these phases.

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ADVANCED TRAINING AND INITIAL DUTY STATION VALUES, EXPECTATIONS, AND INTENTIONS OF MARINE CORPS ENLISTED PERSONNEL

MANAGEMENT SUMMARY: ADVANCED TRAINING SURVEY DATA (PHASE III)

Overview

The survey data of Marines in their advanced training (Phase III) and initial duty station (Phase IV) are analyzed. The summary of Phase III is presented first, then Phase IV. The values, expectations, and intentions, of a sample of 842 first term, male, non-reservist, enlisted personnel in their advanced training assignments are analyzed. In addition, racial and educational level group comparisons are made with respect to values, expectations, intentions, and attraction to Marine and civilian role variables.

What Work Rewards, Conditions, and Consequences do Marines in Advanced Training Find Desirable and Undesirable?

Some of the work outcomes reated as most desirable, on the average, were learning skills useful in later life and learning new skills; a job with good financial, insurance, and medical benefits; a job that provides pride in oneself, and respect from friends and relatives.

Among the work outcomes rated as least desirable were interference with, and long separations from, home and family; working closely to people who use drugs; a job with little responsibility; and having a job potentially involving physical violence, and danger.

What are Marines' in Advanced Training Expectations of Attaining Desirable and Undesirable Outcomes by Being in a Marine Role versus a Civilian Role?

On the average, several outcomes rated as very desirable by the sample were also rated as more likely to be attained in the Marine role rather

than the civilian role. These items were learning skills useful in later life, and learning new skills; a job with good financial, insurance, and medical benefits; a job that provides pride in oneself, and respect from friends and relatives. Control of your own life; a job that pays well and an organization that fulfills its promises were three of the most desirable outcomes perceived as more likely in the civilian role. Only one outcome, a job where good performance is recognized, was viewed as equally probable in either role.

Several undesirable items were seen by the sample as more likely in the Marine role than the civilian role. These items, which would likely diminish the attraction to the Marine role were: interference and long separations from home and family; having a job potentially involving physical violence, and danger. In addition, other less undesirable outcomes were viewed as more likely in the Marine role than in the civilian role, such as being in a job where discipline is strictly enforced and poor performance is penalized. Two highly undesirable items were viewed as equally probable in either role. These were working closely with people who use drugs and a repetititive job with little responsibility. Only the extremely undesirable outcome of having a job with little responsibility was perceived as more likely in the civilian role.

What are Advanced Training Marines' Chances of Being a "Successful" and of Finding an Acceptable Civilian Job?

The great majority of the sample (89%) perceived a better than 50-50 chance of successfully completing their first term enlistment. A little over half (56%) of the group saw a greater than 50-50 chance of finding an acceptable civilian job at the time they completed the survey.

What are the Intentions of Marines in Advanced Training (Phase III) with Respect to Completing Their First Term Enlistment and Reenlisting?

Once again the great majority (80%) of the sample intended to complete their first term (8% did not intend to do so, and 12% were uncertain).

Slightly over a fifth(21%) of the sample intended to reenlist (39% did not and 40% were uncertain).

What are Marines' in Advanced Training Overall Attraction and Force toward the Marine and Civilian Roles?

Two indices were computed that provided a summary attraction to and force toward both roles. (Computation of these indices is outlined in both the text and the Appendix). The results of comparing roles for these variables indicated that the sample at this point in their "tour of duty" was significantly ($p < .05$) more attracted to, and had greater force toward ($p < .01$), the Marine role than the civilian role.

What are Some Predictors of Advanced Training Marines' Intentions to Complete Enlistment and Intention to Reenlist?

The expectancy of completing first-term enlistment and the role force toward being a Marine, were positively related to expressed intention to complete enlistment ($r = .42$; $.41$, respectively). Significant predictors were overall job and security satisfaction ($r = .33$; $.34$, respectively) and internal motivation level ($r = .38$). Significant predictors of stated intention to reenlist were the difference between the Marine and Civilian role force indices ($r = .38$) overall satisfaction ($r = .36$) and satisfaction with growth and security ($r = .37$; $.40$, respectively).

INITIAL DUTY STATION DATA (Phase IV)

Overview

The values, expectations, and intentions of a sample of 539 first term, male, non-reservist, enlisted personnel on their initial duty station assignments are analyzed. In addition, racial and educational level group comparisons are made with respect to the above variables and attraction to Marine and civilian role variables.

What Work Rewards, Conditions, and Consequences do Marines on Their Initial Duty Assignment Find Desirable and Undesirable?

Some of the work outcomes rated as most desirable by the sample, were: learning skills useful in later life and learning new skills; a job with good financial, insurance, and medical benefits; a job which gives pride in oneself, control of your own life, and fair treatment from superiors, being in a job where discipline is strictly enforced, working closely with people of another race, and an organization that fulfills promises to you.

Among the work outcomes rated as least desirable were interference from home and family, working closely with people who use drugs, repetitive job with little responsibility and having a job that potentially involves physical violence and danger.

What are Marines' on Initial Duty Station Expectancies of Attaining Desirable and Undesirable Outcomes by Being in a Marine Role versus a Civilian Role?

Only the highly desirable outcome, good insurance and medical benefits, was rated as more likely attainable in the Marine rather than a civilian role. In contrast, the following five highly valued outcomes were per-

ceived as more likely to be attained in the civilian role than in the Marine role: learning skills useful in later life, good pay, fair treatment from superiors; being in control of own life, and an organization that fulfills its promises to you. Four desirable outcomes were viewed as equally probable in both roles.

Regarding the outcomes rated as least desirable, the sample perceived the following as more likely attainable in the Marine role: interference with marriage/family plans; long separations from home and family; working closely with people who use drugs, a job involving potential physical violence, and danger; being in a job where discipline is strictly enforced, and working closely with people of another race. In this phase of the analyses, not a single of the least desirable outcomes were rated as more likely in a civilian role.

The results from Phase IV represent a dramatic shift in perceptions over the comparable Phase III section (advanced training). At Phase III, the majority of desirable outcomes (six out of the ten) were rated as more likely attainable in the Marine rather than civilian role. The Phase IV sample perceived five of the ten most desirable outcomes as more attainable in the civilian role. In addition, the sample's perceptions of the Marine role providing undesirable outcomes continued into Phase IV. At Phase III, the perception of undesirable outcomes in the Marine role was possibly balanced by the perception of many desirable outcomes also attainable in the Marine role. However at Phase IV, not only were the negative outcomes perceived as more likely to be attained in the Marine role, but the positive outcomes were viewed as more attainable in the civilian role. Thus, it appears that undesirable outcomes are pushing the individual away from the Marine role, while desirable outcomes are pulling the individual to the civilian role. NOTE: Comparisons

made between phases, as in the above section, should be interpreted with a great deal of caution because the reduced sample size due to attrition between Phases III and IV, and the non return of some of the questionnaires could have resulted in a different sample composition.

What Are Marines on Initial Duty Station Perceived Chances of Being a "Successful" Marine and of Finding an Acceptable Civilian Job.

The great majority of the sample (86%) perceived a better than 50-50 chance of successfully completing their first term enlistment. This percentage (86%) is 3% less than the figure obtained at Advanced Training (Phase III). In addition 61% of sample perceived they could now probably find an acceptalbe civilian job, a figure 5% higher than at Phase III.

What Are the Intentions of Marines on Initial Duty Assignment with Respect to Completing their First Term Enlistment and Reenlisting?

Eighty-three (83%) percent of the sample intended to complete their first term enlistment (7% did not intend to do so, and 10% were uncertain).

Slightly less than a fifth (18%) intended to reenlist while over half (52%) did not intend to reenlist and 30% were uncertain.

What Are Marines' on Initial Duty Station (Phase IV) Overall Attraction and Force Toward the Marine and Civilian Roles?

Recall the Phase III sample was more attracted to and had greater force to the Marine role than the civilian role. However at Phase IV, the civilian role was found to be significantly more attractive than the Marine role. The Force Index, however did not change directions and indicated significantly more force toward the Marine than the civilian role.

What Are Some Predictors of Marines' on Initial Duty Station Intentions to Complete Enlistment and Intention to Reenlist?

The expectancy of completing enlistment was the best single predictor of the intention to complete enlistment for Marines on Initial Duty Station (r =.53). Also, the Force toward the Marine role (r =.35), the difference between Marine and civilian role Force indices (r = .30), and the individual's self reported level of internal motivation (r = .31), were positive predictors of the intention to complete enlistment.

The best predictors of the intention to reenlist criterion were the difference between Marine and civilian role (r = .43), Force indices and the difference between Attraction indices for Marine versus civilian roles (r = .43). Other predictors were the Marine Role Attraction and Force variables (r = .39; .38, respectively), the sum of the positively weighted minus the negatively weighted expectancies (r = .39), and security, pay, growth, and overall satisfaction scores (r = .33; .30; .35; .31, respectively).

What are Some Implications of the Results?

Based upon the results of this report it appears that first term enlisted personnel grow less attached to the Marine role as they move from advanced training to initial duty station. To counter this trend, two courses of action appear worthy of experimental investigation.

1. The Marine Corps could undertake a program of both education and intervention specifically at critical outcomes. That is, the Corps could examine those undesirable outcomes which are seen as more likely to occur in the Marine role. To the extent that these perceptions are inaccurate, perhaps a program of education would be appropriate. In cases where perceptions are accurate, ways might be found to lessen the severity or reduce the likelihood of certain outcomes (e.g. a way to reduce interference with marriage and family). Such a program could also extend to those desirable outcomes which are seen as more likely to occur in a civilian role. Here, ways might be found to increase the likelihood that such outcomes would occur in the Marine role (e.g. learning useful skills).

2. When an individual chooses a particular occupation or profession he/she has an image of what life will be like in that role. To the extent that actual experience does not live up to this image, dissatisfaction with the role and attrition may result. Obviously, the choice of any role involves a certain amount of inaccurate expectations. However, since the image of life in the Marine Corps is often influenced in a variety of ways (e.g. expectations of life in boot camp, popular media and movies, experiences of friends etc.), it is likely that a recruit will have fewer cues and perhaps a less accurate image of the Marine role than a corresponding role in civilian life.

Since it appears that the gap between expectations and reality can be large for the Marine role, one approach could be to reduce this gap by providing recruits with more realistic expectations. This could be done

using information or a realistic preview of what life in the Marine Corps after training is like. Recruits could be exposed to this material toward the end of their formal training period. The preliminary results of a similar program aimed specifically at recruit training indicate that a realistic preview can result in reduced attrition.

Another alternative would be to provide potential recruits with realistic expectations of both recruit training and life in the Marine Corps prior to their enlistment. Under such conditions it is reasonable to assume that recruits who join will have more realistic expectations and will therefore be less likely to leave before their enlistments are completed. While such a program may diminish the number of individuals who initially join the Marine Corps, this may be more than compensated by the numbers who actually remain.

Advanced Training and Initial Duty Station Values, Expectations, and Intentions of Marine Corps Enlisted Personnel

Introduction

This report summarizes results of the third and fourth phases of a longitudinal study of individual and organizational causes and correlates of intentions to complete the first enlistment, and intention to reenlist, among first term enlisted personnel in the U.S. Marine Corps. The report contains a description of the overall design of the study, a discussion of the measures and sample composition and an analysis of data describing advanced training and initial duty station values, expectations, and intentions of members of the sample. Also, analyses to be reported in subsequent technical reports are outlined.

The conceptual models, measures, and results of this longitudinal study are of potential interest to both the manpower and basic research communities. However, it is difficult to address the needs and interests of both communities in the same report while maintaining reasonable length. Since the present research program is being supported by developmental rather than basic research funds, this report is written with the interests of the manpower community as the primary concern. Subsequent technical reports will deal with conceptual, theoretical, and methodological issues of primary interest to the basic research community.

Problem

Attrition among first term enlisted military personnel is a problem of justifiable concern. Declining numbers of citizens in the primary recruiting age groups, an improving economy providing alternative employment opportunities, and increasingly technologically sophisticated manpower

requirements serve to under-score the nature of the problem. (See e.g. Matthews, 1977). Pre-end of active obligated service (EAOS) attrition places additional burden on the recruiting function which is already dealing with a tightening labor market. Pre-EAOS attrition represents a significant cost to the military (see e.g. Huck and Midlam, 1977) and a potentially significant cost to individuals who attrite (leave the organization). This does not imply that all attrition is bad. Attrition of certain individuals at certain times may be desirable from cost-effectiveness, unit-effectiveness, and individual perspectives.

Research on military attrition reviewed elsewhere (Hand, Griffeth, and Mobley, 1977) indicated that military attrition research: has placed relatively more emphasis on reenlistment than pre-EAOS attrition; has placed relatively more emphasis on individual variables (e.g. education, mental grade, etc.) than on organizational variables; has infrequently analyzed the possible joint or interactive contribution to attrition of individual and organizational variables; has infrequently utilized longitudinal designs; and has infrequently used experimental designs. Also, it should be noted that the shift to the volunteer concept raises issues of generalizability of pre-1973 research.

The present research program seeks to assess the contribution to pre-EAOS attrition of both individual and organizational variables using multivariate analyses, a longitudinal design, and a sample composed of individuals who enlisted after the shift to the all volunteer military.

General Model

The general model serving as a basis for this study is a role choice

model. (See Figure 1). This model is a variant of the generalized expectancy model of organizational behavior (Vroom, 1964; Campell, Dunnette, Lawler, and Weick, 1970; Dachler and Mobley, 1973; Lawler, 1973). For reviews of the expectancy model, see Locke (1975) and Mitchell (1974). See Wiskoff (1977) for a multinational review of military career expectation research.

The role choice model used here addresses the following kinds of questions. Why do individuals choose a military role (in the present case an enlisted Marine Corps role) as opposed to a civilian role? Why do individuals choose to engage in effective role behavior (in the present case, behavior which will not lead to pre-EAOS discharge)? Why do individuals choose to reenlist or not reenlist?

The model suggests that role choice can, in part, be understood and predicted by knowledge of:

a) The value individuals place on various role outcomes or consequences, e.g. pay, learning new skills, travel, etc.;

b) The individual's perceived expectancy that a given role will or will not lead to these various outcomes or consequences; i.e. role-outcome expectancy;

c) The individual's expectancy regarding being able to attain the role, i.e. role expectancy, e.g. perceived chances of finding an acceptable civilian role or perceived chances of being a "successful" Marine.

