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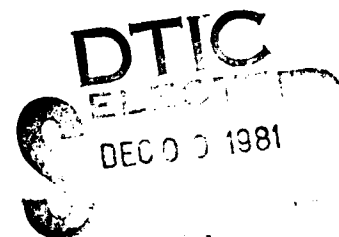
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Research Note 81-7

LEVEL II

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REENLISTMENT MOTIVATIONS OF
FIRST-TERM ENLISTED MEN AND WOMEN



Stephan J. Motowidlo, Marvin D. Dunnette,
and Rodney L. Rosse

Personnel Decisions Research Institute

PERSONNEL UTILIZATION TECHNICAL AREA



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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The purpose of this research was to identify attitudes and motives underlying reenlistment decisions of first-tour soldiers. The research focused on determining what changes in reenlistment options and incentives might succeed in retaining effective soldiers for a second tour of service. Accordingly, a questionnaire was developed to tap reenlistment motives and attitudes, and then it was administered to 4,671 soldiers stationed in the		

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20 Abstract Continued

U.S and Europe. In addition, supervisory ratings of effectiveness were obtained for 2,444 soldiers in this sample.

Relationships between soldiers' reenlistment intentions and their perceptions and expectations about the Army indicate that one of the most important issues in their reenlistment decisions is whether or not they can derive a sense of excitement, challenge and pride from being soldiers. Among new recruits, feelings of boredom and lack of challenge are not particularly prevalent. But somewhere between the fifth and eighth months of service, these feelings become much more widespread and continue to be widespread throughout the first tour. Intentions regarding reenlistment follow a similar pattern with time in service. Slightly more than half the new recruits don't know what their plans are regarding reenlistment and the rest are fairly evenly split between planning to reenlist and planning to return to civilian life at the end of their first tour. Somewhere in their fifth to eighth months of service, however, the proportion planning not to reenlist suddenly jumps to nearly half. Through the remainder of the first tour, more than six months of ETS, 77 per cent of the soldiers in this sample plan not to reenlist, six per cent do plan to reenlist, and the remainder are still not sure.

Job characteristics seem to contribute to many soldiers' reluctance to reenlist. Soldiers in Infantry MOSs, for example, see less variety, less meaningfulness, and fewer prospects for satisfaction in their work than do soldiers in Administration and Supply MOSs. These differences in job-related attitudes and perceptions may help explain why rates of intentions to reenlist are lower among Infantry soldiers.

Whether or not a soldier discusses reenlistment with other persons seems to have little to do with his or her reenlistment plans. But the nature of discussions with some people does seem to impact reenlistment intentions. Soldiers who report that they felt more positively or less negatively disposed toward reenlistment because of discussions with their spouse, career soldiers who reenlisted themselves, their Commanding Officer, or the Army Career Counselor, were especially likely to express positive reenlistment intentions. Soldiers who do not plan to reenlist most frequently said they were negatively influenced by friends in the Army, career soldiers who reenlisted themselves, civilians who used to be in the Army, and friends back home.

Nearly four out of five of the more effective soldiers in our sample who said they do not plan to reenlist said they would be more inclined to do so if they could leave the Army at any time with three months' notice. A little over half said they would be more likely to reenlist if they could reenlist for only two years. Incentives and options that seem the most effective to highly effective soldiers in connection with three--year reenlistments include the following (percentages of highly effective soldiers who said they would be more likely to reenlist if the option or incentive became available appear in parentheses): bonus of \$9,000 (72%--adding choice of location or choice of MOS to the \$9,000 bonus does not increase its attractiveness very much), bonus of \$6,000 (64%), time off to attend classes (61%), afford to live in own private residence (60%), stay in location of choice for entire reenlistment period (59%), choice of location and MOS for first assignment (56%), bonus of

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\$3,000 and choice of MOS (56%), bonus of \$3,000 and choice of location (54%--43% said they would be more likely to reenlist for the \$3,000 bonus alone).

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BRIEF

Requirements: An efficient reenlistment program is crucial for meeting the All-Volunteer Army's requirements for high quality personnel. To develop a program that successfully encourages highly effective soldiers to reenlist, Army policy planners need information about factors that impact reenlistment decisions. The purpose of this research was to identify attitudes and motives underlying reenlistment decisions of first-tour soldiers. In particular, the research focused on determining what changes in policies related to reenlistment options and incentives might succeed in retaining more effective soldiers for a second tour of service.

Procedure: Preliminary interviews were carried out with 115 enlisted personnel to learn how they felt about reenlistment and what influenced them to feel more or less inclined to reenlist at the expiration of their first tour of service. Twenty-three NCOs were also interviewed about their views of characteristics of effective soldiers and reenlistment incentives that might be especially attractive to them. These preliminary interviews led to the development of questionnaires to survey soldiers' reenlistment motives and attitudes and supervisory rating forms for use in distinguishing between more effective and less effective soldiers. The survey questionnaire was subsequently completed by 4,671 soldiers stationed in the U.S. and Europe. The sample included 1,386 soldiers in their first two years of service, 2,204 in their third or fourth year, and 393 with more than four years of service. They represent a wide range of MOSs in both combat and non-combat categories. Supervisory ratings of effectiveness were obtained for 2,444 soldiers in this sample.

Findings: Relationships between soldiers' reenlistment intentions and their perceptions and expectations about the Army indicate that one of the most important issues in their reenlistment decisions is whether or not they can derive a sense of excitement, challenge and pride from being soldiers. Among new recruits, feelings of boredom and lack of challenge are not particularly prevalent. But somewhere between the fifth and eighth months of service, these feelings become much more widespread and continue to be widespread throughout the first tour. Intentions regarding reenlistment follow a similar pattern with time in service. Slightly more than half the new recruits don't know what their plans are regarding reenlistment and the rest are fairly evenly split between planning to reenlist and planning to return to civilian life at the end of their first tour. Somewhere in their fifth to eighth months of service, however, the proportion planning not to reenlist suddenly jumps to nearly half. Through the remainder of the first tour, more and more soldiers plan not to reenlist until, when they are within six months of ETS, 77 per cent of the soldiers in this sample plan not to reenlist, six per cent do plan to reenlist, and the remainder are still not sure.

Job characteristics seem to contribute to many soldiers' reluctance to reenlist. Soldiers in Infantry MOSs, for example, see less variety, less meaningfulness, and fewer prospects for satisfaction in their work than do soldiers in Administration and Supply MOSs. These differences in job-related attitudes and perceptions may help explain why rates of intentions to reenlist are lower among Infantry soldiers.

Whether or not a soldier discusses reenlistment with other persons seems to have little to do with his or her reenlistment plans. But the nature of discussions with some people does seem to impact reenlistment intentions. Soldiers who report that they felt more positively or less negatively disposed toward reenlistment because of discussions with their spouse, career soldiers who reenlisted themselves, their Commanding Officer, or the Army Career Counselor, were especially likely to express positive reenlistment intentions. Soldiers who do not plan to reenlist most frequently said they were negatively influenced by friends in the Army, career soldiers who reenlisted themselves, civilians who used to be in the Army, and friends back home.