As will be described in the measures section of this report these variables can be combined in various ways to generate, for each individual, role attraction indexes for both civilian and Marine roles. The individual variables and the various composite role attraction indexes are then evaluated

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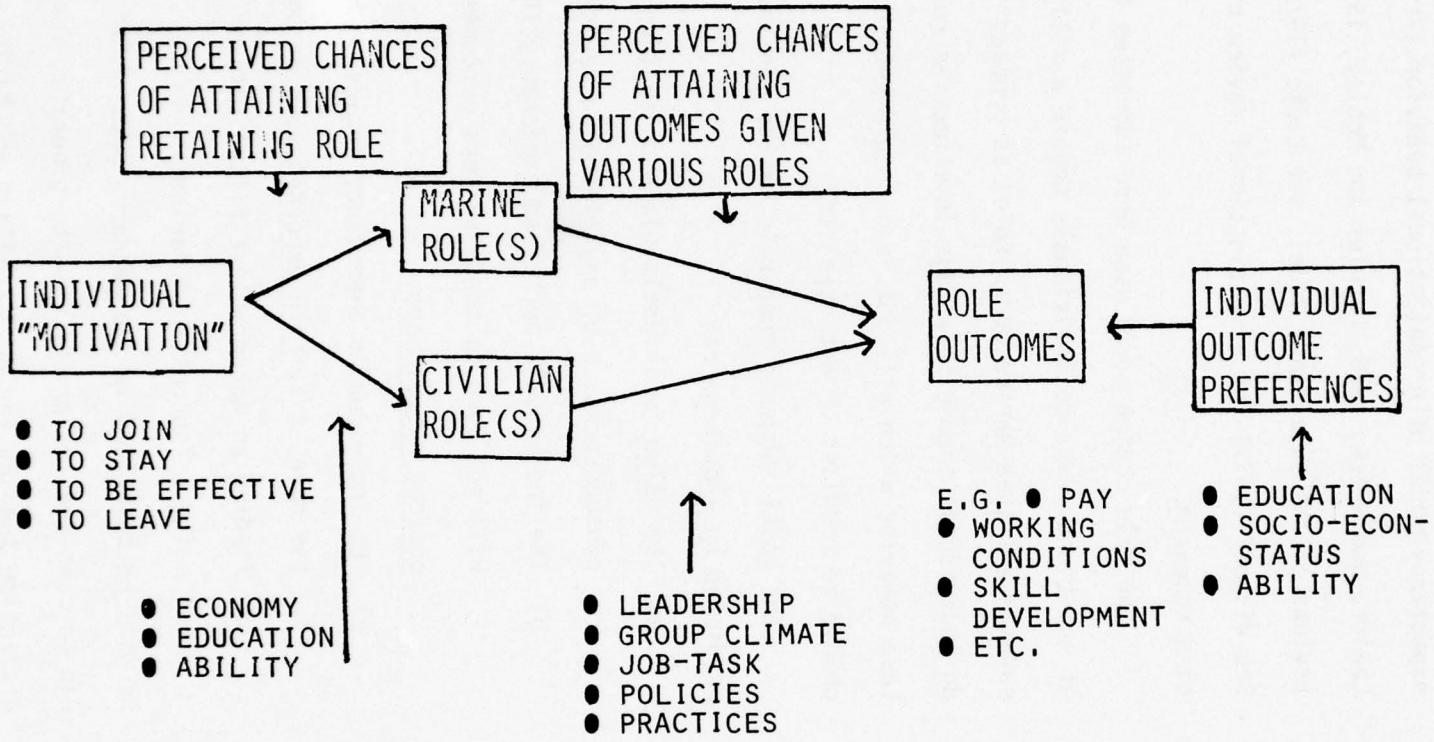
FIGURE 1

A GENERALIZED MODEL OF MARINE ROLE ATTRACTION



in terms of their relation to attrition.

Since the model is a choice model, it is important to assess the individual's perceptions of both the Marine role and alternative (civilian) roles. (See Schneider, 1976 for a discussion of this important point.) An individual's withdrawal from the Marine Corps may be related to more than simply his perception and evaluation of the desirability and availability of alternatives.

Individual level variables such as education, age, mental grade, etc., have been shown to be related to pre-EAOS attrition (Matthews, 1977; Lockman, 1975; Sands, 1976). In the present research program, such individual level variables as age, education, mental grade, and marital status are analyzed in terms of their relation to: values, expectancies, and role attraction; changes in values, expectancies, and role attraction; perceived organizational variables; and to attrition either directly or in combination with other individual and organizational variables.

Based in part on the Mobley, Griffeth, Hand, and Meglino (in press) and Porter and Steers (1973) reviews of variables related to withdrawal (attrition) behavior, the study includes measures of leadership, job content, and group climate. These organizational variables, as perceived by the individual, are assessed in terms of their direct relationship to attrition, and as they are related to the various components of the role choice model.

It is assumed that outcome values, role-outcome expectancies, and role expectancies are learned and are modified by experience. One advantage of the longitudinal design is that it affords the opportunity to track the learning-socialization process as it affects these and other variables as well as attrition.

Summarizing the basic role model:

a) It is a choice model which considers perceptions and evaluations of both Marine roles and alternative civilian roles;

b) It considers both individual and organizational variables;

c) Combined with a longitudinal design, it permits assessment of the learning-socialization process.

It is believed that use of this conceptual model will contribute not only to prediction of attrition from individual and organizational variables, but also to the understanding of the attrition process.

The Present Report

Following a description of the measures, sample, and procedures, the present report focuses on advanced training (Phase III) and initial duty station (Phase IV) values, expectancies, and behavioral intentions of Marine personnel (a subsequent report is presently being prepared that will examine actual attrition). The following questions are of primary concern in this report:

1) What work role outcomes do advanced training and initial duty station Marines value? Specifically, what rewards, conditions, consequences do they consider desirable or undesirable?

2) What are their role-outcome expectancies; that is

   a) what are their expectancies of attaining the above outcomes by being in a Marine role? And

   b) what are their expectancies of attaining these various outcomes if they were in a civilian role?

3) What are their role expectancies? That is:

   a) what are their perceived chances of being a "successful"

Marine, (e.g. completing their enlistment), and

b) what are their perceived chances of finding an acceptable civilian job at the present time if that were their goal?

4) What are their expectations regarding
   a) leadership
   b) job content
   c) group climate?
5) How do individual variables such as education and race. relate to questions one thru five?
6) What are their intentions with respect to:
   a) completing their enlistment and
   b) reenlistment?
7) What are the correlates of their intentions to complete their enlistment and to reenlist?

METHOD

Basic Design

The basic longitudinal design is summarized in Figure 2. Survey measures were administered at the beginning of basic recruit training (Phase I), again at the end of recruit training (Phase II), near the end of advanced training (Phase III) and at subsequent duty station (Phase IV). Individuals who left recruit training prior to graduating were administered the questionnaire at the time of their attrition. Previous reports (Mobley, Hand, Logan, Baker, TR-2, 1977) and (Mobley, Hand, Baker and Meglino, TR-5, 1978) dealt with Phases I and II.

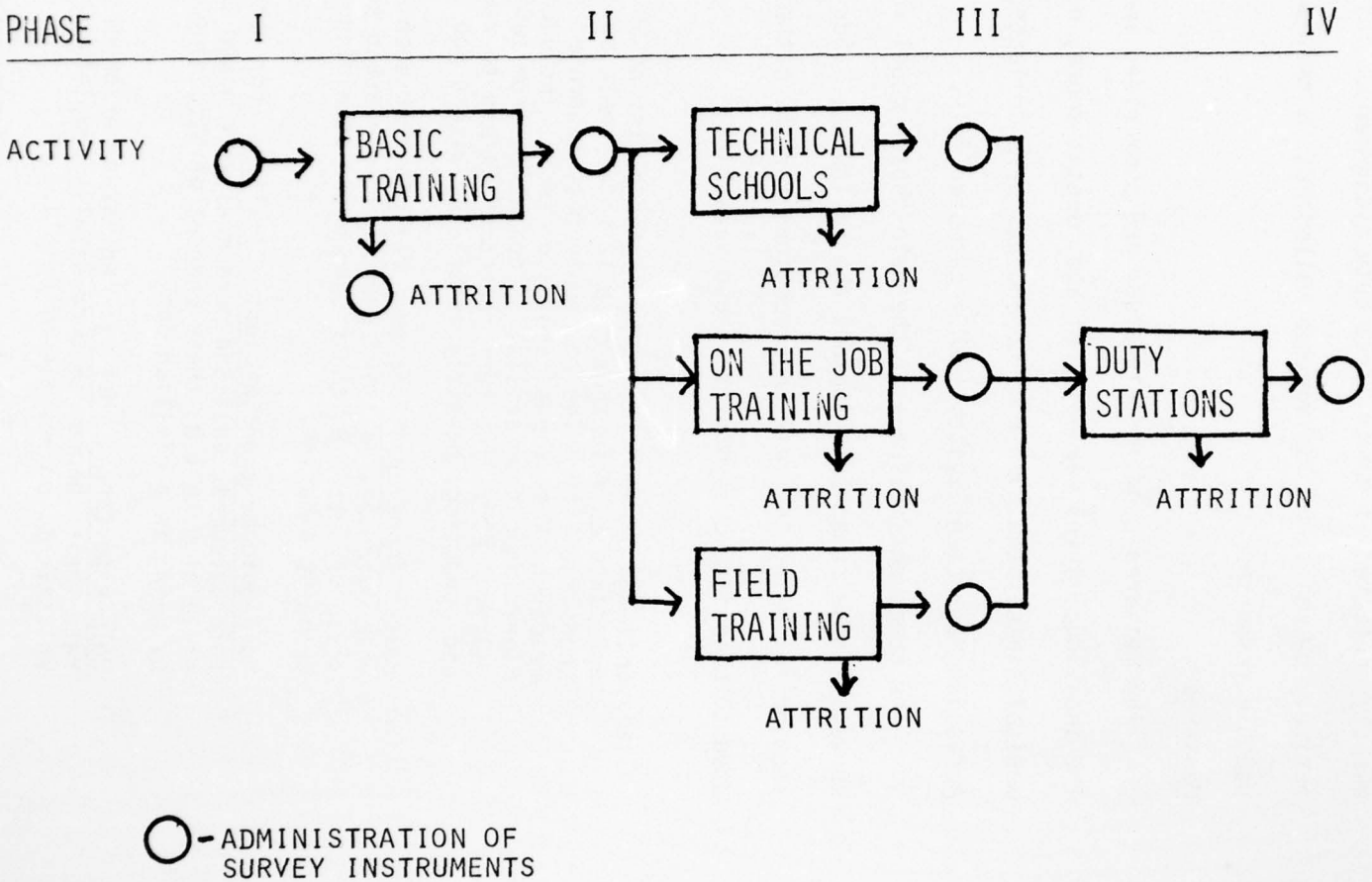
The portion of the longitudinal study reported here deals with the Phase III, advanced training measures, administered in person by the University of South Carolina research team near the end of advanced training and, Phase IV, initial duty station measures, obtained by mail approximately eighteen months after graduation from recruit training. Although the current report will not compare changes in values, expectations and intentions across these two time periods, a report is in progress that will examine such changes across all four time periods.

Sample

Phase III. The original sample consisted of 1,960 male first term enlisted recruits who entered the Marine Corps at Parris Island between August 7 and August 28, 1976. Subsequent graduates who attended advanced training schools on the east coast (Parris Island, Camp LeJune, or Millington) were surveyed in person by the researchers. This group comprises the Phase III sample. Of the original sample, a maximum of 842 provided usable responses.

FIGURE 2

BASIC LONGITUDINAL DESIGN



Phase IV. The Phase IV sample also consisted of male first term enlisted personnel of the same cohort group mentioned above who were subsequently contacted at their first duty assignment. This sample was obtained entirely by mail. Of the surveys mailed out, a maximum of 539 provided useable responses.

Measures

The measures used in this study are summarized in Figure 3. The individual level variables of age, mental score, education, race, marital status, and number of dependents were collected from the Recruit Accession Management System (RAMS) computer file.

The component measures of the role choice model were collected via survey. These components include the following: (See the Technical Notes section following the reference sections for the mathematical symbols used to calculate or symbolize these variables.)

(a) Enlisted personnel were presented a list of 50 role outcomes and asked to rate them on a +2 to -2 scale of desirability-undesirability. The role outcomes, generated from previous research, interviews, and pilot tests, include such things as "learning career skills," "separation from family," "responsibility," etc. The term "outcome" refers to rewards, costs, and conditions possibly associated with a job or role.

(b) Role-outcome expectancies: Marine: for each of the 50 role role outcomes, enlisted personnel were asked to rate, on a scale of 0 to 1.0, their chances of attaining that outcome by being a Marine.

(c) Role-outcome expectancies: Civilian: for each of the 50 role outcomes, enlisted personnel were asked to rate, on a scale of 0 to 1.0, their chances of attaining that outcome by being in a civilian job.

(d) Role-expectancy: Marine: enlisted personnel were asked to rate their chances of successfully completing their first term enlistment, on a scale of 0 to 1.0.

(e) Role-expectancy: Civilian: enlisted personnel were asked to rate their chances of finding an acceptable civilian job at the present time if that were their goal, on a scale of 0 to 1.0.

Figure 3

MEASURES

INDIVIDUAL

- AGE
- MENTAL GRADE
- EDUCATION
- RACE
- DEPENDENTS
- ROLE ATTRACTION-MARINE
- ROLE ATTRACTION-CIVILIAN

ORGANIZATIONAL

- LEADERSHIP (LBDQ)
  - CONSIDERATION
  - STRUCTURE
- GROUP (GDDQ)
  - HOMOGENEITY
  - PERMEABILITY
  - STABILITY
  - HEDONIC TONE
  - PLUS 9 OTHER DIMENSIONS
- JOB (JDS)
  - SKILL VARIETY
  - TASK SIGNIFICANCE
  - FEEDBACK
  - PLUS 7 OTHER DIMENSIONS

CRITERIA

- INTENTIONS
  - EAOS
  - RE-ENLISTMENT
- PRE-EAOS ATTRITION
  - ADMINISTRATIVE REASONS
  - SELF-REPORT REASONS
- PERFORMANCE
  - SELF-REPORT
  - MASTER FILE
  - INDIVIDUAL RECRUIT TRAINING PERFORMANCE

Based on these component ratings, several composite index variables were generated for each individual.

(f) Role attraction: Marine: is the sum of the cross-products of the desirability ratings of the 50 role outcomes and Marine role-outcome expectancy ratings.

(g) Role attraction: Civilian: is the sum of the cross products of the desirability ratings of the 50 role outcome and civilian role-outcome expectancy ratings.

(h) Role Force: Marine: is the Marine role attraction index above weighted by expectancy of successfully completing the first term enlistment.

(i) Role Force: Civilian: is the civilian role attraction index above, weighted by expectancy of finding an acceptable civilian job.

The organizational level variables, as perceived by enlisted personnel, were assessed with standardized survey measures. The Leader Behavior Description Questionnaire (Stogdill and Coons, 1957) assesses perceived leader "Consideration" and "Initiating Structure." The Group Dimension Description Questionnaire (Hemphill, 1956) assesses 13 dimensions of groups including such measures as group homogeneity, stability, and hedonic tone (referred to as the GDDQ). Two group sociometric measures, attraction and proficiency (Libo, 1953), also were included. The short version of Job Diagnostic Survey (JDS) (Hackman and Oldham, 1974, 1975) was also used. The JDS assesses various dimensions of the perceived job content, e.g. skill variety, task significance, feedback, task identity, task autonomy from the job. This measure also includes job satisfaction scales and individual level measures of internal motivation and growth need or the desire to obtain growth satisfaction from one's work. A complete list and definitions of the dimensions of the organizational measures is given in Appendix I.

In the pre-recruit training administration of the survey, respondents were instructed to respond to the leadership, group, and job content measures in terms of what they expected (since they had not yet been exposed to military life). Administration of surveys discussed in this report (Phases III and IV) called for a descriptive rather than expected response set.

Criteria data collected on all surveys included behavioral intentions to complete first term enlistment, behavioral intentions to reenlist, and performance goals.

Procedure

The measures were given two pilot tests: the first using enlisted personnel assigned to the University of South Carolina NROTC unit; the second using a platoon of July, 1976 Parris Island recruits. Based on the pilot tests, the instructions were clarified, ambiguous items were clarified or deleted, minimal variance items were deleted, and several new questions were added based on suggestions of pilot study subjects.

As previously mentioned the Phase III training measures were administered by the University researchers to small groups of personnel. During this administration, individuals were read the appropriate freedom of information passage (which was also included in the survey booklet); informed that participation was voluntary; and that individual responses were confidential. Survey responses were made on machine readable answer sheets. ID numbers were requested for the purpose of matching subsequent administrations of the survey and matching with the RAMS and master file. All officers, NCO's and instructors remained out of the room during administration of the survey.

Phase IV surveys were administered completely by mail to members of the tracking sample. Tracking was accomplished using locations secured through the Marine Corps master file. Letters urging compliance were sent from MC headquarters to the unit commanders of the individual in the sample. Researchers then mailed questionnaires to unit commanders with instructions for completion, and the names of the individuals expected to complete the survey. In addition, a cover letter was included with each survey to every individual asking for their cooperation and insuring the confidence of their responses. Completed questionnaires were returned directly to the university research staff in a self addressed envelope.

Sample Composition

Because a sample of recruits selected during a single month could pose generalization questions, comparisons were made between the present 1976 cohort group and the previous years Marine Corps accessions. Table I presents a summary of the demographic characteristics of the August, 1976 Parris Island accessions serving as the longitudinal sample. Due to the very large sample sizes, several relatively small mean differences were statistically significant. As can be seen in Table 1, the longitudinal sample was slightly younger, and was more likely to have completed high school. There were non-significant differences in AFQT, number of dependents and percentage minority.

The fact that the tracking sample had a substantially higher percentage of high school graduates than the previous year's accessions could pose generalizability problems. However, the Marine Corps has a current recruiting goal of 75% high school graduates. Thus, the 74% high school graduate representation in the sample could be more representative of future rather than past populations.

TABLE 1

DEMOGRAPHIC COMPARISONS BETWEEN PARRIS ISLAND TRACKING SAMPLE AND PREVIOUS YEAR MARINE CORPS ACCESSIONS

	(A) Tracking Sample Parris Island	(B) Marine Corps Accessions, Previous Year	
Variable	Mean	Mean	(A-B)
Age	18.89 (1.45)[1]	19.00 (1.81)	t = 2.21*
Dependents	0.06 (0.27)	0.08 (0.32)	t = 1.30
Mental (AFQT)	60.28 (19.12)	59.98 (18.19)	t = 0.61
% High School Graduate	74%	63%	z = 8.39**
% Minority	23%	21%	z = 1.80
N	1,396	41,248	

[1]Standard deviations in parentheses.

*p<.05 two tailed
**p<.01 two tailed

Source: RAMS File
Printout A-10

RESULTS

ADVANCED TRAINING (PHASE III)

SECTION I

Advanced Training Role Outcome Desirability Ratings

As stated earlier, attraction of a work role, be it military or civilian, is thought to be, in part, a function of the extent to which the work role is seen as associated with the attainment of desired outcomes and not associated with undersirable outcomes. The desirability of job related outcomes was assessed at Phase III by asking individuals who had just completed or nearly completed advanced training to rate the desirability of 50 such outcomes. Data bearing on this question are presented in Table 2.

Inspection of this table reveals that the ten most desirable outcomes, (+ 2.0 = most desirable, -2.0 = least desirable) based on their mean rating, were, in order of decreasing desirability:

Learning skills that will help me in later life. (item #20)

Good financial benefits. (item #21)

Good insurance and medical benefits. (item #33)

A job that pays well. (item #7)

A job where good performance is recognized. (item #12)

Learning new skills. (item #3)

A job which gives me pride in myself. (item #15)

Respect from friends and relatives (item #2)

Being in control of your own life. (item #31)

An organization that fulfills its promises to you. (item #45)

Table 2

MEAN ROLE OUTCOME AND ROLE EXPECTANCY RATINGS WITH SIGNIFICANT DIFFERENCES FOR MARINES IN ADVANCED TRAINING

Phase III

Outcome	Outcome Desirability[a] Rank	Mean	Chances of Attainment Marine[b] Mean (M)	Chances of Attainment Civilian[b] Mean (C)	t[c] (M-C)
1. Being part of an effective team	14	1.37[d] (0.78)	0.77 (0.23)	0.61 (0.26)	14.94**
2. Respect from friends and relatives	8	1.45 (0.73)	0.83 (0.19)	0.70 (0.25)	14.77**
3. Learning new skills	6.5	1.47 (0.77)	0.77 (0.25)	0.67 (0.25)	8.40**
4. Having an exciting job	18	1.29 (0.87)	0.63 (0.27)	0.61 (0.27)	2.03*
5. Having a dangerous job	43	0.07 (1.00)	0.61 (0.29)	0.47 (0.30)	11.98**
6. Being in a job where discipline is strictly enforced	42	0.11 (0.99)	0.72 (0.25)	0.43 (0.28)	23.71**
7. A job that pays well	4.5	1.48 (0.86)	0.57 (0.30)	0.64 (0.27)	-5.46**
8. Long separations from home and family	49	-0.78 (0.97)	0.71 (0.29)	0.27 (0.31)	29.14**
9. A job that is important to the country	37	0.91 (0.81)	0.76 (0.25)	0.47 (0.31)	22.11**
10. Fair treatment from superiors	14	1.37 (0.79)	0.63 (0.25)	0.63 (0.25)	ns[e]

Table 2 - Continued

Outcome	Outcome Desirability Rank	Outcome Desirability Mean	Chances of Attainment Marine Mean (M)	Chances of Attainment Civilian Mean (C)	t (M-C)
11. Working with people I like	17	1.34 (0.75)	0.67 (0.23)	0.67 (0.23)	ns
12. A job where good performance is recognized	4.5	1.48 (0.71)	0.69 (0.24)	0.67 (0.24)	ns
13. A job that includes extensive travel	39.5	0.55 (1.14)	0.68 (0.24)	0.37 (0.31)	25.05**
14. A job where duties and orders are clearly defined	33	1.07 (0.81)	0.69 (0.26)	0.63 (0.25)	5.79**
15. A job which gives me pride in myself	6.5	1.47 (0.72)	0.73 (0.27)	0.65 (0.29)	6.54**
16. A job where poor performance is penalized	41	0.41 (1.01)	0.69 (0.25)	0.57 (0.28)	10.51**
17. Sufficient leisure time to pursue your own interests	16	1.36 (0.81)	0.56 (0.27)	0.72 (0.25)	-13.57**
18. A job with little responsibility	46	-0.65 (0.93)	0.39 (0.26)	0.45 (0.27)	-4.39**
19. Superiors who are concerned about me as an individual	28.5	1.17 (0.83)	0.57 (0.27)	0.59 (0.27)	ns
20. Learning skills that will help me in later life	1	1.59 (0.75)	0.68 (0.30)	0.64 (0.27)	3.09**
21. Good financial benefits	2	1.55 (0.70)	0.71 (0.25)	0.61 (0.27)	7.05**
22. Being in control of your own activities	21	1.25 (0.77)	0.53 (0.29)	0.71 (0.25)	-14.32**

Table 2 - Continued

Outcome	Outcome Desirability Rank	Outcome Desirability Mean	Chances of Attainment Marine Mean (M)	Chances of Attainment Civilian Mean (C)	t (M-C)
23. Freedom to make your own decisions	19	1.27 (0.81)	0.50 (0.30)	0.70 (0.27)	-15.79**
24. Doing a real man's job	32	1.13 (0.83)	0.68 (0.25)	0.63 (0.26)	4.12**
25. Being part of a well-disciplined organization	34	1.03 (0.90)	0.73 (0.25)	0.51 (0.30)	-17.60**
26. Being part of an efficient organization	20	1.26 (0.81)	0.73 (0.25)	0.63 (0.25)	8.39**
27. Physically demanding work	39.5	0.55 (0.89)	0.67 (0.24)	0.59 (0.26)	7.21**
28. Specific kinds of training I want	23	1.23 (0.80)	0.53 (0.31)	0.57 (0.30)	-2.79**
29. Work under good leadership	11	2.40 (0.75)	0.68 (0.24)	0.63 (0.25)	4.93**
30. Working closely with people of another race	38	0.63 (0.89)	0.80 (0.23)	0.61 (0.27)	17.44**
31. Being in control of your own life	9	1.43 (0.80)	0.55 (0.31)	0.77 (0.25)	-17.19**
32. A high degree of job security	23	1.23 (0.79)	0.73 (0.25)	0.57 (0.28)	12.52**
33. Good insurance and medical benefits	3	1.53 (0.68)	0.83 (0.21)	0.59 (0.30)	19.81**
34. Interferes with marriage/family plans	50	-1.01 (1.07)	0.65 (0.31)	0.31 (0.30)	22.89**
35. An organization flexible enough to meet my changing needs	35.5	1.01 (0.88)	0.45 (0.29)	0.57 (0.28)	-9.11**
36. Having clear work goals	28.5	1.17 (0.75)	0.63 (0.26)	0.65 (0.25)	ns

Table 2 - Continued

	Outcome Desirability		Chances of Attainment Marine	Chances of Attainment Civilian	t
	Rank	Mean	Mean (M)	Mean (C)	(M-C)
37. A high degree of personal freedom	25	1.20 (0.81)	0.49 (0.31)	0.71 (0.27)	-17.96**
38. A job where you can 'get your head together'	31	1.14 (0.88)	0.56 (0.29)	0.61 (0.27)	3.69**
39. A job where I can become a real man	35.5	1.01 (0.87)	0.66 (0.27)	0.60 (0.27)	5.52**
40. Getting away from a bad home situation	44.5	-0.17 (1.12)	0.55 (0.35)	0.39 (0.30)	11.76**
41. A job involving potential physical violence	44.5	-0.17 (1.13)	0.59 (0.30)	0.38 (0.30)	16.60**
42. Training opportunities that will contribute to my long term career plans	23	1.23 (0.93)	0.64 (0.29)	0.59 (0.29)	2.99**
43. A chance to see different parts of the country or the world	30	1.15 (1.00)	0.76 (0.25)	0.39 (0.33)	27.80**
44. Making a lot of new friends	26	1.19 (0.81)	0.81 (0.23)	0.65 (0.27)	13.76**
45. An organization that fulfills its promises to you	10	1.41 (0.91)	0.53 (0.30)	0.59 (0.27)	-5.71**
46. Having a leader who is consistent	27	1.18 (0.83)	0.65 (0.23)	0.63 (0.23)	2.41*
47. Working closely with people who use drugs	47.5	-0.69 (1.11)	0.51 (0.31)	0.50 (0.31)	ns
48. Having a leader who is well qualified	12	1.39 (0.73)	0.70 (0.23)	0.67 (0.23)	2.16**

Table 2 - Continued

	Outcome Desirability		Chances of Attainment Marine	Chances of Attainment Civilian	t
	Rank	Mean	Mean (M)	Mean (C)	(M-C)
49. A repetitive job with little responsibility	47.5	-0.69 (1.05)	0.45 (0.26)	0.45 (0.27)	ns
50. Rapid promotional opportunities	14	1.37 (0.83)	0.57 (0.29)	0.53 (0.28)	3.30*

NOTE: Max N = 842 first term, male, non-reservist enlistees with 3 or fewer survey consistency errors and matched on demographic tapes.

SOURCE: O.N.R./U.S.C. Phase III Data
August 1976 Parris Island Accessions
Printout: P3-6, P3-1.

CODING NOTES:

[a]Outcome Desirability Scale: -2.0 = very undesirable to
2.0 = very desirable.

[b]Outcome Expectancy Scale: 0-No Chance of attainment to
1.0 = 100% chance of attainment.

[c]t tests are between probability of attaining an outcome as a Marine vs. the probability of attaining as a Civilian.

[d]Standard deviations in parentheses.

*Non-significant.

Least desirable role outcomes were, in order of increasing desirability:

Interferes with marriage/family plans. (item #34)

Long separations from home and family. (item #8)

Working closely with people who use drugs. (item #47)

A repetitive job with little responsibility. (item #49)

A job with little responsibility. (item #18)

Getting away from a bad home situation. (item #40)

A job involving potential physical violence. (item #41)

Having a dangerous job. (item #5)

Being in a job where discipline is strictly enforced (item #6)

A job where poor performance is penalized (item #16)

It is interesting to note the influence of education level on the mean ratings of these outcomes. When all 50 ratings were subdivided by level of education, that is, high school graduate (12 to 16 years of education) versus non high school graduate (9 to 11 years of education) several significant differences were found. These differences are summarized in Table 3. As can be seen from that table, some of the larger differences were: the group with higher education level placed a significantly greater value on (i.e. considered more desirable) learning skills, working under good leadership, and training opportunities. They placed significantly less value on (i.e. considered more undesirable) getting away from a bad home situation.

A similar analysis was conducted using groups of different racial composition. These results, presented in Table 4, show:

Table 3

OUTCOME DESIRABILITY RATINGS WITH SIGNIFICANT DIFFERENCES FOR HIGH SCHOOL VS. NON HIGH SCHOOL GRADUATES IN ADVANCED TRAINING

Phase III

Outcome	Mean[a] High School Grad[b]	Mean[a] Non High School Grad	t Non H.S. Grad-H.S. Grad
Having a dangerous job	0.03	0.21	2.14*
A job where good performance is recognized	1.51	1.36	-2.32*
A job with little responsibility	-0.69	-0.50	2.08*
Learning skills that will help me in later life	1.63	1.41	-2.75**
Work under good leadership	1.43	1.24	-2.61**
Getting away from a bad home situation	-0.25	0.06	3.34**
Training opportunities that will contribute to my long term career plans	1.27	1.01	-2.82**
Having a leader who is consistent	1.21	1.04	-2.24*
Working closely with people who use drugs	-0.73	-0.50	2.24*
Rapid promotional opportunities	1.41	1.23	-2.19*
	(N=632)	(N=163)	

* $p < .05$

** $p < .01$

[a] scale ranges from -2.0 (very undesirable) to +2.0 (very desirable).
SOURCE: Printout P3-4; with first term, male non reservist enlistees with 3 or fewer survey consistency errors and matched on demographic types.

[b] This goup is composed of the following educational subgroups:
High School Equivalency = 3.0% High School Diploma = 92.6%
Some College or Baccalaurate Degree = 4.4%

Table 4

OUTCOME DESIRABILITY RATINGS WITH SIGNIFICANT DIFFERENCES AS A FUNCTION OF RACE FOR MARINES IN ADVANCED TRAINING

Phase III

Outcome	Means[a]		t
	Non-Caucasian (NC)	Caucasian (C)	(NC-C)
Having a dangerous job	-0.26	0.17	-5.42**
Being in a job where discipline is strictly enforced	0.24	0.06	2.11*
Long separations from home and family	-0.55	-0.83	3.49**
A job that is important to the country	0.81	0.95	-1.96*
Working with people I like	1.18	1.39	-3.01**
A job where poor performance is penalized	0.27	0.47	-2.32*
Sufficient leisure time to pursue your own interests	1.17	1.42	-3.46**
Being in control of your own activities	1.12	1.27	-2.42*
Freedom to make your own decisions	1.15	1.31	-2.15*
Being part of an efficient organization	1.13	1.28	-2.14*
Physically demanding work	0.40	0.61	-2.77**
Interferes with marriage/ family plans	-0.76	-1.10	3.65**
A job involving potential physical violence	-0.37	-0.10	-2.92**
A repetitive job with little responsibility	-0.55 (n=190)	-0.73 (n=606)	2.01*

*p < .05

**p < .01 [a]Scale ranges from -2 (very undesirable) to +2 (very desirable).

Source: Printout P3-4 for first term, male non-reservist enlisteed with 3 or fewer survey consistency errors and matched on demographic tapes.

The Caucasians, when contrasted to the non-Caucasians, placed significantly more desirability on working with people I like, sufficient leisure time, and physically demanding work. Caucasians rated long separations from home and family, and interference with marriage/family as significantly less desirable than non-Caucasians. In addition, the non-Caucasian group rated having a dangerous and physically violent job significantly less desirable than Caucasians.