Nearly four out of five of the more effective soldiers in our sample who said they do not plan to reenlist said they would be more inclined to do so if they could leave the Army at any time with three months' notice. A little over half said they would be more likely to reenlist if they could reenlist for only two years. Incentives and options that seem the most effective to highly effective soldiers in connection with three-year reenlistments include the following (percentages of highly effective soldiers who said they would be more likely to reenlist if the option or incentive became available appear in parentheses): bonus of \$9,000 (72%--adding choice of location or choice of MOS to the \$9,000 bonus does not increase its attractiveness very much), bonus of \$6,000 (64%), time off to attend civilian classes (61%), afford to live in own private residence (60%), stay in location of choice for entire reenlistment period (59%), choice of location and MOS for first assignment (56%), bonus of \$3,000 and choice of MOS (56%), bonus of \$3,000 and choice of location (54%--43% said they would be more likely to reenlist for the \$3,000 bonus alone).

Utilization: In general, policy changes that enhance feelings of pride that soldiers experience from being in the Army, reduce the sense of boredom experienced by many soldiers, and make being a soldier more personally challenging would likely go a long way toward improving reenlistment rates among highly effective soldiers. If changes such as these can impact soldiers very early in their careers and head off the sudden plunge in enthusiasm for the Army that seems to take place roughly in the fifth to eighth month of service, it should be easier to encourage soldiers later in the first tour to reenlist with attractive reenlistment options and incentives.

Changes in the nature of the work performed by many soldiers may also help retain their enthusiasm for Army life. Infantry jobs, for instance, would likely become more attractive if they were redesigned to provide more variety, a stronger sense of meaningfulness, and more possibilities for personal satisfaction and fulfillment.

Some Commanding Officers and Army Career Counselors appear more effective than others in encouraging soldiers to reenlist through their reenlistment discussions. This suggests that special training programs for Commanding Officers and Army Career Counselors might help improve their success in encouraging effective soldiers to reenlist.

This research has identified several reenlistment options and incentives that appear to be attractive to effective soldiers in connection with reenlistment. Policy decisions about implementing them in the reenlistment program will, of course, depend on a variety of constraints. Nevertheless, such decisions can now be guided by information about their relative attractiveness to effective soldiers.

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CHAPTER I. INTRODUCTION

The purpose of this research was to identify attitudes and motives underlying reenlistment decisions of first tour soldiers. We sought to determine how soldiers' reenlistment decisions are related to their expectations, perceptions, attitudes, and satisfactions with Army life and how various changes in reenlistment options and incentive packages might affect these decisions. In particular, we focused on differences between more effective and less effective soldiers to learn about possible differences between them in factors related to their reenlistment decisions. We hoped to discover what, if any, changes in reenlistment options and incentives might be especially attractive to soldiers regarded as highly effective.

To accomplish these objectives, we did the following:

- . Interviewed 115 enlisted personnel, including persons who were within six months of the end of their first tour, others who had recently reenlisted for a second tour, and some who were new recruits;
- . Interviewed 23 NCOs with supervisory experience to learn their views about soldiers whom they regard as especially effective and who should be encouraged to reenlist;
- . Developed questionnaires to survey soldiers' expectations, perceptions, attitudes, satisfactions, and preferences for reenlistment options and incentives;
- . Developed supervisory rating forms for use in distinguishing between more effective and less effective soldiers;
- . Administered questionnaires and rating forms to several thousand soldiers and their supervisors in the United States and Europe;
- . Analyzed responses to the questionnaires and rating forms

This report presents details of the procedures, analyses, results, conclusions, and recommendations.

CHAPTER 2. PROCEDURES: DEVELOPMENT AND ADMINISTRATION OF QUESTIONNAIRES AND RATING FORMS

2.1 Summary

The first step in this research was to gather preliminary information about factors that influence soldiers' reenlistment decisions and about characteristics of effective soldiers. We interviewed a sample of soldiers and NCOs and used the results of these interviews to develop questionnaires and rating forms which were subsequently administered to several thousand soldiers stationed in the U.S. and Europe.

Based on preliminary interviews with 115 enlisted personnel in their first or second tour and 23 NCOs, we developed the Army Reenlistment Opinion Questionnaire (AROQ) which consists of nine sections:

- I. What did you think the Army would be like?
- II. What is the Army like?
- III. What would make you satisfied or dissatisfied?
- IV. How is Army life different from civilian life?
- V. What is your Army job like?
- VI. Do you like being in the Army?
- VII. How do you react to different situations?
- VIII. What are your opinions about reenlistment?
- IX. About you.

In addition, based on preliminary interviews and subsequent discussions with NCOs, and on earlier research on morale among soldiers, we developed the Soldier Description Form (SDF) for use by NCOs in evaluating the effectiveness of subordinates. The SDF consists of six rating dimensions:

1. Performance
2. Effort
3. Teamwork and Cooperation
4. Reactions to Adversity
5. Military Discipline
6. Overall Effectiveness as a Soldier

The AROQ was completed by 4,671 soldiers stationed in Europe, Fort Campbell, Fort Carson, Fort Jackson, Fort Ord, or Fort Sill. Ratings of soldier effectiveness were carried out for approximately 2,444 soldiers by their supervisors.

2.2. Preliminary Interviews

We individually interviewed 115 soldiers who either were within six months of expiration of term of service (ETS), who had just recently reenlisted for a second tour, or who were new recruits. Characteristics

of interviewees are shown below according to Army tenure, location, sex, and race:

<u>Army Tenure</u>	<u>N</u>
Within 6 months of ETS	69
Recently Reenlisted	32
New Recruits	14
	<u>115</u>

<u>Location</u>	<u>N</u>
Fort Jackson	25
Fort Carson	23
Fort Sill	22
Fort Campbell	24
Fort Ord	21
	<u>115</u>

<u>Sex</u>	<u>N</u>
Male	79
Female	36
	<u>115</u>

<u>Race</u>	<u>N</u>
White	57
Black	48
Other or Unknown	10
	<u>115</u>

Each interview lasted approximately one hour. Interviews were conducted according to a semistructured protocol that outlined areas of questioning, suggested examples for follow-up questions, and provided time guidelines for pacing the interview through its various phases. Areas of questioning are listed briefly below.

- . Personal background information. Age, rank, and MOS; brief history of Army experience, including locations of training and service.
- . Early experience. Reasons for joining the Army; what they expected from the Army.
- . Likes and dislikes. Likes and dislikes about the Army; how the Army compares with civilian life.
- . Reenlistment decisions. (Primary focus of the interview.) Thoughts about reenlisting; how these thoughts or decisions evolved; major influences; attractiveness of different reenlistment options and incentives.

We also interviewed 23 NCOs with experience in supervising lower ranking enlisted personnel. These interviews took place at Fort Jackson, Fort Carson, Fort Sill, and Fort Campbell. Again, the interviews proceeded according to a semistructured protocol. We asked questions in the areas below:

- . Personal background information. Nature and extent of supervisory experience as an NCO.
- . Characteristics of effective soldiers. Opinions about how highly effective soldiers differ from less effective soldiers.
- . Incentives. What reenlistment incentives would be especially attractive to highly effective soldiers.