Section 2

Advanced Training Marine and Civilian Role Outcome Expectancies

Knowledge of what outcomes individual's who remain in an organization consider desirable and undesirable should be of value in recruiting, counseling, and selection (Schneider, 1976). However, it is also necessary to know how individuals perceive their chances of attaining the various outcomes in their current military role as compared with an alternative. Such a comparison of role outcome expectancies is presented in Table 2. The mean ratings shown in the table represent the chance of attaining the specific outcomes by being in a "Marine role and by being in a Civilian role." The scale ranges from 0.0 (no chance) to 1.0 (certain).

The results of this comparison reveal a number of significant differences between the samples' perception of outcome attainment for the two roles. Examining the most desirable outcome ratings (also Table 2) and role outcome expectancies together reveals that a number of the items rated as most desirable by the sample were also rated as more likely to be attained in the Marine role rather than the civilian role. These items are learning skills, good financial benefits, good insurance and medical benefits, learning new skills, a job which gives me pride, and respect from friends and relatives. A job that pays well, being in control of your own life, and an organization that fulfills its promises were the

only three highly desirable items that were rated as more likely in the civilian role. There was only one item that was rated as very desirable, and viewed as equally probably in either role: "A job where good performance is recognized."

For the outcomes rated as undesirable, a number of them were seen by Marines in advanced training as having a significantly higher chance of occurance in the Marine role than in a civilian role. These items, which would likely diminish the attraction to the Marine role are: interference with marriage/family plans, long separations, a bad home situation, a dangerous job, a job where discipline is strictly enforced, a job where poor performance is penalized, and a job involving potential physical violence. Two undesirable items were viewed as equally probably in either role: working closely with people who use drugs, and a repetitive job with little responsibility. Only one undesirable item was viewed as more likely in a civilian role. That item is a job with little responsibility.

In addition to knowing how individual's perceive their chances of attaining the various outcomes in different roles, it would be instructive to know if education and racial differences exist.

When the role-outcome expectancies were subdivided by high school vs. non high school graduates, only one item was found to be significantly different, respect from friends and relatives. The Marine role means for high school and non high school graduates were $\bar{X} = .85$ vs. $\bar{X} = .79$, respectively. The civilian role means were $\bar{x} = .70$ vs. $\bar{x} = .65$, respectively. This suggests high school graduates felt they would attain more respect than non high school graduates in either role.

When race was used to partition the sample, a relatively large number of outcomes were found to differentiate between non-Caucasians and Caucasians. These items can be seen in Table 5.

Table 5 contains those outcomes for which at least one significant difference was found either for the Marine role or the civilian role. Regarding the larger differences, the non-Caucasian sample perceived the Marine role as having a greater chance of: job that pays well, control of own activities, freedom to make own decisions, control of own life, organization flexible to meet changing needs, and high degree of personal freedom. Caucasians, in comparison to the non-Caucasian, saw the Marine role as having a greater chance for: long separations from home and family, job where poor performance is penalized, high degree of job security, interference with marriage/family plans, getting away from a bad home situation, and working closely with people who use drugs.

For the civilian role, the non-Caucasians sample perceived the following outcomes more likely than the Caucasian sample: part of an effective team, respect from friends and relatives, and exciting job, a job where discipline is strictly enforced, long separations from home and family, job that is important to the country, job where good performance is recognized, job that includes extensive travel, good financial benefits, part of a well disciplined organization, working closely with people of another race, good insurance and medical benefits, chance to see different parts of the country or the world,

Table 5

MARINE AND CIVILIAN ROLE-OUTCOME EXPECTANCIES SUBDIVIDED BY RACE FOR ADVANCED TRAINING MARINES

Phase III

Outcomes	Marine Role Means[a]			Civilian Role Means[a]		
	Non-Caucasian (NC)	Caucasian (C)	t (NC-C)	Non-Caucasian (NC)	Caucasian (C)	t (NC-C)
Being part of an effective team	0.75	0.77	ns	0.65	0.59	2.62**
Respect from friends and relatives	0.81	0.84	ns	0.75	0.67	4.07**
Having an exciting job	0.65	0.63	ns	0.66	0.60	2.71**
Being in a job where discipline is strictly enforced	0.71	0.72	ns	0.52	0.41	4.79**
A job that pays well	0.63	0.55	3.30**	0.67	0.63	ns
Long separations from home and family	0.64	0.75	-4.28**	0.37	0.25	4.73**
A job that is important to the country	0.73	0.77	ns	0.54	0.45	3.75**
A job where good performance is recognized	0.71	0.67	ns	0.71	0.67	2.01*
A job that includes extensive travel	0.67	0.68	ns	0.46	0.35	4.21**
A job which gives me pride in myself	0.70	0.73	ns	0.68	0.63	2.03*
A job where poor performance is penalized	0.64	0.71	-3.04**	0.55	0.57	ns
Good financial benefits	0.71	0.70	ns	0.67	0.60	3.30**
Being in control of your own activities	0.57	0.51	2.46**	0.67	0.71	ns
Freedom to make your own decisions	0.55	0.47	2.69**	0.68	0.70	ns
Doing a real man's job	0.68	0.67	ns	0.67	0.63	2.18*
Being part of a well-disciplined organization	0.72	0.73	ns	0.59	0.48	4.40**

Table 5 - Continued

Outcome	Marine Role Mean			Civilian Role Mean[a]		
	Non-Caucasian	Caucasian	t	Non-Caucasian	Caucasian	t
Physically demanding work	0.67	0.68	ns	0.53	0.62	-3.63**
Work under good leadership	0.71	0.67	2.51*	0.65	0.62	ns
Working closely with people of another race	0.79	0.81	ns	0.69	0.59	4.17**
Being in control of your own life	0.61	0.53	2.93**	0.77	0.77	ns
A high degree of job security	0.67	0.74	-3.14**	0.60	0.57	ns
Good insurance and medical benefits	0.81	0.83	ns	0.65	0.57	3.41**
Interferes with marriage/ family plans	0.55	0.67	-4.57**	0.35	0.30	1.99*
An organization flexible enough to meet my changing needs	0.52	0.43	3.73**	0.59	0.56	ns
A high degree of personal freedom	0.56	0.45	4.00**	0.71	0.71	ns
Getting away from a bad home situation	0.48	0.57	-3.01**	0.41	0.38	ns
A chance to see different parts of the country or the world	0.77	0.75	ns	0.51	0.36	5.10**
Making a lot of new friends	0.70	0.81	ns	0.69	0.63	2.25*
An organization that fulfills its promises to you	0.57	0.51	2.27*	0.63	0.59	ns
Working closely with people who use drugs	0.43	0.54	-4.35**	0.46	0.51	-2.04*
Rapid promotional opportunities	0.61	0.55	2.31*	0.59	0.51	2.86**
	(N=190)	(N=606)		(N=163)	(N=632)	

*p<.05
**p<.01 [a]Scale ranges from 0.0 (no chance) to 1.0 (certain). Source: Printout P3-4; with first term, male non-reservist enlistees with 3 or fewer survey consistency errors and matched on demographic tapes.

making a lot of new friends, and rapid promotional opportunities. Caucasians, in comparison to non-Caucasians, saw the following outcomes as more likely attained in a civilian role: physically demanding work, and working closely with people who use drugs.

Section 3

Role Expectancies and Behavioral Intentions

To this point, the analysis has focused on the desirability of various outcomes and the perceived chances of attaining the various outcomes by participating in a Marine role or in a civilian role. Attention is now turned to role expectancies i.e. perceived chances of being successful in a role, in this case completing the first term enlistment or finding an acceptable civilian job. Also analyzed are behavioral intentions regarding completing enlistment and reenlisting. Table 6 summarixed these data.

Inspection of Table 6 shows that 89% of the sample perceived a greater than 50-50 chance of successfully completing their first term enlistment, while 56% saw a greater than 50-50 chance of finding an acceptable civilian job.

Further inspection of Table 6 reveals that 80% of the sample intended to complete their first term enlistment while 8% did not, and 12% were uncertain. Only 21% intended to reenlist at this point. A large proportion of the sample were uncertain (40%) or definitely planning not to reenlist (39%).

Section 4

Role Attraction Indexes

Based on the individual's various outcomes desirability, ratings, role-outcome expectancies, and role expectancy ratings, it is possible to generate various composite indexes for each individual. Two will be reported in this section, role attraction and role force.

Table 6

ROLE EXPECTANCIES AND BEHAVIORAL INTENTIONS OF MARINES IN ADVANCED TRAINING

Phase III

Variable	%	Mean	Standard Deviation
Marine Role Expectancy (Perceived chances of successfully completing first term enlistment)			
Less than 50-50 chance	5	0.89[a]	0.22
50-50 chance	7		
Greater than 50-50 chance	89		
Civilian Role Expectancy (Perceived chance of finding an acceptable civilian job at the present time)[a]			
Less than 50-50 chance	21	0.65[a]	0.30
50-50 chance	22		
Greater than 50-50 chance	56		
Behavioral Intention to Complete First Term Enlistment			
No	8	4.27[b]	1.09
Uncertain	12		
Yes	80		
Behavioral Intention to Reenlist			
No	39	2.61[b]	1.13
Uncertain	40		
Yes	21		
Maximum N=842			

[a]Scale ranges from 0.0 (no chance) to 1.0 (certain)

[b]Scale ranges from 1 (definitely no) to 5.0 (definitely yes)

Source: Printout P3-1; Max N = 842 first term, male non-reservist enlistees with 3 or fewer survey consistency errors and matched on demographic tapes.

Role attraction is computed by summing the 50 cross products of outcome desirability ratings and the 50 role-outcome expectancies. Based on this procedure, it is possible to compute a role attraction index for both the Marine and the civilian roles. Role force is the role attraction index multiplied by the role expectancy (for the Marine role, role expectancy is the individual's perceived probability of successfully completing his first term enlistment. For the civilian role, role expectancy is the perceived probability of finding an acceptable civilian job at the present time. Table 7 summarizes the means for these indexes.

As Table 7 reveals, the Marine role has a significantly greater attraction and force for the sample at this point in their enlistment than does the civilian role.

Section 5

Education and Race Differences in Intentions, Individual, and Organizational Variables

Differences in outcome desirability and role-outcome expectancies as a function of race and education were presented earlier. Table 8 summarizes the statistically significant differences in demographic, intentions, role attraction, and organizational variables by education level and race. As can be seen in the table, non-Caucasians were older, had lower AFQT scores, had a lower intention to complete their enlistment, and a higher intention to reenlist. They had a higher intention to look for a civilian job, perceived a lower chance of finding an acceptable civilian job, and saw a greater chance of being an outstanding Marine. Caucasians also perceived their unit as having more autonomy, control, stability, potency, and viscidity, and less stratification, hedonic tone, polarization, and flexibility. Non-Caucasians were significantly lower in internal motivation, security satisfaction, and growth need strength. (see Appendix

Table 7

MARINE AND CIVILIAN ROLE ATTRACTION
INDEXES FOR MARINES IN ADVANCED TRAINING

Phase III

	Marine Role (M) Mean	Civilian role (C) Mean	t (M-C)
Role Attraction	32.92 (19.08)[a]	31.88 (18.17)	1.92*
Role Force	30.29 (19.37)	21.79 (18.17)	11.50**

[a] Standard deviations in parentheses

* p <.05 Source: August, 1976 Parris Island Accessions, Tracking Sample

** p <.01 Printout P3-5, with first term, male non-reservist enlistees with 3 or fewer survey consistency errors and matched on demographic tapes.

Table 8

ADVANCED TRAINING MEASURES SUBDIVIDED BY RACE AND EDUCATION[b]

Phase III

Variable	Race Means Non-Caucasian (NC)	Caucasian (C)	t (NC-C)	Education Means H.S. Graduates[a]	Non-H.S. Graduates	t Non-H.S.Grad-H.S. Grad
Age (years)	19.41	18.67	4.77*	18.37	18.97	-4.79**
Mental (AFQT)	48.75	64.11	-10.45**	61.74	60.09	ns
Intend to Complete	4.09	4.33	-2.39*	4.10	4.31	-2.13*
Intend to Reenlist	2.76	2.56	2.02*	2.65	2.59	ns
My Personal Goal	4.05	4.06	ns	3.73	4.14	-4.45**
Intend to leave Marine Corps	1.94	1.87	ns	2.09	1.83	2.35*
Intend to look for civilian job	2.65	2.33	2.72**	2.55	2.37	ns
Chances of completing	0.85	0.90	-2.48*	0.83	0.90	-3.11**
Chances of finding civilian job	0.61	0.65	-2.04*	0.65	0.65	ns
Chances of being outstanding marine	4.27	4.04	2.95**	4.01	4.12	ns
Chances M.C. will dismiss	1.79	1.75	ns	1.97	1.70	2.67**
Rating of own performance	3.61	3.51	ns	3.29	3.59	-4.03**
Civilian expectancy for completing marines minus expectancy for finding acceptable civilian job	0.19	0.23	ns	0.03	0.27	-2.44**
Autonomy	3.02	2.89	1.99*	2.92	2.92	ns
Internal motivation	3.65	3.78	-1.99*	3.55	3.80	-3.50**
Security Satisfaction	3.33	3.49	-2.05*	3.44	3.45	ns
Growth Need	3.77	3.98	-3.03**	3.83	3.96	ns

Table 8 - Continued

Variable	Means Non-Caucasian (NC)	Means Caucasian (C)	t (NC-C)	Education Means H.S. Graduates[a]	Education Means Non-H.S. Graduates	t Non-H.S. Grad-H.S. Grad
Control	13.11	12.63	2.05*	12.85	12.73	ns
Stability	9.36	9.06	2.32*	9.25	9.10	ns
Stratification	13.91	14.11	ns	13.73	14.15	-1.95*
Hedonic tone	11.53	12.01	-2.14*	11.96	11.87	ns
Potentency	9.63	9.19	2.24*	9.42	9.27	ns
Visicidity	12.67	12.53	ns	12.97	12.45	2.10*
Polarization	8.96	9.23	-2.01*	9.20	9.15	ns
Flexibility	7.89	8.37	-2.87**	8.28	8.25	ns
Sum positive Valances minus sum negative Valances for civilian role.	26.16	24.29	2.24*	24.86	24.69	ns
Maximum sample sizes	(N=190)	(N=606)		(N=163)	(N=632)	

*p<.05
**p<.01

SOURCE: Printout P3-4; with first term, male non-reservist enlistees with 3 or fewer survey consistency errors and matched on demographic tapes.

NOTE: The higher the mean the greater or more likely the variable.

[a] This group is composed of the following educational subgroups:
High School Equivalency = 3.0% High School Diploma = 92.6%
Some College or Baccalaurate Degree = 4.4%

[b] Only variables that exhibited significant differences due to either race or education or both are reported in this table.

I for a description of these variables)

With regard to education, recruits without a high school degree were significantly younger, had lower intentions to complete and were more likely to rate their personal goal as being a "good Marine." On the other hand, recruits with a high school degree were more likely to rate their personal goal as being a "very good Marine." The recruits without a high school degree had greater intention to get out of the Marine Corps, saw a lower chance of completing their first term enlistment, and a higher chance that the Marine Corps would dismiss them before the end of their first term. They also rated their performance as lower than high school graduates, had lower internal motivation, and perceived their unit as having lower stratification, and viscidity.

Section 6

Individual and Organizational Correlates of Advanced Training Intentions to Complete First Term Enlistment and Intentions to Reenlist

Previous research has shown that intentions can often be the best single predictor of subsequent behavior (Kraut, 1975; Locke, 1975). Because of this relationship, it is important to analyze the various correlates of intentions to complete the first term enlistment, and intentions to reenlist.

a. Intention to Complete Enlistment.

As Table 9 reveals, several of the role expectancy and role attraction indexes were significantly and moderately correlated with the intentional variables. The strongest predictor of the intention to complete the first term was the expectancy of completing the enlistment (r=.42). It is believed that the expectancy variables has a future orientation while the intention variable has more of a present orientation. The intention to complete vari-

Table 9

ADVANCED TRAINING CORRELATES OF INTENTIONS TO COMPLETE ENLISTMENT AND INTENTIONS TO REENLIST

Phase III

Variable	Mean	SD[a]	N	Pearson Correlation With Intention To Complete Enlistment	Pearson Correlation With Intention To Reenlist
Role Expectancy, Attraction					
Expectancy of Completing Enlistments	.89	.22	839	.42**	.20**
Expectancy of Finding Acceptable Civilian Job	.65	.30	837	-.14**	-.25**
Role Attraction: Marine	32.79	19.20	822	.35**	.37**
Role Attraction: Civilian	31.85	18.24	820	.11**	.04
Role Force: Marine	30.05	19.40	821	.41**	.39**
Role Force: Civilian	21.88	18.19	818	-.01	-.09**
Difference in Role Force (Marine - Civilian)	8.49	20.99	808	.38**	.44**
Difference in Role Attraction (Marine - Civilian)	1.04	15.37	810	.31**	.42**
Sum Positive-Negative Marine Outcome Expectancies	26.41	9.53	824	.36**	.39**
Job Content (JDS)					
Skill Variety	3.09	.89	833	.18**	.20**
Task Identity	3.33	.86	827	.17**	.14**
Task Significance	3.83	.88	829	.25**	.20**
Autonomy	2.93	.84	832	.16**	.22**
Feedback From Job	3.50	.84	829	.26**	.21**
Feedback From Others	3.25	.86	833	.14**	.28**
Dealing With Others	3.79	.79	835	.18**	.11**
Leadership (LBDQ)					
Consideration	50.70	10.71	795	.22**	.234*
Structure	55.83	8.87	801	.26**	.17**

Table 9 - Continued

Variable	Mean	SD[a]	N	Pearson Correlation With Intention To Complete Enlist	Pearson Correlation With Intention To Reenlist
Satisfaction (JDS)					
Overall Satisfaction	3.24	.94	827	.33**	.36**
Pay Satisfaction	3.17	.91	837	.28**	.30**
Security Satisfaction	3.47	.90	836	.34**	.40**
Interpersonal Satisfaction	3.64	.68	832	.30**	.27**
Leader Satisfaction	3.46	.83	834	.29**	.30**
Growth Satisfaction	3.36	.80	835	.30**	.37**
Other (JDS)					
Internal Motivation	3.76	.77	820	.38**	.27**
Growth Need	3.93	.80	819	.20**	.10**
Motivating Potential Score	37.55	20.42	799	.27**	.26**
Sociometric (GDDQ)					
Attraction	10.33	2.16	829	.25**	.23**
Proficiency	6.82	1.51	828	.23**	.23**
Demographic					
Race[a]	76%C		842	.08**	-.08**
Education (years)	11.75	.81	842	.05	-.04
Mental Grade (AFQT)	60.28	19.00	842	.16**	.04

SOURCE: Printout P3-1; P3-2; August 1976, Parris Island Accessions
Max N = 842; with first term, male non-reservist enlistees with 3 or fewer consistency errors and matched on demographic tape.

*p<.05
**p<.01
[a]standard deviation
[b]Non-Caucasian coded as 0, Caucasian (c) coded as 1.

able was operationalized by asking the respondents their intention to complete their enlistment on a five point scale ranging from "definitely not" (1) to "definitely yes" (5). The expectancy of completing variable was operationalized by asking each respondent to indicate the probability they can complete their first term enlistment "if that were your goal" on a five point scale ranging from "no chance" (0) to "100% chance" (1.00).

For the job content scale, the best correlate of completing the enlistment criterion was the significance of the task (r=.25) and the feedback from the job itself (r = .26). Thus the greater the significance of the task and feedback from the job, the greater the intention to complete enlistment. The remaining dimensions were also positive and significantly related to the intention to complete, although the relationships were somewhat weaker (range of r between .14 and .18).

Table 9 also shows that the leadership dimensions are positively related to the intention to complete enlistment variable. The greater the perceived consideration(r=.22) and structure (r=.26) as provided by the leader, the higher the intention to complete the enlistment.

Satisfaction and its various dimensions have often been found to be related to both intentional and actual withdrawal behavior (Locke, 1975, 1976). For the present sample, the satisfaction dimensions were positive and significantly related to the intention to complete. Most pronounced among these relationships were the security (r = .34), interpersonal (r = .30), growth (r = .30), and overall satisfaction (r = .33) dimensions. Satisfaction with pay (r = .28) and the leader (r = .29) dimensions were slightly lower. Thus the greater the individual's satisfactions with these dimensions and the higher the overall satisfaction, the greater the intention to complete the enlistment.

Both dimensions of the sociometric measure (attraction, r = .25; and proficiency, r = .23) were positive and significantly related to the intention to complete variable. This suggests that the higher the individual's attraction to the group and it's members, and the higher the evaluation and confidence in the groups performance, the greater the intention to complete

Several other variables were found to be related to both intentional criteria. For intention to complete enlistment, internal motivation (r = .38), the desire to obtain growth satisfaction from his work (growth need, r = .20), the potential of a job for eliciting internal motivation, (motivating potential score, r = .27), race (r = .08) and mental grade (r = .16) were positive and significantly related. In addition, Caucasians were more likely to intend to complete, though this relationship was low (r = .08).

b. Intention to Reenlist

Table 9 shows that the two best predictors of intention to reenlist are the difference between the two role forces (r = .44) and the difference between the two role attraction indexes (r = .42).

For the intention to reenlist variable, the leadership dimensions were also related. Thus the more considerate the leader is perceived (r = .23), and the more structure he is perceived as providing (r = .17), the greater the intention to reenlist.

Satisfaction with ones security (r = .40) was one the best predictor of the intention to reenlist. Overall general satisfaction and growth satisfaction are also seen to be positively related (r = .36, and r = .37, respectively).

The job content factor best predicted intention to reenlist was feedback from others (r = .28). Several other job content factors correlated with the intention to reenlist variable (skill variety, r = .20; task significance, r = .20; autonomy, r = .22; and feedback from the job, r = .21). Task identity and dealing with others were also correlated with intention to reenlist (.14 and .11, respectively). Thus, the greater the score on these dimensions, the greater the tendency to reenlist.

As with the intention to complete enlistment variable, pay satisfaction (r = .30), interpersonal satisfaction (r = .27) and leader satisfaction (r = .30) were positively related to the intention to reenlist.

Sociometric data similar to that for completion of enlistment variable was found for the reenlistment variable. That is attraction, r = .23; proficiency, r = .23.

Table 9 shows that also for the intention to reenlist variable race was negatively related, indicating minority members were more likely to intend to reenlist, though, once again, this relationship was low (r = -.08). Mental grade was not related to this variable.

In addition to the univariate correlations discussed above, it is also important to assess the combination of variables which best predicts intentions. Table 10 summarizes the results of a stepwise multiple regression predicting intention to complete enlistment. The first variable to enter the equation was the Marine role force variable (r = .40). This was followed by the internal motivation score, expectancy of completing enlistment, and satisfaction with security for a total R = .53. Thus these 4 variables together accounted for 28% of the variance in intention to complete enlistment.

Table 10

STEPWISE MULTIPLE REGRESSION ANALYSIS OF ADVANCED TRAINING INTENTIONS TO COMPLETE ENLISTMENT
Phase III

Variable	r	R	R^2	F, equation
Role Force: Marine	.40	.40	.16	111.02
Internal Motivation	.38	.46	.21	81.29
Expectancy of Completing Enlistment	.37	.51	.25	68.57
Security Satisfaction	.37	.53	.28	56.97

F (4,590) = 56.98

Source: Printout P3-3; first term, male, non-reservist enlistees with three or less survey consistency errors, matched with demographic tape.

Table 11 reports the results of the step wise multiple regression analysis for the intention to reenlist variable. The first variable to enter the equation was the difference between Marine and Civilian role forces (R = .46). This was followed by security satisfaction and overall satisfaction for a total R = .55. Thus these three variables together accounted for approximately 30% of the variance in intention to reenlist.

ADVANCED TRAINING (PHASE III) DISCUSSION AND SUMMARY

So far this report has described: the role outcomes Marines in advance training consider desirable and undesirable; the role-outcome expectancies for both Marine and Civilian roles; expectancies regarding chances of completing first term enlistment, and chances of finding an acceptable civilian job; perceptions of leadership, job content, and group characteristics; and behavioral intentions to complete the first term enlistment and to reenlist.

Based on the results presented thus far, several generalizations can be offered. Advanced training Marines in the sample, placed the highest value on learning new skills that will help later in life, and upon extrinsic rewards such as pay and benefits. They also valued a job that gives them self respect and respect from friends and relatives, and working for an organization that fulfills its promises and rewards good performance. They placed the least value on interference with marriage/family plans and long separations from home and family, a repetitive job with little responsibility, working closely with people who use drugs, having a dangerous job, being in a job where discipline is strictly enforced and a job where poor performance is penalized. These results are very similar to those reported in the second technical report of this series [Mobley, Hand, Logan,

Table 11

STEPWISE MULTIPLE REGRESSION ANALYSIS OF ADVANCED TRAINING INTENTIONS TO REENLIST
Phase III

Variable	r	R	R^2	F, equation
Difference in Role Force (Marine - Civilian)	.46	.46	.21	157.43
Security Satisfaction	.44	.53	.28	117.53
Overall Satisfaction	.39	.55	.30	83.97

F (3,591) = 83.98

Source: Printout P3-3; first term, male, non-reservist enlistees with three or less survey consistency errors, matched with demographic tape.

& Baker, 1977] in which Marine recruits were asked to rate the same set of fifty role outcomes before the beginning of recruit training. Thus it would appear that, at a descriptive level, the desirability ratings of outcomes remains somewhat consistent from Phase I to Phase III (a technical report is currently in progress which will examine, statistically, changes in outcome desirability ratings over time). These findings suggest that, at least through advanced training, Marines' values remain fairly consistant. In addition, significant differences due to education and race were found on many of the outcome desirability ratings (tables 3 and 4).

Section 2 of the results compared Marine and civilian role outcome expectancies (Table 2). The results of this analysis indicated that the majority of the desired outcomes were expected from the Marine role. In fact none of the most desirable outcomes were viewed as more likely to be attained in the civilian role. However, the majority of the most undesirable outcomes were perceived as more likely to be attained in the Marine role. Most of these items related to interference with home and family planning. The only undesirable outcome perceived to be more attainable in the civilian role was a job with little responsibility.

As with the outcome desirability ratings, the results from Section 2 parallel the Phase I report (Mobley et al, 1977) which indicated that the majority of the outcomes rated as most desirable were also rated as more likely to be attained in the Marine role.

For those outcomes rated as most undesirable, the Phase I report indicated that only two outcomes were perceived as more likely to be attained in the Marine role: long separations from home and family and interference with marriage/family plans. Also from the Phase I report (Mobley et al, 1977)

three undesirable outcomes were perceived as more likely in the civilian role: a job with little responsibility, working closely with people who use drugs, and a repetitive job with little responsibility. Once again, at a descriptive level, the Phase III results seem to resemble those of Phase I. The one exception is an increased number of undesirable outcomes resulting from the Marine role in Phase III. In general, however, the samples see the Marine role as more likely to provide more positively valued outcomes than the civilian role.

The results of this report also indicated a significant differences due to education on the single role outcome expectancy, respect from friends and relatives. High school graduates ($\overline{X}$=.85) perceived the Marine role as more likely to lead to respect than did non-high school graduates ($\overline{X}$=.79), $t=3.10$ $p<.01$.

For the racial comparisons, in general, non-Caucasians in comparison to Caucasians saw the Marine role as leading to better pay, and the Marine Corps as a more flexible and promise fulfilling organization which allows greater freedom and personal control. Caucasians were more likely to see such negative outcomes as interference with home and family planning as more likely in the Marine role, however, they also saw the Marine Corps as providing more job security. Non-Caucasians perceived many of the positive outcomes as more likely to be attainable in the civilian role than did the Caucasians.

It was evident from Section 2 of this report that, even after advanced training assignments, Marines in the sample still had high role-outcomes expectancies for the Marine role. Thus, at this point in time the sample still perceived and expected the Marine Corps to be more likely to provide desirable outcomes than the civilian role at the end of advanced training assignments.

Two potential implications suggest themselves from the outcome desirability data presented above. The Marine Corps advertising and recruiting efforts could emphasize those outcomes which are both desirable from the potential Marine's perspective and potentially attainable in the Corps. And, to the extent feasible, reward contingencies could be designed to enhance the attainability of desired outcomes and minimize undesired outcomes.

With respect to role expectancies, 12% of the sample saw a 50-50 or less chance of completing their enlistment. Previous research has demonstrated this type of expectancy to be a useful predictor of behavior. Mobley, Hand, Baker, and Meglino (1978) in Technical Report #5 of this series reported this variable to be the best single predictor of actual recruit training attrition ($r = .22$). If, as in recent training, this variable is useful in predicting later attrition (i.e. attrition after recruit training) then it may be worthwhile to evaluate strategies for enhancing this expectancy (e.g. realistic job previews of advanced training assignment after recruit training).

In Phase I (Technical Report #2 of this series), only 42% of the sample perceived a greater than 50-50 chance of finding an acceptable civilian job. However, in Phase III, the majority of the sample 56%, had this perception. While this variable entered into the equation and the prediction of actual recruit attrition (see Technical Report #5 in this series, Mobley et al, 1978), it only added about seven-tenths of one percent to the R^2. It will be interesting to determine if this variable is predictive of later attrition.

While there was no change from Phase I to Phase III for the behavioral intention to complete the first term enlistment, (80% responded "yes" they intended to complete in both phases) there was a dramatic change in the behavioral intention to reenlist. At Phase I (Technical Report #2), 25% did not intend to reenlist, 47% were uncertain, and 28% did plan to reenlist. From Table 6 these data are 39%, 40%, and 21% at Phase III, respectively. Thus the "uncertain" and "yes" categories have diminished by seven percent each and the "no" category has increased fourteen percent. Previous research (Kraut, 1975; Mobley, 1977; and Mobley, Horner, and Hollingsworth, 1978) have suggested that behavioral intentions are among the better predictors of subsequent behavior. It remains for a future report to test this for the present sample.

Results of the Phase III role attraction indexes (Table 7) revealed that the Marine role ($\bar{X}$ = 32.92) was significantly more attractive than the civilian role ($\bar{x}$ = 31.88). Additionally there was significantly more force toward the Marine role (X = 30.29) than the civilian role ($\bar{X}$ = 21.79).

Results from Section 5 of this report found many of the individual and group measures significantly different on race and/or education level (see Table 10). Results from Section 6 revealed that the best single predictor of intention to complete the first enlistment was the Marine role force variable. Internal motivation, expectancy of completing enlistment and security satisfaction added to the prediction. The best predictor of behavioral intention to reenlist was the difference between the Marine and civilian role force. Adding to this prediction was security satisfaction, and overall satisfaction. If these variable hold up in the prediction of actual attrition and enlistment, they clearly have recruiting, selection, and/or early counseling implications.