2.3 Development of the Army Reenlistment Opinion Questionnaire

Based on results of interviews with soldiers in their first or second tour and NCOs, we developed the Army Reenlistment Opinion Questionnaire (AROQ). There are two forms of the AROQ differing in the content of questions in some of its sections. By preparing two forms in this fashion, we were able to include many more questions and, consequently, generate a rich and detailed information base without overwhelming soldiers in our sample with a single excessively long questionnaire that could cause many to lose interest, to answer carelessly, or, perhaps, to refuse to cooperate.

The various sections of AROQ are described below:

Section I: What did you think the Army would be like? The first section asks questions about what expectations soldiers had about the Army before they enlisted. These were included so we could examine the possibility that soldiers who enter the Army with unrealistic beliefs about what Army life is like are more likely subsequent to experience disenchantments strong enough to discourage them from wanting to reenlist for a second tour. Form A of the AROQ has 30 questions in this section; Form B has 32 other questions. (One question, #30 in Form A and #32 in Form B, was included in both forms.)

Section II: What is the Army like? This second section runs parallel to the first. It includes exactly the same items, but this time soldiers are asked first, whether these things which they may or may not have expected before enlisting are actually true about the Army, and second, whether this makes them feel more like reenlisting, more like leaving, or whether it makes no difference in their feelings about reenlistment. Again, Form A has 30 questions here and Form B has 32 others.

Section III: What would make you satisfied or dissatisfied? In contrast to the first two sections, the third focuses on what kinds of things they would like to have in their job and personal environments. There are 19 such environmental elements listed in Form A and 15 others in Form B.

Section IV: How is Army life different from civilian life? This section runs parallel to the preceding one. Now soldiers are asked whether they are likely to find these environmental elements in the Army if they reenlist for a second tour or in civilian life if they choose not to reenlist. Since the preceding section asks, basically, for soldiers' preferences among environmental elements, the two sections together afford an opportunity to examine whether they feel Army life or civilian life holds the most promise for providing desirable work and personal environments and how their opinions about this are related to their inclinations to reenlist or not at the expiration of their first tour.

Section V: What is your Army job like? This section asks specifically about how soldiers view their jobs. The first seven questions in the first part of this section and all questions in the second are adapted from the Job Diagnostic Survey (JDS), a standardized instrument developed by Hackman and Oldham (1975). The items are scored for the following scales (Hackman and Oldham, 1975, pp. 161-162):

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 (soldier).

Task identity. The degree to which the job requires completion of a 'whole' and identifiable piece of work--that is, doing a job from beginning to end with a visible outcome.

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.

Autonomy. The degree to which the job provides substantial freedom, independence, and discretion to the (soldier) in scheduling the work and in determining the procedures to be used in carrying it out.

Feedback from the job itself. The degree to which carrying out the work activities required by the job results in the (soldier) obtaining direct and clear information about the effectiveness of of his or her performance.

Feedback from agents. The degree to which the (soldier) receives clear information about his or her performance from supervisors or from co-workers.

Dealing with others. The degree to which the job requires the (soldier) to work closely with other people in carrying out the work activities.

Section VI: Do you like being in the Army? Here we ask simply how satisfied or dissatisfied soldiers are with different facets of Army life.

Section VII: How do you react to different situations? Items in this section were adapted from the 33-item desirability scale developed by Crowne and Marlow (1960). The last four are reversals of other items in the same section. They are scored to yield a social desirability score and a consistency index. These measures were included so we could study relationships between items in the rest of the AROQ and social desirability and identify carelessly completed questionnaires that should not be included in subsequent statistical analyses.

Section VIII: What are your opinions about reenlistment? Five parts are included in this section. The first asks whether or not soldiers have already reenlisted for a second tour, whether or not they intend to reenlist, and whether or not they feel they understand what reenlistment options are or were available to them. The second part asks with whom did they discuss the prospect of reenlisting and what effect these discussions may have had on their feelings about reenlistment. In the third part, soldiers are asked about the kinds of reenlistment options available to them and how they affect their thinking about reenlistment. And, finally, the last part of Section VIII asks soldiers to indicate their preferences for different reenlistment options and incentives and the probable effects of changes in reenlistment policies on the likelihood that they would reenlist for a second tour.

Section IX: About you. The last section of the AROQ asks for identifying information--name and social security number--and a range of personal and background information such as age, sex, MOS, and so forth.

2.4 Development of the Soldier Description Form.

We also developed the Soldier Description Form (SDF) for use by NCOs in judging the effectiveness of subordinates. In large part, the dimensions of effectiveness that appear in the SDF are derived from dimensions developed in an earlier study of morale among soldiers (Motowidlo and Borman, 1977, 1978). The dimensions were revised according to results of preliminary interviews and later discussions with NCOs who were asked to comment on the suitability of the rating dimensions for evaluating soldier effectiveness in the context of the present study. The effectiveness dimensions finally selected for use and their definitions are listed below:

- . Performance: Performing competently; having technical know-how; accomplishing missions; anticipating and overcoming job problems.
- . Effort: Working hard to complete assignments; willing to work long hours and take on extra duties to accomplish missions; taking initiative.
- . Team work and Cooperation: Getting along with others in the unit; helping and encouraging others; pitching in to get the unit's job done.

- Reactions to Adversity: Accepting hardships; pushing on despite obstacles, setbacks, or uncomfortable conditions.
- Military Discipline: Being punctual; responding quickly to orders; obeying orders; following regulations.
- Overall Effectiveness as a Soldier: Overall level of effectiveness shown in performing as a soldier.

In the SDF, each effectiveness dimension is presented as a rating scale, one per page. The dimension is named and defined at the top of the page. Running down the left side of the page is a 9-point scale representing different degrees of effectiveness on that dimension. The scale is divided into three general ranges--high, moderate, and low. Next to the high and low ranges are summary statements that describe behavioral patterns portraying high and low levels of effectiveness.

2.5 Administration of Questionnaires and Rating Forms

Each post included in the survey was asked to provide specified numbers of soldiers with varying degrees of Army experience. They included soldiers who had just enlisted, others at different points in their first tour, others within six months of ETS, and still others who had recently reenlisted for a second tour. Schedules and rooms for administering questionnaires were arranged by on-post personnel. Questionnaires were administered to groups ranging in size from three to approximately 75.

In one part of the questionnaire, soldiers were asked for identifying information such as name, social security number, and unit. For those who provided this information, and who had approximately one year or more of Army experience, we attempted to gather ratings of effectiveness from their supervisors. In most cases, it was not possible to assemble supervisors (NCOs) for group administration of the Soldier Description Form because this procedure would have drained too many units of supervisory personnel. Accordingly, we prepared rating packets, each showing the name of one soldier to be rated, and asked commanders, usually at the company level, to help us by arranging to have them distributed to the appropriate supervisors who would carry out the ratings at their convenience and return them to the unit commanders. Each rating packet included a copy of the Soldier's Description Form and instructions for carrying out the ratings. In USAREUR, group administration was done for nearly all ratings of personnel effectiveness.