Thus far, throughout this report racial status and education level have been found to significantly differentiate on several measures. To the extent that these differences are related to actual behavior, they are worthy of note by recruiters, leaders, and planners.

RESULTS

INITIAL DUTY STATION (PHASE IV)

Section 7

Initial Duty Station Role Outcome Desirability Ratings

As in Section 1 of the Phase III results (Table 2, pp. 17-21) it is necessary to look at the outcomes Marines at their initial duty station find most desirable. These data are presented in Table 12. Outcomes with the most desirable ratings were, in order of decreasing desirability:

Learning skills that will help me later in life (item #20)

A job that pays well (item # 7)

Good financial benefits (item #21)

Good insurance and medical benefits (item #33)

Being in control of your own life (item #31)

Learning new skills (item #3)

Fair treatment from superiors (item #10)

A job where good performance is recognized (item # 12)

An organization that fulfills its promises to you (item #45)

A job which gives me pride in myself (item #15)

The lowest (least desirable) ratings included, in order of increasing desirability:

Interferes with marriage/family plans (item #34)

A repetitive job with little responsibility (item #49)

Long separations from home and family (item #8)

A job with little responsibility (item #18)

Working closely with people who use drugs (item #7)

A job involving potential physical violence (item #41)

Getting away from a bad home situation (item #40)

Table 12

MEAN ROLE OUTCOME AND ROLE EXPECTANCY RATINGS WITH SIGNIFICANT DIFFERENCES FOR MARINES IN INITIAL DUTY STATION
Phase IV

Outcome	Outcome Desirability[a] Rank	Outcome Desirability[a] Mean	Chances of Attainment Marine[b](M) Mean	Chances of Attainment Civilian[b](C) Mean	t[c] (M-C)
1. Being part of an effective team	12	1.28[d] (0.82)	0.71 (0.25)	0.62 (0.23)	7.36**
2. Respect from friends and relatives	11	1.31 (0.85)	0.77 (0.23)	0.67 (0.24)	7.45**
3. Learning new skills	6	1.39 (0.83)	0.69 (0.27)	0.66 (0.24)	ns[e]
4. Having an exciting job	17	1.23 (0.90)	0.58 (0.27)	0.61 (0.24)	ns
5. Having a dangerous job	43	0.01 (0.95)	0.60 (0.27)	0.48 (0.26)	8.15**
6. Being in a job where discipline is strictly enforced	42	0.19 (1.01)	0.73 (0.25)	0.48 (0.25)	17.40**
7. A job that pays well	3	1.45 (0.90)	0.51 (0.30)	0.67 (0.24)	-9.63**
8. Long separations from home and family	48	-0.77 (0.96)	0.71 (0.28)	0.31 (0.27)	22.33**
9. A job that is important to the country	37	0.81 (0.87)	0.71 (0.27)	0.48 (0.26)	15.94**
10. Fair treatment from superiors	7.5	1.36 (0.88)	0.59 (0.25)	0.63 (0.23)	-2.83*
11. Working with people I like	15	1.25 (0.82)	0.63 (0.23)	0.65 (0.23)	ns

Table 12 - Continued

Outcome	Outcome Desirability Rank	Outcome Desirability Mean	Chances of Attainment Marine (M) Mean	Chances of Attainment Civilian (C) Mean	t (M-C)
12. A job where good performance is recognized	7.5	1.36 (0.81)	0.63 (0.25)	0.65 (0.23)	ns
13. A job that includes extensive travel	39.5	0.43 (1.05)	0.64 (0.26)	0.40 (0.25)	16.38**
14. A job where duties and orders are clearly defined	30	1.02 (0.84)	0.66 (0.25)	0.63 (0.23)	2.00*
15. A job which gives me pride in myself	10	1.34 (0.81)	0.65 (0.27)	0.65 (0.25)	ns
16. A job where poor performance is penalized	39.5	0.43 (0.95)	0.70 (0.27)	0.55 (0.25)	9.54**
17. Sufficient leisure time to pursue your own interests	13	1.27 (0.87)	0.53 (0.27)	0.71 (0.23)	-11.78**
18. A job with little responsibility	47	-0.69 (0.97)	0.42 (0.25)	0.44 (0.25)	ns
19. Superiors who are concerned about me as an individual	29	1.09 (0.87)	0.54 (0.27)	0.60 (0.25)	-4.31**
20. Learning skills that will help me in later life	1	1.47 (0.87)	0.59 (0.29)	0.64 (0.25)	-3.00**
21. Good financial benefits	3	1.45 (0.76)	0.65 (0.27)	0.63 (0.24)	ns
22. Being in control of your own activities	20.5	1.19 (0.81)	0.48 (0.27)	0.70 (0.24)	-14.17**
23. Freedom to make your own decisions	17	1.23 (0.83)	0.49 (0.29)	0.71 (0.24)	-14.04**

Table 12 - Continued

	Outcome	Outcome Desirability Rank	Outcome Desirability Mean	Chances of Attainment Marine (M) Mean	Chances of Attainment Civilian (C) Mean	t (M-C)
24.	Doing a real man's job	32.5	0.99 (0.85)	0.61 (0.25)	0.63 (0.23)	ns
25.	Being part of a well-disciplined organization	35	0.89 (0.93)	0.69 (0.26)	0.53 (0.25)	10.09**
26.	Being part of an efficient organization	22	1.18 (0.79)	0.67 (0.25)	0.65 (0.23)	2.16**
27.	Physically demanding work	38	0.53 (0.87)	0.65 (0.24)	0.59 (0.23)	3.61**
28.	Specific kinds of training I want	24	1.15 (0.85)	0.50 (0.29)	0.59 (0.26)	-5.86**
29.	Work under good leadership	14	1.26 (0.81)	0.61 (0.24)	0.62 (0.21)	ns
30.	Working closely with people of another race	41	0.40 (0.93)	0.77 (0.25)	0.62 (0.25)	11.56**
31.	Being in control of your own life	5	1.41 (0.81)	0.49 (0.31)	0.77 (0.25)	-16.94**
32.	A high degree of job security	17	1.23 (0.83)	0.73 (0.26)	0.59 (0.25)	9.93**
33.	Good insurance and medical benefits	3	1.45 (0.79)	0.80 (0.23)	0.59 (0.25)	14.71**
34.	Interferes with marriage/family plans	50	-1.01 (1.05)	0.65 (0.31)	0.33 (0.27)	18.31**
35.	An organization flexible enough to meet my changing needs	32.5	0.99 (0.89)	0.42 (0.29)	0.58 (0.24)	-10.82**
36.	Having clear work goals	26	1.13 (0.81)	0.61 (0.26)	0.68 (0.22)	-5.25**

Table 12 - Continued

Outcome	Outcome Desirability Rank	Outcome Desirability Mean	Chances of Attainment Marine (M) Mean	Chances of Attainment Civilian (C) Mean	t (M-C)
37. A high degree of personal freedom	24	1.15 (0.85)	0.45 (0.29)	0.73 (0.24)	-17.20**
38. A job where you can "get your head together"	28	1.10 (0.85)	0.51 (0.28)	0.63 (0.23)	-8.24**
39. A job where I can become a real man	36	0.88 (0.84)	0.58 (0.25)	0.59 (0.23)	ns
40. Getting away from a bad home situation	44	-0.13 (1.00)	0.56 (0.32)	0.43 (0.27)	8.80**
41. A job involving potential physical violence	45	-0.16 (1.01)	0.61 (0.27)	0.40 (0.27)	13.73**
42. Training opportunities that will contribute to my long term career plans	24	1.15 (0.93)	0.55 (0.30)	0.61 (0.25)	-3.75**
43. A chance to see different parts of the country or the world	34	0.93 (0.97)	0.72 (0.25)	0.41 (0.29)	19.09**
44. Making a lot of new friends	31	1.00 (0.83)	0.75 (0.23)	0.65 (0.24)	8.16**
45. An organization that fulfills its promises to you	9	1.35 (0.95)	0.51 (0.30)	0.63 (0.23)	-8.28**
46. Having a leader who is consistent	27	1.12 (0.84)	0.62 (0.24)	0.63 (0.21)	ns
47. Working closely with people who use drugs	46	-0.59 (1.07)	0.56 (0.29)	0.52 (0.27)	2.84**

Table 12 - Continued

Outcome	Outcome Desirability Rank	Outcome Desirability Mean	Chances of Attainment Marine (M) Mean	Chances of Attainment Civilian (C) Mean	t (M-C)
48. Having a leader who is well qualified	19	1.21 (0.85)	0.64 (0.23)	0.66 (0.23)	ns
49. A repetitive job with little responsibility	49	-0.83 (0.96)	0.46 (0.26)	0.45 (0.25)	ns
50. Rapid promotional opportunities	20.5	1.19 (0.94)	0.51 (0.27)	0.55 (0.23)	-2.74**

Note: Maximum N = 539.

CODING NOTE:

[a]Outcome Desirability Scale: -2.0 = very undesirable to
2.0 = very desirable.

[b]Outcome Expectancy Scale: 0 = No chance of attainment to
1.0 = 100% chance of attainment.

[c]t tests are computed for the difference between the chances of attaining an outcome as a Marine versus the chances of attaining an outcome as a Civilian.

[d]Standard deviations are in parenthesis.

[e]Non-significant difference.

SOURCE: O.N.R./U.S.C. Phase IV Data
August 1976 Parris Island Accessions
Printout: P4-6; P4-3. Max N = 539 with first term, male, non-reservist enlistees with 3 or less survey consistency errors, matched with demographic tapes.

Having a dangerous job (item #5)

Being in a job where discipline is strictly enforced (item #6)

Working closely with people of another race (item #30)

Table 13 presents those outcome desirability ratings that were significantly different between levels of education. As can be seen, the high school graduates place significantly more value on a job that includes extensive travel, a job where duties and orders are clearly defined, superiors concerned about me as an individual, learning skills that will help me in later life, freedom to make your own decisions, and having a leader who is consistent.

When race was used to subdivide desirability ratings there were several significant differences between non-Caucasian and Caucasian groups. Table 14 presents an analysis of these significant differences. Examination of this table reveals that in comparison to Caucasians, the non-Caucasian group placed significantly higher value on working closely with people of another race, and found long separations, a repetitive job, and the little responsibility less objectionable. However, non-Caucasians placed a significantly lower value on a dangerous job, working with people I like, a job where poor performance is penalized, sufficient leisure time to pursue your own interests, physically demanding work, working under good leadership, a job involving potential physical violence, and having a leader who is consistent.

Section 8

Initial Duty Station Marine and Civilian Role Outcome Expectancies

Table 12 also presents the significant role outcome expectancies between the Marine and civilian roles for Phase IV. The results of this comparison reveal a number of significant differences between the samples' perceptions of outcome attainment for the two roles. In contrast to the

Table 13

OUTCOME DESIRABILITY RATINGS WITH SIGNIFICANT DIFFERENCES
FOR HIGH SCHOOL VS. NON HIGH SCHOOL GRADUATES AT INITIAL DUTY STATION

Phase IV

	Education		
	Means[a]		t
Outcome	H.S.Grad[b]	Non H. S. Grad	(NonH.S.Grad - H.S. Grad)
A job that includes extensive travel	0.49	0.17	-2.55*
A job where duties and orders are clearly defined	1.06	0.83	-2.11*
Superiors who are concerned about me as an individual	1.13	0.87	-2.34*
Learning skills that will help me in later life	1.51	1.27	-2.05*
Freedom to make your own decisions	1.27	1.04	-2.19*
Having a leader who is consistent	1.17 (N=449)	0.85 (N=90)	-3.17**

*p<.05

**p<.01

[a] Scale ranges from -2 (very undesirable) to +2 (very desirable).

SOURCES: Printout P4-5, with first term, male, non-reservist enlistees with 3 or fewer survey consistency errors, matched with demographic tape.

[b] This group is composed of the following educational subgroups:
High School Equivalency = 1.8% High School Diploma = 92.6%
Some College or Baccalaurate Degree = 5.6%

Table 14

OUTCOME DESIRABILITY RATINGS WITH SIGNIFICANT DIFFERENCES AS A FUNCTION OF RACE FOR MARINES IN INITIAL DUTY STATION
Phase IV

Outcome	Means[a] Non-Caucasian (NC)	Caucasian (C)	t (NC-C)
Having a dangerous job	-0.23	0.09	-3.33**
Long separations from home and family	-0.61	-0.81	2.08*
Working with people I like	1.07	1.31	-2.89**
A job where poor performance is penalized	0.18	0.51	-3.52**
Sufficient leisure time to pursue your own interests	1.13	1.32	-2.10*
A job with little responsibility	-0.51	-0.74	2.28*
Physically demanding work	0.23	0.63	-4.46**
Work under good leadership	1.09	1.31	-2.76**
Working closely with people of another race	0.79	0.28	5.94**
A job involving potential physical violence	-0.33	-0.11	-2.03*
Having a leader who is consistent	0.96	1.17	-2.60*
A repetitive job with little responsibility	-0.65 (N=127)	-0.89 (N=412)	2.46*

*$p < .05$

**$p < .01$

[a] Scale ranges from -2 (very undesirable) to +2 (very desirable).

SOURCE: Printout P4-5, with first term, male, non-reservist enlistees with 3 or fewer survey consistency errors, matched with demographic tape.

Table 15

SIGNIFICANT MARINE AND CIVILIAN ROLE OUTCOME EXPECTANCIES SUBDIVIDED BY EDUCATION FOR MARINES IN INITIAL DUTY STATIONS[c]

Phase IV

Outcome	Marine Role Means[a] H.S. Grad[b]	Marine Role Means[a] Non H.S. Grad	t Non H.S. - H.S.	Civilian Role Means[a] H.S. Grad[b]	Civilian Role Means[a] Non H.S. Grad	t Non H.S. - H.S.
Being part of an effective team	0.73	0.58	-2.63**	0.63	0.65	ns
Learning new skills	0.69	0.65	-2.06*	0.66	0.63	ns
A job where good performance is recognized	0.63	0.65	-2.17*	0.65	0.57	ns
Learning skills that will help me in later life	0.61	0.64	-2.72**	0.64	0.51	ns
Being part of an efficient organization	0.69 (N=449)	0.61 (N=90)	-2.43*	0.65 (N=449)	0.63 (N=90)	ns

*p<.05

**p<.01

[a] Scale ranges from 0 (no chance) to 1.0 (certain).

SOURCE: Printout P4-5, with first term, male, non-reservist enlistees with 3 or fewer survey consistency errors, matched with demographic tape.

[b] This group is composed of the following educational subgroups:
High School Equivalency = 1.8% High School Diploma = 92.6%
Some College or Baccalaurate Degree = 5.6%

[c] Only outcome expectancies that yield significant differences by education for either Marine or Civilian roles are reported.

results presented in Section 2 of this report, a comparison of the most desirable outcome ratings (Table 12) with the results of the role outcome expectancies reveals that only on outcome, good insurance and medical benefits, rated as most desirable was rated as more likely to be attained in the Marine as opposed to the civilian role. In contrast, the following five highly valued outcomes were perceived as more likely to be attained in the civilian role than in the Marine role: learning skills that will help me later in life, fair treatment from superiors, being in control of your own life, well paying job, and an organization that fulfills its promises to you. Four of the highly valued items were perceived as equally probable in either role: good financial benefits, a job where good performance is recognized, learning new skills, and a job which gives me pride in myself. These data in comparison to the previous Phase III analyses represent a dramatic shift in the perceptions of the sample. At Phase III, the majority (nine out of ten) of the most desirable outcomes were rated as more likely to be attained in the Marine role rather than the civilian role. At Phase IV, only one outcome (good insurance and medical benefits) was perceived as more likely to be found in the Marine role. In addition, at Phase IV, four of the highly valued items were perceived as more attainable in the civilian as opposed to the Marine role. At Phase III, none of the highly valued items were rated in this manner.

NOTE: Comparisons made between phases should be interpreted with a great deal of caution because the reduced sample size due to attrition between Phases III and IV and the non return of some of the questionnaires could have resulted in a different sample composition.

For the outcomes rated as undesirable, the sample perceived the following eight outcomes as more likely to be attained in the Marine role than in an alternative: interferes with marriage/family plans, long

separations from home and family, working closely with people who use drugs, a job involving potential physical violence, getting away from a bad home situation, having a dangerous job, being in a job where discipline is strictly enforced, and working closely with people of another race. Two undesirable outcomes were rated as equally probably in both roles: a repetitive job with little responsibility, and a job with little responsibility. Once again, this represents a sharp change over the Phase III results. This sample at Phase IV sees a majority (eight out of ten) of the most undesirable outcomes as more likely to be found in the Marine as opposed to the civilian role. In addition the only undesirable item that was rated at Phase III as more likely to occur in the civilian role is viewed by the Phase IV sample as equally likely in either role ("a job with little responsibility").

When the role-outcome expectancies were grouped by education level, five outcomes were significantly different for the Marine role (more were different for the civilian role). These data are presented in Table 15. While it appears that Marines in the sample at different education levels share a similar perception of outcome attainability in civilian life, high school graduates see some positive outcomes as more attainable in the Marine role than do non high school graduates. H.S. graduates rated the following role outcomes as more likely in the Marine role: being part of an effective team, learning new skills, a job where good performance is recognized, learning skills that will help me later in life, and being part of an efficient organization.

When race was used to partition the sample, a relatively large number of both Marine and civilian role outcomes were found to differentiate between non-Caucasian and Caucasians. Table 16 presents only those outcome expectancies where significant race differences exist for either the Marine or civilian role or both.

Table 16

SIGNIFICANT MARINE AND CIVILIAN ROLE OUTCOME EXPECTANCIES SUBDIVIDED BY RACE FOR MARINES IN INITIAL DUTY STATION
Phase IV

Variable	Marine Role Means[a]			Civilian Role Means[a]		
	Non-Caucasian (NC)	Caucasian (C)	t (NC-C)	Non-Caucasian (NC)	Caucasian (C)	t (NC-C)
Being part of an effective team	0.73	0.71	ns	0.67	0.61	2.39*
Respect from friends and relatives	0.75	0.77	ns	0.73	0.66	2.74**
Being in a job where discipline strictly enforced	0.71	0.74	ns	0.52	0.47	2.01*
A job that pays well	0.60	0.49	3.44**	0.70	0.65	ns
Long separations from home and family	0.63	0.73	-3.41**	0.33	0.31	ns
A job that is important to the country	0.69	0.71	ns	0.53	0.47	2.09*
A job that includes extensive travel	0.63	0.65	ns	0.45	0.39	2.29*
A job where poor performance is penalized	0.63	0.71	-2.53*	0.53	0.57	ns
Being in control of your own activities	0.53	0.47	1.98*	0.69	0.70	ns
Freedom to make your own decisions	0.53	0.47	2.12*	0.70	0.71	ns
Physically demanding work	0.63	0.65	ns	0.54	0.61	-2.75**
Working closely with people of another race	0.80	0.77	ns	0.71	0.59	4.81**
Being in control of your own life	0.57	0.46	3.25**	0.76	0.77	ns
Good insurance and medical benefits	0.75	0.81	-2.17*	0.63	0.58	2.08*

Table 16 continued

Variable	Marine Role Means[a] Non-Caucasian (NC)	Caucasian (C)	t (NC-C)	Civilian Role Means[a] Non-Caucasain (NC)	Caucasian (C)	t (NC-C)
An organization flexible enough to meet my changing needs	0.47	0.40	2.42*	0.56	0.59	ns
A high degree of personal freedom	0.50	0.44	1.98*	0.73	0.73	ns
A job where you can"get your head together"	0.56	0.50	2.18*	0.67	0.62	ns
Getting away from a bad home situation	0.48	0.59	-3.10**	0.43	0.42	ns
A chance to see different parts of the country or the world	0.70	0.73	ns	0.47	0.39	2.36*
Working closely with people who use drugs	0.49 (N=127)	0.58 (N=412)	-3.02**	0.50 (N=127)	0.53 (N=412)	ns

*p< .05
**p< .01

[a]Scale ranges from 0.0 (no chance) to 1.0 (certain)
Source: Printout P4-5, with first term, male, non-reservist enlistees with 3 or fewer consistency errors, and matched on demographic tape.

comparison to Caucasians, perceived greater chances of attaining: "a job that pays well," being in control of your own activities, freedom to make your own decisions, being in control of your own life, an organization flexible enough to meet my changing needs, a higher degree of personal freedom, and a job where you can get your head together. Caucasians, in comparison to non-Caucasians saw the Marine role as more likely for attaining long separations from home and family, a job where poor performance is penalized, "a good insurance and medical benefits," getting away from a bad home situation, and working closely with people who use drugs. The non-Caucasian sample saw the civilian role as more likely to result in being part of an effective team, respect from friends and relatives, being in a job where discipline is strictly enforced, a job that includes extensive travel, working closely with people of another race, "good insurance and medical benefits," and "a chance to see different parts of the country or the world." Caucasians perceived physically demanding work as more likely in the civilian role. In this section, the underlined outcomes were among the most undesirable ones, while the items in quotes were among the most desirable outcomes.

Section 9

Role Expectancies and Behavioral Intentions

Table 17 summarizes initial duty station Marines' role expectancies and behavioral intentions. Inspection of this table reveals that 86% of the sample perceived a greater than 50-50 chance of completing their first term enlistment. In comparison to Phase III data, (Table 6) this statistic is 3% less. In addition, this sample's perception of most likely finding an acceptable civilian job (61%) is 5% higher than at Phase III. Further inspection of

Table 17

INITIAL DUTY STATION ROLE EXPECTANCIES AND
BEHAVIORAL INTENTIONS
Phase IV

Variable	%	Mean	Standard Deviation
Marine Role Expectancy (Perceived chances of successfully completing first term enlistment)			
Less than 50-50 chance	4	0.89[a]	0.21
50-50 chance	10		
Greater than 50-50 chance	86		
Civilian Role Expectancy (Perceived chances of finding an acceptable civlian job).			
Less than 50-50 chance	15	0.69[a]	0.27
50-50 chance	24		
Greater than 50-50 chance	61		
Behavioral Intention to Complete First Term Enlistment			
No	7	4.35[b]	1.03
Uncertain	10		
Yes	83		
Behavioral Intention to Reenlist			
No	52	2.36[b]	1.23
Uncertain	30		
Yes	18		
Maximum N = 530			

[a] Scale ranges from 0.0 (no chance) to 1.0 (certain).

[b] Scale ranges from 1 (definitely not) to 5.0 (definitely yes).

SOURCE: Printout P4-3; Max N = 530 first term, male, non-reservist enlistees with 3 or fewer survey consistency errors and matched on demographic tape.

Table 17 reveals that 83% (80% for Phase III) intended to complete their first term enlistment, while 7% (8% at Phase III) intended not to complete. Ten percent (12% at Phase III) were uncertain. Also apparent from this table is that 18% intended to reenlist (21% at Phase III), while a majority of the sample, 52% intended not to reenlist representing a 13% increase over the Phase III statistic (39%). Thirty percent were uncertain at Phase IV in comparison to the 40% figure at Phase III.

Section 10

Role Attraction Indexes

As in Section 4 of the Phase III results section (Table 7, p.33) Role attraction and role force indexes were calculated and are shown in Table 18. As this table reveals, the civilian role is now significantly more attractive ($\bar{X}$ = 31.25) than the Marine role (X = 29.04). This represents a dramatic reversal over the Phase III data of Table 7 (p. 33) that found the sample to be significantly more attracted to the Marine role ($\bar{X}$ = 32.92) than the civilian role ($\bar{X}$ = 31.88). However, the direction of the role force index remained the same for the Marine ($\bar{X}$ = 27.04) and civilian role ($\bar{X}$ = 22.27) at Phase IV as it was at Phase III ($\bar{X}$ = 30.29, $\bar{X}$ =21.79 for the Marine role and civilian role, respectively). One point worthy of note is that although the direction between the role force means remained the same from Phase III to Phase IV, the magnitude of the Marine Role Force Index dropped by 3.25, while the magnitude of the civilian Role Force index increased by .46. Tests of statistical reliability between Phase III and Phase IV means were not made in this report because, as previously mentioned, a report over time for these and other variables is currently in progress.

Table 18

MARINE AND CIVILIAN ROLE ATTRACTION AND ROLE FORCE INDEXES FOR MARINES ON INITIAL DUTY STATION

Phase IV

	Marine Role (M) Mean	Civilian Role (C) Mean	N	t (M-C)
Role Attraction	29.04 (18.83)[a]	31.25 (17.08)	446	-3.37*
Role Force	27.04 (18.63)	22.27 (16.59)	441	5.44*

[a]Standard deviations in parentheses.

*$p < .05$

SOURCE: August, 1976 Parris Island Accessions, Tracking Sample Printout P4-5, with first term, male, non-reservist enlistees with 3 or fewer consistency errors and matched on demographic tape.

Section 11

Race and Education Differences in Intentions, Individual, and Organization Variables

Table 19 summarizes the statistically significant differences in demographic, intentions, role attraction, and organizational variables by race and education level. From that table, it can be seen that in comparison to Caucasians, the non-Caucasian sample was older at enlistment, more likely to intend to leave the Marine Corp and more likely to intend to look for an acceptable civilian job. Non-Caucasians also perceive a greater probability of deciding to leave the Marine Corp before completing their enlistment and a greater probability that the Marine Corp would dismiss them before completing their enlistment. Caucasians, in comparison to the non-Caucasian sample had significantly higher AFQT scores, had a higher intention to complete their first term enlistments, and were also more likely to set as their personal goal the desire to be a better Marine. Although Caucasians were less likely to intend to look for a civilian job ($\overline{X}$ = 2.61) than non-Caucasians ($\overline{X}$ = 3.13), they perceived a higher probability of finding an acceptable civilian job ($\overline{X}$ = .70 vs. $\overline{X}$ = .63). Caucasians also perceived a higher chance of being a satisfactory Marine, saw their leader as higher on initiating structure, and were more likely to rate their job as having more task significance, dealing with others, security satisfaction, and interpersonal-social satisfaction. In addition, they had a significantly higher growth need score and were likely to perceive their group as more intimate and having higher viscidity (group functions more as a unit with little dissent or personal conflict).

When education level was used to group the sample, Table 22 reveals that high school graduates were older at enlistment and more likely to be satisfied as a Marine than non high school graduates. They also have found their experience in the Marine Corps to

Table 19

INITIAL DUTY STATION MEASURES SUBDIVIDED BY RACE AND EDUCATION [b]
Phase IV

Variable	Race Means			Education Means		
	Non-Caucasian (NC)	Caucasian (C)	t (NC-C)	Non H.S. Grad	H.S. Grad[a]	t (Non H.S.Grad - H.S. Grad)
Age at enlistment	19.23	18.73	2.96**	18.51	18.91	-2.11**
Mental	52.13	65.83	-7.14**	63.72	62.38	ns
Intention to Complete	4.17	4.41	-2.17**	4.20	4.38	ns
Intend to leave MC	2.17	1.87	2.31*	2.09	1.94	ns
Intend to look for Civilian job	3.13	2.61	3.81**	2.85	2.71	ns
Chances of finding Civilian Job	0.63	0.70	-2.50*	0.69	0.68	ns
Chances of being a "Satisfactory" Marine	4.31	4.53	-2.29	4.45	4.49	ns
Has experience in MC been what you expected? (higher = better than expected)	2.66	2.65	ns	2.45	2. 9	-1.99**
Chances MC will dismiss you before completing?	2.11	1.78	2.56**	1.88	1.85	ns
Accuracy of Recruiters Description (higher = more accurate)	2.59	2.75	ns	2.51	2.75	-1.94*
Overall, How satisfied as a Marine?	3.05	3.09	ns	2.83	3.13	-2.27*
Is MC like you thought it would be? (higher = much better)	2.79	2.67	ns	2.34	2.77	-3.75**
Leader Consideration	48.28	49.48	ns	46.56	49.71	-2.18*
Leader Initiating Struc.	52.95	56.38	-3.54**	54.55	55.76	ns
Skill Variety	2.87	3.01	ns	2.69	3.03	-3.13**
Task Significance	3.59	3.80	-1.99*	3.53	3.79	-2.17*
Feedback from Job	3.37	3.50	ns	3.21	3.52	-3.48**
Feedback from Others	3.21	3.25	ns	3.05	3.28	-2.21*

Table 19 - Continued

Variable	Race Means			Education Means		
	Non-Caucasians (NC)	Caucasians (C)	t (NC-C)	Non H.S. Grad	H.S. Grad [a]	t (Non H.S.Grad - H.S. Grad)
Dealing with Others	3.63	3.80	ns	3.71	3.77	ns
Chances you will decide to get out of MC before completing	2.15	1.88	2.19*	2.07	1.92	ns
Overall General Satisfaction	3.12	3.26	ns	3.03	3.27	-1.98*
Pay Satisfaction	2.98	3.11	ns	2.87	3.11	-2.35*
Security Satisfaction	3.12	3.49	-3.87**	3.07	3.47	-3.58**
Interpersonal - Social Satisfaction	3.45	3.61	-2.08*	3.41	3.61	-2.13*
Leader-Supervisor Satisfaction	3.31	3.37	ns	3.01	3.43	-4.05**
Growth Satisfaction	3.29	3.32	ns	3.09	3.35	-2.67**
Growth Need	3.71	3.96	-2.83**	3.71	3.94	-2.07*
Motivating Potential Score	35.86	39.63	ns	31.18	40.27	-3.86**
Intimacy	11.21	11.69	-2.09*	11.37	11.61	ns
Visicidity Maximum N	12.11 (127)	12.83 (412)	-2.36*	12.49 (90)	12.69 (449)	ns

*p<.05

**p<.01

SOURCE: Printout P4-5, Max N=539, with first term, male, non-reservist enlistees with 3 or less survey consistency errors and matched or demographic tape.

NOTE: Higher the value, the greater or more likely the variable.

[a] This group is composed of the following educational subgroups: High School Equivalency = 1.5%, High School Diploma = 77.2%, Some College or Baccalaurate Degree = 4.6%

[b] only variables that exhibited significant differences due to either race or education or both are reported in this table.

be pretty much as they expected it to be and that the recruiters description was judged as more accurate for them than for the lower educated group. This group also perceived their leader as more considerate and saw more skill variety, task significance, and feedback from job and others than did non H.S. graduates. Moreover the H.S. graduates seemed generally more satisfied with their jobs and with dimensions of their job, specifically: pay, security, interpersonal-social, leader, supervisor and growth. They also had significantly more desire to obtain growth satisfaction from their work (growth need strength), and a higher motivating potential.

Section 12

Individual and Organizational Correlates of Initial Duty Station Intentions to Complete First Term Enlistment and Intentions to Reenlist

Table 20 presents the results of a correlational analysis using intention to complete enlistment and intention to reenlist as criteria with the major individual, job, and organizational variables as predictors. For the intention to complete variables the best single predictor is the expectancy of completing enlistment ($r = .53$). Role force for the Marine role ($r = .35$), the difference between the Marine role force and the civilian role force ($r = .30$), the perception that the leader provides structure ($r = .29$), task significance ($r = .27$), dealing with others ($r = .29$), and the individual's internal motivation ($r = .31$) were also significant and among the better predictors of the criterion.