2.6 Information Base

The AROQ was completed by 4,671 soldiers. About half completed Form A of the AROQ and half completed Form B. Supervisory ratings were available for approximately 2,444 soldiers. Characteristics of soldiers who completed a questionnaire are shown below according to years of active

service, location, sex, and race:

<u>Years of Active Service</u>	<u>N</u>
0 to < 1	879
1 to < 2	507
2 to < 3	1,471
3 to < 4	733
4 to < 5	129
5 to < 6	99
6 or more	165
Unknown	688
	4,671

<u>Location</u>	<u>N</u>
Europe	940
Fort Campbell	846
Fort Carson	670
Fort Jackson	592
Fort Ord	609
Fort Sill	732
Unknown	282
	4,671

<u>Sex</u>	<u>N</u>
Male	3,942
Female	433
Unknown	296
	4,671

<u>Race</u>	<u>N</u>
White	2,551
Black	1,343
Spanish-American	260
Oriental	59
American Indian	51
Other or Unknown	407
	4,671

In this sample, 1219 said they had not yet reenlisted and were within six months of ETS and 371 said they already reenlisted and were either within six months of ETS or in the first year of their second tour.

CHAPTER 3. SUMMARY OF FINDINGS

3.1 Reenlistment Plans and Decisions

The most persistent theme to emerge from our analyses of correlations with reenlistment plans and decisions is whether people can derive a sense of excitement, challenge, and pride from being soldiers. These are probably among the more important factors in their decisions to reenlist for a second tour or leave the Army at the expiration of their first.

According to results of our analyses of how soldiers view the Army environment, the policy changes that have the best chances of improving rates of reenlistment among highly effective soldiers are those that:

- . enhance feelings of pride that soldiers experience from being in the Army
- . reduce the sense of boredom with Army life experienced by many soldiers
- . make being a soldier more personally challenging.

Analyses of soldiers' beliefs about consequences of reenlisting suggest that policy changes might most profitably focus on convincing soldiers that if they reenlist for a second tour, they will . . .

- . feel proud to belong to a special organization
- . be respected by others because of the kind of work they do
- . feel challenged
- . feel that they are serving their country in an important way
- . have enough money to buy the important things they really want
- . have an interesting job
- . have personal freedom and control over decisions that affect them
- . have privacy
- . be able to get the kind of education they want

3.2 Job-Related Factors

Although differences in reenlistment plans between some MOS groups seem to be quite large, when considering all 13 groups in our sample, these differences are not statistically significant. But between the two largest MOS groups in our sample--Infantry and Administration-Supply--there is a statistically significant difference. Infantry soldiers are less likely to plan to reenlist and more likely to plan to leave at the end of their first tour, in comparison to soldiers in Administration-Supply MOSs.

According to differences between these two MOS groups on other variables related to reenlistment plans and decisions, the most probable reasons for this difference in reenlistment intentions are that Infantry soldiers . . .

- . have more monotonous jobs that do not require as wide a range of activities, skills, and talents
- . are less satisfied with their jobs, their job security, and their pay
- . are less confident that if they were to reenlist for a second tour they would be treated as individuals instead of "numbers", like their coworkers, have plenty of privacy, have interesting things to do in their spare time, be able to go to school to get the kind of education they want, or consistently get the equipment they need to do the jobs properly
- . are more bored with Army life and less satisfied with the Army as a whole

Consequently, factors such as these are "best bets" as targets of policy changes designed to improve rates of reenlistment among Infantry soldiers.

3.3 Time in Service

Among new recruits, slightly more than half don't know what their plans are regarding reenlistment and the rest are fairly evenly split between planning to reenlist and planning not to reenlist. Somewhere in their fifth to eighth months of service, however, the proportion planning not to reenlist suddenly jumps to nearly half. Through the remainder of the first tour, more and more soldiers plan not to reenlist until, when they reach within six months of ETS, 77 percent plan not to reenlist, six percent do plan to reenlist, and the remainder are still not sure.

According to these figures, most people join the Army with either fairly receptive orientations toward the prospect of reenlistment or at least with open minds and a "wait-and-see" attitude. Most feel, in other words, at the outset either that reenlistment would probably be a good idea for them or that it may or may not be a good idea and that they are willing to postpone a firm decision until they have had an opportunity to learn more about what

Army life is like. Then, as they get more exposure to Army life, those who were undecided to begin with gradually become convinced that they do not like it and would prefer not to reenlist.

Subsequent research should be carried out with longitudinal designs to confirm more definitely whether this interpretation is accurate. Essentially, the question to be explored with such research designs is this: Among soldiers who do reenlist, what proportion planned to reenlist as early as their first few months in the Army? Results of our analyses lead us to suspect that nearly all who reenlist for a second tour had very early intentions to reenlist, and very few who reenlist started out uncertain or negatively disposed toward reenlistment.

Another critical issue that needs to be addressed in subsequent longitudinal research is the reason for the sudden and dramatic plunge in enthusiasm for the Army that seems to occur somewhere in the fifth to eighth months of service. One possibility is that newly enlisted soldiers are excited and stimulated by the challenge and rigors of Basic and Advanced Individual Training. But then, after they complete training, perhaps these feelings erode as soldiers become immersed in the day-to-day routine of Army life. Obviously, if this initial, sharp, downward trend in attraction for the Army and the later more gradual downward trend can be curtailed, it should subsequently be easier to encourage highly effective soldiers to reenlist with appropriate reenlistment incentives and options.

3.4 Information About Reenlistment

Whether or not a soldier discusses reenlistment with other persons seems to have little to do with his or her reenlistment plans. But the nature of discussions with some people does seem to impact reenlistment intentions. Soldiers who report that they felt more positively or less negatively disposed toward reenlistment because of discussions with their spouse, career soldiers who reenlisted themselves, their Commanding Officer, or the Army Career Counselor, were especially likely to plan and decide to reenlist. Soldiers who do not plan to reenlist most frequently said they were negatively influenced by friends in the Army, career soldiers who reenlisted themselves, civilians who used to be in the Army, and friends back home.

One implication of these results is that some Commanding Officers and Army Career Counselors are not as effective as others in encouraging soldiers to reenlist through their reenlistment discussions. This suggests the need for a close look at exactly what goes on in these discussions that contributes to favorable decisions about reenlistment. Then special instructional or training programs for Commanding Officers and Army Career Counselors might help make them more effective in improving reenlistment rates for effective soldiers.

3.5 Reenlistment Incentives and Options

Nearly four out of five of the more effective soldiers who do not plan to reenlist said they would be more inclined to do so if they could leave the Army at any time with three months' notice. A little over half said they would be more likely to reenlist if they could reenlist for only two years. Incentives and options that were responded to most favorably by highly effective soldiers in connection with three-year reenlistments are these:

- . Bonus of \$9,000 and choice of location
- . Bonus of \$9,000
- . Bonus of \$9,000 and choice of MOS
- . Bonus of \$6,000
- . Enough time off to attend civilian classes
- . Afford to live in own private residence
- . Stay in location of choice for entire reenlistment period
- . Choice of both location and MOS for first assignment
- . Bonus of \$3,000 and choice of MOS
- . Bonus of \$3,000 and choice of location
- . MOS of choice for entire reenlistment period

Policy decisions about whether to implement incentives and actions such as these will, of course, depend heavily on a variety of constraints. Nevertheless, such decisions can now be guided by information gleaned during the course of this study about their relative attractiveness for soldiers regarded by their supervisors as highly effective. Detailed description of the results of this research are contained in the following chapters. The specific measures used are described in the Appendix. Theoretical and methodological aspects of these results will be reported elsewhere.