For the intention to reenlist criterion, the best predictors were the difference between the Marine role force and civilian role force ($r = .43$), and the difference between the Marine role attraction and the civilian role attraction ($r = .43$). Among the better predictors of

Table 20

INITIAL DUTY STATION CORRELATES OF INTENTIONS TO COMPLETE ENLISTMENT AND INTENTIONS TO REENLIST

Phase IV

Variable	Mean	SD[a]	N	Pearson Correlation With: Intention to Complete Enlistment	Pearson Correlation With: Intention To Reenlist
Role Expectancy, Attration					
Expectancy of Completing Enlistment	0.89	0.21	528	.53**	-.02
Expectancy of Finding Acceptable Civilian Job	0.69	0.27	524	.00	-.20**
Role Attraction: Marine	29.26	19.09	474	.25**	.39**
Role Attraction: Civilian	31.09	17.23	458	.17**	.09
Role Force: Marine	27.23	18.85	469	.35**	.38**
Role Force: Civilian	22.29	16.71	456	.06	-.05
Differences in Role Force (Marine - Civilian)	4.73	18.44	440	.30**	.43**
Difference in Role Attraction (Marine - Civilian)	-2.22	13.90	445	.12**	.43**
Sum Positive - Negative Outcome Expectancies	24.68	9.55	483	.23**	.39**
Job Content					
Skill Variety	2.97	0.96	518	.11**	.25**
Task Identity	3.31	0.89	515	.17**	.17**
Task Significance	3.75	0.95	499	.27**	.10**
Autonomy	3.05	0.84	514	.09*	.24**
Leadership					
Leader Consideration	49.21	11.33	457	.23**	.21**
Leader Structure	55.56	9.15	469	.29**	.07

Table 20 - Continued

Variable	Mean	SD	N	Pearson Correlation With Intention to Complete Enlistment	Pearson Correlation With Intention to Reenlist
Feedback From Job	3.47	0.79	517	.21**	.17**
Feedback From Others	3.25	0.82	515	.12**	.18**
Dealing With Others	3.76	0.77	518	.29**	.05**
Satisfaction					
Overall Satisfaction	3.23	0.92	500	.17**	.31**
Pay Satisfaction	3.07	0.92	513	.13**	.30**
Security Satisfaction	3.40	0.93	512	.17**	.33**
Interpersonal Satisfaction	3.57	0.70	506	.23**	.25**
Leader Satisfaction	3.35	0.83	513	.25**	.29**
Growth Satisfaction	3.31	0.81	503	.19**	.35**
Other					
Internal Motivation	3.63	0.76	507	.31**	.22**
Growth Need	3.91	0.85	488	.23**	.07
Motivating Potential Score	38.76	21.52	476	.23**	.25**
Sociometric					
Attraction	10.23	2.19	488	.23**	.25**
Proficiency	6.88	1.61	498	.15**	.15**
Demographic					
Race[a,b]	76%C		539	.09*	-.08

Table 20 - Continued

Variable	Mean	SD	N	Pearson Correlation With Intention to Complete Enlistment	Intention to Reenlist
Education (years)	11.84	0.70	539	.06	-.01
Mental Grade (AFQT)	62.61	19.33	539	.11**	-.01

[a]standard deviation

[b]Non-Caucasion coded as 0; Caucasian coded as 1.

*p<.05

**p<.01

SOURCE: August 1976 Parris Island Accessions, Max N = 539, Printout P4-3, P4-4, with first term, male, non-reservist enlistees with 3 or fewer survey consistency errors and matched on demographic tapes.

the intention to reenlist criteria were Marine Role Attraction (r = .39), Marine Role Force (r = .38), the sum of the positively weighted minus the negatively weighted outcome expectancies (r = .39), and the various satisfaction measures: Overall satisfaction (r = .31), pay (r = .30), security (r = .33), interpersonal (r = .25), leader (r = .29), and growth (r = .35).

The results of how the variables combine in the prediction of intention to complete enlistment are presented in Table 21. The results of this stepwise multiple regression analysis show that the first variable to enter the equation was the individual's intention to get out of the Marine Corps (negative weight) (r = -.57). This was followed by expectancy of completing enlistment, sum of all fifty outcome desirability ratings, the individual's personal goal, the stability score of the Group Dimensions Description Question (GDDQ) (negative weight), and the Marine Role Force variable (negative weight) for a total R = 70. Thus six variables explained 49% of the variance in the intention to complete enlistment variable.

For the intention to reenlist criterion, the best single predictor was the intention to make a career in the Marine Corps (r = .76). The results of this stepwise multiple regression using this criterion can be seen in Table 22. Following the career intentions variable, the remaining equation was composed of the following variables: the difference between the Marine and civilian role force, the difference between expectancy for completing and expectancy for finding an acceptable civilian job (negative weight), force toward a civilian job, expectancy of being dismissed by Marine Corps before completion enlistment, and the sum of the Marine outcome expectancies (negative weight). This equation was able to account for 68% of the intention to reenlist criterion.

Table 21

STEPWISE MULTIPLE REGRESSION ANALYSIS OF
INITIAL DUTY STATION INTENTIONS TO COMPLETE ENLISTMENT

Phase IV

Variable	r	R	R^2	F, equation
Intention to leave Marine Corps	-0.57	0.57	0.33	202.33
Expectancy of completing enlistment	0.53	0.65	0.43	153.29
Sum of outcome desirability rating	0.33	0.67	0.45	113.87
Personal goal	0.43	0.69	0.47	90.35
Stability score of GDDQ	-0.13	0.69	0.48	74.63
Role Force: Marine	0.35	0.70	0.49	64.53

$F(6,402) = 64.53$

SOURCE: Printout P4-1; first term, male, non-reservist enlistees with three or less survey consistency errors, matched with demographic tape.

Table 22

STEPWISE MULTIPLE REGRESSION ANALYSIS OF INITIAL DUTY STATION INTENTIONS TO REENLIST
Phase IV

Variable	r	R	R^2	F, equation
Career Intentions	0.76	0.76	0.57	558.45
Difference in Role Force (Marine - Civilian)	0.43	0.77	0.61	313.15
Difference in Expectancy for Completing Enlistment and Expectancy for Finding an Acceptable Civilian Job	0.07	0.78	0.62	220.72
Force Toward Civilian Job	-0.05	0.79	0.63	173.05
Expectancy of Being Dismissed Before Completing Enlistment	0.13	0.80	0.64	144.83
Sum of Marine Outcome Expectancies	0.39	0.83	0.68	145.33

$F(6,402) = 145.33$

SOURCE: Printout P4-2; First term male, non-reservist enlistees with three or less survey consistency errors, matched with demographic tape, and complete responses.

INITIAL DUTY STATION (PHASE IV) DISCUSSION AND SUMMARY

As with the Phase III sample, Marines on initial duty station (Phase IV), on average, place the highest value on learning new skills that will help later in life. Phase IV Marines highly valued extrinsic rewards such as pay and benefits and the intrinsic reward of feelings of pride most highly. They also placed a high value on such outcomes as an organization that fulfills its promises, rewards good performance, and leaders who are fair. Phase IV results also indicate that Marines on initial duty station place the least value on most of the same outcomes rated as undesirable in the Phases I, II, and III results sections [see Mobley et al. (1977 for a description of Phases I and II)]. Thus family/marriage plans, long separations from home, a job with little responsibility, and working closely with people who use drugs were all rated low. This suggests that at a descriptive level, desirability ratings remain fairly constant over the eighteen months.

Section 8 of this report described the results of an analysis which compared outcome expectancies for Marine and civilian roles. When these outcomes were examined along with the outcome desirability ratings, results were in sharp contrast to those of Phase I, II, and III. Only one of the most desirable outcomes were rated as most likely to be attained in the Marine role, while five of the most desirable outcomes were rated as most likely to be attained in the civilian role. Thus it seems that while in a training environment the sample perceived the Marine Corps as providing highly valued outcomes. However, after actual experience with Marine Corps jobs, the sample saw the civilian role as more likely to provide these outcomes. Using Porter and Steers' (1973) terminology, these results may suggest that expectations are unmet by the job. Whether or not this finding predicts actual attrition is a question to

be investigated by a report now in progress. It is likely, however, that expectations which are unmet would detract from the Marine role attraction. Also likely to diminish the attraction to the Marine role is the perception that, at Phase IV, most of the least valued (undesirable) outcomes were viewed as more likely in the Marine role.

With regard to role expectancies and behavioral intentions, additional changes took place between advanced training and initial duty assignments. In phase IV, 14% of the sample saw a 50-50 or less chance of completing their enlistment. Although this represents only a 2% increase over the Phase III data, it could represent a significant loss to the Marine Corps considering the cost of training thus far.

As previously mentioned only 42% of the Phase I sample (see Technical Report #2 in this series) perceived a greater than 50-50 chance of finding an acceptable civilian job. In Phase III this statistic increased to 56%. In Phase IV it was found to increase further, to 61%.

Compared to Phase III, individuals at Phase IV saw the civilian role as more attractive and expressed less of a desire to reenlist in the Marine Corps. At Phase I, 25% did not plan to reenlist, 47% were uncertain, and 28% did intend to reenlist, while at Phase III the results were 39%, 40%, and 21%, respectively. At Phase IV this variable showed more change with 52% not planning to reenlist, 30% uncertain, and 18% planning to reenlist. In effect, the intention to reenlist has shown a continued reduction.

Viewing the above statistics along with the results of desirability and expectancy outcome ratings, suggests that the Marine Corps may not be meeting the most desirable outcome expectations of its personnel. This

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could act to "push" personal away from the Marine role, while perceptions of a civilian role as a viable and acceptable alternative could act to "pull" personnel toward the civilian role. As indicated, from the results of Phase IV role attraction indexes (Table 18), the civilian role has become significantly more attractive to the average initial duty station Marine than the Marine role. Such changes in attraction over time raises the possibility that early expectations may not be met. If unmet expectations do appear to be a "cause" of later attrition, one policy implication might be to provide personnel with "realistic job preview" of the entire first term enlistment prior to entering the Marine Corps or prior to each transition stage in their career as a Marine.

Results from Section 12 of this report found that the best single predictor of the intention to complete the first enlistment was the individual's intention to get out of the Marine Corps (negative weight) ($r = .53$). Adding to the prediction of this variable was the expectancy of completing enlistment, sum of all fifty outcome desirability ratings, the individual's personal goal, the stability score of the GDDQ, (negative weight) and the Marine role force (negative weight). How the variables combined to predict intention to reenlist was the final analysis in this report. The best single predictor of the intention to reenlist was the individual's self report intention to make a career in the Marine Corps ($r = .76$). Other variables adding to the prediction of this variable were: (1) the difference between the Marine and civilian role force; (2) the difference between the expectancy of completing enlistment and the expectancy for finding an acceptable job (negative weight); (3) force toward the civilian job; (4) expectancy of being dismissed by the Marine Corps before completing enlistment, and (5) the sum of the fifty Marine role outcome expectancies (negative weight).

As in the Phase III results section of this report, race and education were found to significantly differentiate the relationships of a number of measures.

APPENDIX I

LIST OF MEASURES AND DIMENSION DEFINITIONS

APPENDIX I

MEASURES AND DIMENSION DEFINITIONS

A. Job Content Dimensions (Job Diagnostic Survey, Hackman and Oldham)

1. Skill Variety: The degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee.

2. Task Identity: The degree to which the job requires the completion of a "whole and identifiable piece of work - i.e. doing a job from beginning to end with a visible outcome.

3. Task Significance: The degree to which the job has a substantial impact on the lives or work of other people - - whether in the immediate organization or in the external environment.

4. Autonomy: The degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling his work and in determining the procedures to be used in carrying it out.

5. Feedback From The Job Itself: The degree to which carrying out the work activities required by the job results in the employee obtaining information about the effectiveness of his or her performance.

6. Feedback From Agents: The degree to which the employee receives information about his or her performance and effectiveness from supervisors or from co-workers.

7. Dealing with Others: The degree to which the job requires the employee to work closely with other people (whether other organization members or organizational "clients").

8. Affective Responses to the Job: The private, affective reactions or feelings an employee get from working on his job.

   (a) General Satisfaction: degree to which employee is satisfied and happy in his work.

   (b) Internal Work Motivation: degree to which the employee is self motivated to perform effectively on the job.

   (c) Specific Satisfaction: pay, security, social, supervisory, growth.

9. Individual Growth Need: The degree to which an employee has a strong vs. weak desire to obtain "growth" satisfaction from his or her work.

10. Motivating Potential Score: Reflects the potential of a job for eliciting positive internal work motivation on the part of employee, especially those with high desire for growth need satisfaction. Score is: Average of skill variety, task identity, and task significance; times, autonomy; times feedback from job.

B. Leadership (Leader Behavior Description Questionnaire, Stogdill and Coons)

1. Consideration: extent to which leader - subordinate relations are characterized by mutual trust, respect, consideration.

2. Initiating Structure: leader defines roles and goals, leader active in planning, scheduling, and criticizing, etc.

C. Group (Group Dimensions Description Questionnaire, Hemphill)

1. Autonomy: group functions independently of other groups
2. Control: group regulates behavior of individuals in the group
3. Flexibility: informal rather than formal rules, procedures
4. Hedonic Tone: group membership leads to pleasant feelings, little griping, complaining
5. Homogeneity: similarity of group in social characteristics, age, sex, race, social-economic status
6. Intimacy: members familiar with others and their needs
7. Participation: degree to which members apply time and effort to groups formal and informal activities
8. Permeability: ease of access to group
9. Polarization: degree to which group is oriented toward clear and specific goal
10. Potency: degree to which group has primary significance to its members
11. Stratification: degree to which group orders its members into status hierarchies
12. Stability: degree to which group remains intact over time
13. Viscidity: degree to which group functions as a unit, absence of dissention, personal conflict

D. Sociometric

1. Attraction: attractiveness of a group and its members
2. Proficiency: evaluation and confidence in groups performance

E. Role Attraction

1. Role Attraction: Marine: extent to which Marine Role is seen as leading to attainment of desirable outcomes and not to undesirable outcomes; sum of the cross products of 50 role outcome desirability ratings and marine role outcome expectancy ratings.

2. Role Attraction: Civilian: extent to which civilian role is seen as leading to attainment of desirable outcomes and not to undesirable outcomes. Sum of the cross products of 50 role outcome desirability ratings and civilian role outcome expectancy ratings.

3. Role Force: Marine: Marine Role Attraction weighted by expected chance of successfully completing first term enlistment.

4. Role Force: Civilian: Civilian Role Attraction weighted by expected chance of finding an acceptable civilian job.

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Technical Notes

(a) 50 Role-outcome desirability ratings: V_i^m

(b) Role-outcome expectancies: Marine: E_i^m

(c) Role-outcome expectancies: Civilian: E_i^c

(d) Role-expectancy: Marine: I^m

(e) Role-expectancy: Civilian: I^c

(f) Role attraction: Marine: $\sum_{i=1}^{50} E_i^m \; V_i^m$

(g) Role attraction: Civilian: $\sum_{i=1}^{50} E_i^c \; V_i^c$

(h) Role Force: Marine: $I^m\left(\sum_{i-1}^{50} E_i^m \; V_i^m\right)$

(i) Role Force: Civilian: $I^c\left(\sum_{i=1}^{50} E_i^c \; V_i^c\right)$

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