CHAPTER 4. REENLISTMENT INTENTIONS AND DECISIONS

This chapter describes results of analyses carried out to determine how soldiers' reenlistment intentions and decisions are related to their expectations and perceptions of Army life, their beliefs about the likelihood that desirable consequences will follow from reenlisting for a second tour or from leaving the Army, and their satisfaction with different aspects of Army life.

4.1 Summary

Among soldiers in our sample within six months of ETS, six per cent say they plan to reenlist, 17 per cent say they don't know, and 77 per cent say they do not plan to reenlist. Blacks are more likely to say they plan to reenlist and less likely to say they do not plan to reenlist than are whites or Spanish-Americans.

To develop an understanding of why some soldiers decide to reenlist while others do not, we examined relationships between reenlistment decisions and a variety of attitudinal and motivational factors. In general, the kinds of factors that show the most promise for understanding reenlistment decisions are these:

- . how strongly soldiers expect desirable consequences to happen if they reenlist
- . whether they perceive their current Army environment as characterized by many desirable features
- . how satisfied they are with different aspects of Army life

In both their expectancies about consequences of reenlisting and their perceptions of Army life, perhaps the dominant, most consistent theme is whether people can derive a sense of excitement, challenge, and pride from being soldiers. These are probably among the more important factors in their decisions to reenlist for a second tour or leave the Army at the expiration of their first.

Because of the correlational nature of our data, we cannot state with certainty precisely what kinds of policy changes will definitely cause substantial increases in rates of reenlistment among highly effective soldiers. Nevertheless, our data do point to certain areas of change that are "best bets" for encouraging more effective soldiers to reenlist. According to results of four analyses of how soldiers view the Army environment, policy changes have the best chances of improving reenlistment rates of highly effective soldiers if they can . . .

- . enhance feelings of pride that soldiers experience from being in the Army

- . reduce the sense of boredom with Army life experienced by many soldiers
- . make being a soldier more personally challenging

Analyses of their expectancies about consequences of reenlistment suggest that policy changes might most profitably be geared toward changing their beliefs about the likelihood that if they reenlist for a second tour, they will . . .

- . feel proud to belong to a special organization
- . be respected by others because of the kind of work they do
- . feel challenged
- . feel that they are serving their country in an important way
- . have enough money to buy the important things they really want
- . have an exciting job
- . have personal freedom and control over decisions that affect them
- . have privacy
- . be able to get the kind of education they want

4.2 Reenlistment Intentions

In section VIII of the AROQ, one of the questions was, "Do you plan to reenlist for a second tour?" Table 4.1 shows that among soldiers within six months of ETS (who, obviously, have not yet reenlisted), six per cent say they do plan to reenlist, 17 per cent say they don't know, and 77 per cent say they do not plan to reenlist.

Table 4.1 also shows distributions of reenlistment intentions broken down by sex and race. The minor differences between men and women are not statistically significant ($\chi^2 = 3.63$, $df = 2$, N.S.).¹ However, the differences between races are statistically significant ($\chi^2 = 33.85$, $df = 4$, $p < .01$). Blacks are about twice as likely to say they plan to reenlist and only about four-fifths as likely to say they do not plan to reenlist, in comparison to whites and Spanish-Americans.

¹The χ^2 (chi-square) statistic is used to evaluate whether differences between percentages seem attributable merely to chance fluctuations or to real differences between the groups. The value "p" stands for probability of the result having occurred by chance (in this case very small and we infer real differences). Throughout this report, when p-values are at least as large as 0.05, the results are considered as chance happenings, and, instead of reporting a numerical value for "p", we employ the shorthand "N.S." to stand for "not significant".

To determine whether reenlistment intentions are related to other personal background characteristics, we correlated reenlistment intentions (answers to the question, "Do you plan to reenlist for a second tour?") with answers to questions in Section IX of the AROQ. Table 4.2 shows that although some correlations are statistically significant, none is larger than .08. We cannot attach any practical importance to these very weak relationships.

The correlation² between total effectiveness score and reenlistment intention is $-.04$ (N.S.). This indicates that there is virtually no relationship between soldiers' effectiveness ratings and the likelihood they will plan to reenlist. Soldiers regarded as more effective by their supervisors are about as likely to say they plan to reenlist as are soldiers regarded as less effective.

4.3 Expectations and Perceptions of Army Life

We computed correlations between reenlistment intentions and scales developed to measure Expectations, Perceptions, and Confirmations. (Two sets of these scales were developed, one for soldiers completing Form A of the AROQ and another for soldiers completing Form B.) Table 4.3 shows these correlations separately for all soldiers in our sample who were within six months of ETS and for soldiers within six months of ETS who scored in the top half (43 or higher) of the distribution of Effectiveness ratings (designated "More Effective" in Table 4.2).

Correlations with the Expectations Scale are very low and inconsistent. However, in the total sample within six months of ETS, reenlistment intentions correlate to some extent with the Perception and Confirmation Scales, suggesting a modest trend for soldiers who have a more generally favorable perception of the Army and whose early expectations about Army life were subsequently confirmed to be more likely to plan to reenlist. In the sample of more effective soldiers, correlations with Perceptions and Confirmations are in the same direction but weaker and not consistently significant.

² A correlation coefficient, designated r , is a measure of the linear relationship between two variables. A value $r=0$ indicates no relationship, a value of $+1.00$ or -1.00 indicates a perfect relationship. The sign of the coefficient indicates the direction of the relationship, a positive value indicating a direct relationship, and a negative sign indicating an inverse relationship. The value " p " indicates the probability that a value of r could occur by chance when two variables are in fact unrelated.

Table 4.1
 Reenlistment Intentions of Soldiers Within
 Six Months of ETS

	<u>N</u>	<u>Do you plan to reenlist for a second tour?</u>		
		<u>% Yes</u>	<u>% Don't Know</u>	<u>% No</u>
<u>Total</u>	1213	6	17	77
<u>By Sex</u>				
Male	1115	6	17	77
Female	68	7	25	68
<u>By Race</u>				
White	780	4	14	81
Black	270	10	26	64
Spanish-American	74	5	14	81

To get another look at relationships between the likelihood that a soldier will reenlist and his or her Expectations and Perceptions of Army life, we compared scores obtained by soldiers within six months of ETS who said they do not plan to reenlist with scores obtained by soldiers who already reenlisted for a second tour and who were either within six months of ETS or in the first year of their second tour.³ We did this separately for all soldiers in those two categories and for just the more effective soldiers (with Total Effectiveness scores of 43 or more). Table 4.4 presents sample sizes, means, standard deviations, z-tests of differences between means and Tilton's overlap statistic, which is an estimate of percent overlap between two distributions.⁴

As shown in Table 4.4, differences in Expectations scores between soldiers who do not plan to reenlist and soldiers who already reenlisted are only very slight and not statistically significant. Differences in Confirmations scores are larger (overlaps of 80 percent or less) and significant

³ We can be reasonably confident that approximately 90% (Goldman & Worstine, 1977, LaRocco, Pugh, & Gunderson, 1976) of those who say they do not plan to reenlist actually will decide to leave the Army. Consequently, a comparison between this group and soldiers who have in fact reenlisted comes quite close to being a comparison between soldiers who leave the Army at the end of their first tour and soldiers who reenlist for a second. These comparisons afford an additional check on relationships with reenlistment intentions obtained by correlating answers to the question "Do you plan to reenlist for a second tour?" with other variables.

⁴ The z statistic is used to evaluate means as chi-square is used to evaluate percentages. The Overlap statistic is another way to evaluate differences between groups. When there is no difference between the means of two samples, Tilton's overlap statistic takes on a value of 100 indicating that the two distributions overlap by 100 per cent. A value of 75 is equivalent to a difference of about two-thirds of a standard deviation, corresponding to a correlation of about .27. As the difference between means becomes larger and larger relative to the average of the two standard deviations, the overlap statistic takes on lower and lower values. With a difference of about 5 standard deviations or more, its value approaches 0. (See Dunnette, 1966, pp. 142-144.)

Table 4.2

Relationships Between Reenlistment Intention and
Demographic Variables for Soldiers Within Six Months of ETS

<u>Demographic Variable</u>	<u>Correlation with Effectiveness Score ^a</u>
Age	-.07
Number of dependents	-.08
Education level	.06
Father's occupation level	.02
Father's education level	.01
Population of home town	.01
Full time job experience	-.04
Time in present location	.11
Type of housing (on-post = 1; off-post = 2)	.03
Pay grade	-.01
Length of initial enlistment period	.03
Received enlistment bonus (yes = 1; no = 2)	-.05
Received as an award (yes = 1; no = 2):	
a) Letter of appreciation and recommendation	-.08
b) Certificate	.00
c) Military award (ARCOM, BSM, etc.)	.05

^a Negative correlations mean that people who say they intend to reenlist score higher on the demographic variables.

Note: $N \approx 1100$. For $r = .06$, $p < .05$; for $r = .08$, $p < .01$.

Table 4.3
Relationships Between Reenlistment Intentions,
Expectations, and Perceptions

		Correlation ^a with Reenlistment Intention	
		All Soldiers (N ≈ 500)	More Effective Soldiers (N ≈ 180)
Expectations	(Form A) ^b	-.06	-.17*
Expectations	(Form B)	.09*	.06
Perceptions	(Form A)	-.21**	-.13
Perceptions	(Form B)	-.25**	-.25**
Confirmations	(Form A)	-.12**	-.03
Confirmations	(Form B)	-.19**	-.13

^aNegative correlations indicate that soldiers who intend to reenlist score higher than soldiers who do not.

^bThe questions in Forms A and B were not identical, so results are presented separately.

*p<.05
**p<.01

at $p < .01$. The most dramatic differences here are in Perceptions scores (overlaps of 70 percent or less, $p < .01$). They suggest that soldiers who view their Army experience in a generally more favorable light are, not surprisingly, more likely to reenlist for a second tour. This is true both for soldiers in general and for soldiers regarded by their supervisors as more effective.

But exactly what characteristics of Army life are important in this relationship between how soldiers view their Army experience and the likelihood that they will reenlist for a second tour? To address this question, we identified individual perception items in Section II of the AROQ that showed the strongest relationships with reenlistment intentions and decisions. Five items in Form A of the AROQ and six items in Form B meet at least one of the criteria listed below:

- . correlation of .20 or more with reenlistment intention in the sample that includes all soldiers within six months of ETS.
- . correlation of .20 or more with reenlistment intention in the sample that includes just soldiers within six months of ETS who are rated in the "more effective" category (score 43 or above).
- . overlap statistic of 75 or less between a) soldiers who do not plan to reenlist and b) soldiers who already reenlisted and were either within six months of ETS or in the first year of their second tour.
- . overlap statistic of 75 or less between a) just the more effective soldiers who do not plan to reenlist and b) just the more effective soldiers who already reenlisted for a second tour and were either within six months of ETS or in the first year of their second tour.

Items meeting at least one of these criteria appear in Tables 4.5 - 4.8.

Tables 4.5 and 4.6 show that in the sample of all soldiers within six months of ETS, three items correlated .20 or more with reenlistment intentions. Consequently, factors described in these items likely figure most prominently in soldiers' plans regarding reenlistment. They are listed below (correlations with reenlistment intention appear in parentheses):

- . pride from being in the Army (.34)
- . boredom with Army life (-.31)
- . challenge of being a soldier (.26)

In the sample of more effective soldiers within six months of ETS, seven items correlated .20 or more with reenlistment intentions. Factors described in these items are therefore probably important for more

Table 4.4

Differences in Expectations and Perceptions Between
Soldiers Who Reenlisted and Soldiers Who Do Not Intend to Reenlist

	<u>Soldiers Who Reenlisted</u>			<u>Soldiers Who Do Not Intend To Reenlist</u>			
	<u>N</u>	<u>M</u> [*]	<u>SD</u>	<u>N</u>	<u>M</u> [*]	<u>SD</u>	<u>Z</u>
<u>All Soldiers:</u>							
Expectations - (Form A)	152	12.4	8.5	428	12.7	10.3	0.35
Expectations - (Form B)	178	10.9	8.0	406	11.7	8.7	1.08
Perceptions - (Form A)	132	-1.0	10.5	409	-8.7	8.9	7.59**
Perceptions - (Form B)	163	4.8	9.3	380	-3.2	8.7	9.36**
Confirmations -(Form A)	126	4.5	9.0	385	-1.8	9.8	6.67**
Confirmations -(Form B)	152	7.9	8.7	358	3.4	9.3	5.23**
<u>More Effective Soldiers:</u>							
Expectations - (Form A)	64	12.1	7.6	158	13.7	8.6	1.37
Expectations - (Form B)	76	11.5	8.0	142	12.2	8.6	0.60
Perceptions - (Form A)	60	0.9	9.1	149	-7.4	9.2	5.95**
Perceptions - (Form B)	70	7.0	8.1	134	-1.7	9.1	6.98**
Confirmations -(Form A)	57	4.6	7.5	146	-1.6	9.1	4.97**
Confirmations -(Form B)	64	8.5	8.1	128	3.6	9.4	3.74**

*The range of possible scores on each of these scales is -27 to +27 on Form A, and from -29 to +29 on Form B. Development and scoring of these scales is described in more detail in the Appendix.

**
p<.01

Table 4.5
Relationships Between Selected Perception Items in
Form A and Reenlistment Intentions

	Correlation ^a with Reenlistment Intention	
	All Soldiers (N ≈ 550)	More Effective Soldiers (N ≈ 200)
4. Are you bored with Army life?	-.31	-.27
9. Can you have privacy where you want it?	.02	-.06
15. Do you like most of the people you work with?	.13	.22
16. Do officers show a personal interest in you?	.17	.20
21. Do you like your job?	.16	.18

^aPositive correlations indicate that soldiers who intend to reenlist are more likely to answer "yes".

Table 4.6

Relationships Between Selected Perception Items in
Form B and Reenlistment Intentions

	Correlation ^a with Reenlistment Intention	
	All Soldiers (N ≈ 550)	More Effective Soldiers (N ≈ 200)
3. Are the regulations about clothing and haircuts very strict?	-.10	-.24
5. Is being a soldier challenging for you?	.26	.29
19. Is there harassment from NCOs?	-.03	-.09
29. Are you proud to be in the Army?	.34	.31
30. Do you get respect from other soldiers?	.14	.15
31. Can you travel to interesting places while in the Army?	.14	.22

^aPositive correlations indicate that soldiers who intend to reenlist are more likely to answer "yes".

Table 4.7

Differences Between Soldiers Who Reenlisted and Soldiers
Who Do Not Intend to Reenlist on Selected
Perception Items in Form A

	Tilton's Overlap Statistic ^a	
	All Soldiers (N ≈ 600)	More Effective Soldiers (N ≈ 220)
4. Are you bored with Army life?	-58	-53
9. Can you have privacy where you want it?	78	71
15. Do you like most of the people you work with?	85	89
16. Do officers show a personal interest in you?	81	82
21. Do you like your job?	75	75

^a Positive overlap statistics indicate that soldiers who reenlisted are more likely to answer "yes" than soldiers who do not intend to reenlist.

Table 4.8
Differences Between Soldiers Who Reenlisted and Soldiers
Who Do Not Intend to Reenlist on Selected
Perception Items in Form B

	Tilton's Overlap Statistic ^a	
	All Soldiers (N ≈ 600)	More Effective Soldiers (N ≈ 220)
3. Are the regulations about clothing and haircuts very strict?	-91	-87
5. Is being a soldier challenging for you?	66	56
19. Is there harassment from NCOs?	-78	-75
29. Are you proud to be in the Army?	58	55
30. Do you get respect from other soldiers?	83	73
31. Can you travel to interesting places while in the Army?	90	90

^a Positive overlap statistics indicate that soldiers who reenlisted are more likely to answer "yes" than soldiers who do not intend to reenlist.

effective soldiers when making plans to reenlist or leave the Army. They appear below (with correlations in parentheses):

- . pride from being in the Army (.31)
- . challenge of being a soldier (.29)
- . boredom with Army life (-.27)
- . strictness of regulations regarding clothing and haircuts (-.24)
- . liking for coworkers (.22)
- . travel opportunities (.22)
- . personal interest from officers (.20)

As shown in Tables 4.7 and 4.8, comparisons between all soldiers within six months of ETS who plan to leave the Army and all soldiers who recently reenlisted point to four factors that seem to be among the most important in actual decisions to reenlist or leave (overlap statistics appear in parentheses):

- . boredom with Army life (58)
- . pride from being in the Army (58)
- . challenge of being a soldier (66)
- . liking for one's job (75)

Among the more effective soldiers, factors listed below showed the largest differences between soldiers not planning to reenlist and soldiers who did recently reenlist.

- . boredom with Army life (53)
- . pride from being in the Army (55)
- . challenge of being a soldier (56)
- . respect from other soldiers (73)
- . liking for one's job (75)
- . harassment from NCOs (75)

Factors like those reflected in the perceptions items listed above may be important determinants of soldiers' plans and decisions about reenlistment. But some may be better than others as targets of specific policy changes designed to increase the likelihood that soldiers who are more effective will reenlist for a second tour. To be most useful in suggesting possible policy changes, a factor should meet the criteria listed below:

- . Reenlistment plans and decisions of more effective soldiers should be related to their perceptions of the presence of the factor in the Army environment. Unless this criterion holds, there is no reason to believe that effective soldiers will be more likely to reenlist if a policy change leads to a change in the prevalence of the factor in the Army.
- . Perception of the presence of the factor should be at least as important, and preferably more important, for reenlistment plans and decisions among more effective soldiers than among less

effective soldiers. Unless this is true, changes in the presence of the factor may be a stronger reenlistment inducement for less effective soldiers than for more effective soldiers.

- . Among more effective soldiers, the prevalence of the factor should currently be perceived as low if it is desirable or high if it is undesirable. Unless this condition holds, there is not much room for changes in policy to lead to changes in the factor in the direction that would lead to higher rates of reenlistment among more effective soldiers.

Table 4.9 lists the factors mentioned earlier that yielded either correlations of .20 or more with reenlistment intentions or overlap statistics of 75 or less between more effective soldiers who do not plan to reenlist and more effective soldiers who already reenlisted. As shown there, factors that have the strongest relationships with reenlistment plans and decisions among more effective soldiers are pride from being in the Army, boredom with Army life, and challenge of being a soldier. Because they also show substantial room for change in the desirable direction, according to their mean perception scores, these three factors seem to be the best targets for policy changes designed to encourage effective soldiers to reenlist.

4.4 Reenlistment Expectations and Civilian Expectations

Correlations between reenlistment intentions and scales measuring Reenlistment Expectations and Civilian Expectations are displayed in Table 4.10 separately for all soldiers within six months of ETS and for only the more effective ones. Both kinds of expectancies are significantly correlated with reported intentions about reenlistment, although, for Form B especially, correlations with Reenlistment Expectations may be stronger.

Table 4.11, which shows differences in Expectancy scores between soldiers who do not plan to reenlist and soldiers who already reenlisted confirm these relationships. According to these results, soldiers who expect desirable consequences from reenlisting are more likely to reenlist and soldiers who expect desirable consequences from leaving the Army are less likely to reenlist. Relationships with Reenlistment Expectations seem to be somewhat stronger.

To pinpoint more precisely the kinds of expectancies that are most strongly related to reenlistment, we examined relationships between individual items about consequences of reenlisting and soldiers' reenlistment intentions and decisions. Twelve items in Form A and 11 in Form B meet at least one of the four criteria mentioned earlier (Section 4.3 of this report).

Table 4.9

Relative Potential of Different Factors Reflected in Perceptions
of Army Life for Change in Reenlistment

Factor	Correlations With Reenlistment Intention		Overlap Statistics: Reenlisted vs. Not Planning to Reenlist		Mean Perception Among Effective Soldiers (1 = Yes; 3 = No)	Relative Potential For Change
	More Effective Soldiers	Less Effective Soldiers	More Effective Soldiers	Less Effective Soldiers		
Pride from being in the Army	.31	.37	55	68	2.1	High
Boredom with Army life	-.27	-.39	53	53	1.4	High
Challenge of being a soldier	.29	.25	56	79	2.3	High
Strictness of regulations on haircuts and clothing	-.24	.04	87	82	1.6	Moderate
Liking for coworkers	.22	.09	89	85	1.4	Low
Travel opportunities	.22	.12	90	89	1.5	Low
Personal interest from officers	.20	.04	82	80	2.3	Moderate
Respect from other soldiers	.15	.12	73	72	1.9	Moderate
Harassment from NCOs	-.09	.04	75	81	1.7	Moderate
Liking for one's job	.18	.06	75	83	2.1	Moderate

Table 4.10

Relationships Between Reenlistment Intentions and Expectancies
About Consequences of Reenlisting or Leaving

		Correlation ^a with Reenlistment Intention	
		All Soldiers (N ≈ 530)	More Effective Soldiers (N ≈ 190)
Expectancies About Reenlisting	(Form A)	-.33	-.27
Expectancies About Reenlisting	(Form B)	-.40	-.42
Expectancies About Leaving	(Form A)	.25	.24
Expectancies About Leaving	(Form B)	.18	.21

^a Negative correlations indicate that soldiers who intend to reenlist obtain higher scores than soldiers who do not.

Note: All correlations in this table are significant at $p < .01$.

Table 4.11

Differences in Reenlistment Expectations and Civilian Expectations Between Soldiers Who Reenlisted and Soldiers Who Do Not Intend to Reenlist

		<u>Soldiers Who Reenlisted</u>		<u>Soldiers Who Do Not Intend To Reenlist</u>		<u>z</u>	
		<u>N</u>	<u>M*</u>	<u>SD</u>	<u>N</u>		<u>M*</u>
<u>All Soldiers:</u>							
Expectancies About Reenlisting	(Form A)	148	5.5	2.5	425	2.6	2.4
Expectancies About Reenlisting	(Form B)	179	6.0	1.8	411	3.8	1.9
Expectancies About Leaving	(Form A)	144	7.4	2.0	421	8.7	1.8
Expectancies About Leaving	(Form B)	174	7.3	1.5	418	8.1	1.5
<u>More Effective Soldiers:</u>							
Expectancies About Reenlisting	(Form A)	63	5.7	2.3	156	2.9	2.5
Expectancies About Reenlisting	(Form B)	77	6.4	1.6	139	3.8	1.7
Expectancies About Leaving	(Form A)	62	7.2	1.9	155	8.8	1.7
Expectancies About Leaving	(Form B)	78	7.1	1.5	144	8.0	1.4

* Reenlistment Expectations and Civilian Expectations scores have ranges of possible scores from -4 to +18 on Form A, and from -2 to +12 on Form B.

** p < .01

As shown in Tables 4.12 and 4.13, 13 items correlate .20 or more with reenlistment intention in the sample that included all soldiers within six months of ETS. Factors described in those items, factors that represent specific things that soldiers may or may not expect as a consequence of reenlisting, are listed below (correlations are in parentheses):

- . pride from belonging to a special organization (.34)
- . personal freedom (.32)
- . feeling challenged (.30)
- . being treated like an individual instead of a "number" (.29)
- . respect from others because of the nature of one's job (.28)
- . working someplace that is well organized (.28)
- . a boring job (-.28)
- . feeling of serving one's country in an important way (.26)
- . enough money to buy important things one really wants (.25)
- . liking one's coworkers (.23)
- . travel opportunities (.22)
- . promotion opportunities (.21)
- . privacy (.20)

For the more effective soldiers, the factors in their expectancies about consequences of reenlistment that seem particularly important in their reenlistment plans are these:

- . pride from belonging to a special organization (.33)
- . respect from others because of the nature of one's job (.32)
- . feeling challenged (.32)
- . feeling of serving one's country in an important way (.31)
- . enough money to buy important things one really wants (.28)
- . a boring job (-.28)
- . liking one's coworkers (.26)
- . personal freedom (.24)
- . having to perform clean-up tasks that are really not part of one's job (-.22)
- . travel opportunities (.22)
- . promotion opportunities (.22)
- . opportunities to meet likeable people (.20)

Tables 4.14 and 4.15 show that 18 items about expectancies of consequences of reenlisting yielded overlap statistics of 75 or less when comparing all soldiers who do not plan to reenlist with all who had recently reenlisted. Factors reflected in those items, therefore, are probably most relevant in actual reenlistment decisions. They are listed below (overlap statistics are in parentheses):

- . feeling challenged (61)
- . pride from belonging to a special organization (61)
- . feeling of serving one's country in an important way (68)
- . personal freedom (70)
- . being treated like an individual instead of a "number" (70)

- . a boring job (70)
- . rewards for good work (71)
- . respect from others because of the nature of one's job (72)
- . liking one's coworkers (72)
- . working someplace that is well organized (72)
- . enough money to buy important things one really wants (73)
- . interesting leisure activities (73)
- . privacy (73)
- . satisfactory housing (74)
- . education opportunities (74)
- . liking one's boss (74)
- . having to work hard (75)
- . availability of equipment necessary to do one's job (75)

And, for the more effective soldiers, these are the expectancy factors that show the largest differences between soldiers who do not plan to reenlist and soldiers who recently reenlisted:

- . respect from others because of the nature of one's job (58)
- . feeling challenged (59)
- . pride from belonging to a special organization (61)
- . a boring job (63)
- . enough money to buy important things one really wants (65)
- . personal freedom (67)
- . privacy (68)
- . education opportunities (70)
- . feeling of serving one's country in an important way (70)
- . being treated like an individual instead of a "number" (71)
- . working someplace that is well organized (74)
- . liking one's coworkers (74)
- . opportunity to speak one's mind to one's superior (74)
- . rewards for doing good work (75)

Next, we sought to identify factors with the most promise for guiding specific changes in policies designed to improve reenlistment rates for highly effective soldiers. We examined each expectancy item which was importantly related to reenlistment plans or decisions among more effective soldiers and noted . . .

- a) Its relative importance in reenlistment plans and decisions for effective soldiers in comparison to less effective soldiers, and
- b) Its likelihood of occurring as a consequence of reenlisting, according to more effective soldiers.

Table 4.16 shows which factors seem to have the most potential for guiding policy changes because they are most strongly related to reenlistment plans and decisions among more effective soldiers and because they also show substantial room for change in the favorable direction.

Table 4.12

Relationships Between Selected Expectancy Items in
Form A and Reenlistment Intentions

<u>If you reenlist,</u>	Correlation ^a with Reenlistment Intention	
	<u>All Soldiers (N ≈ 560)</u>	<u>More Effective Soldiers (N ≈ 200)</u>
2. Can you work someplace that's really well organized?	.28	.19
4. Can you live in the kind of apartment or house you like?	.15	.09
5. Will you have plenty of privacy?	.20	.17
7. Will you have plenty of interesting things to do on your time off the job?	.18	.09
10. Will you like the people you work with?	.23	.26
11. Can you speak your mind to your superior?	.16	.11
12. Will you have a boring job?	-.28	-.28
13. Can you always get the equipment you need to do your job properly?	.17	.16
14. Will you be rewarded for doing a really good job?	.18	.17
16. Can you go to school to get the kind of education you want?	.18	.19
17. Will you feel you are serving your country in an important way?	.26	.31
18. Can you work someplace where people treat you like an individual instead of a "number"?	.29	.18

^aPositive correlations indicate that soldiers who intend to reenlist are more likely to answer "yes".

Table 4.13

Relationships Between Selected Expectancy Items in
Form B and Reenlistment Intentions

If you reenlist,	Correlation ^a with Reenlistment Intention	
	All Soldiers (N ≈ 550)	More Effective Soldiers (N ≈ 200)
1. Will you feel you are being challenged?	.30	.32
2. Will you have personal freedom and control over decisions that affect you?	.32	.24
5. Can you meet people you like?	.19	.20
6. Will you like your boss?	.14	.09
9. Will you have to do things like cleaning, sweeping, and mopping when they really aren't part of your job?	-.15	-.22
10. Will you have to work very hard?	.13	.13
11. Will you earn enough money to buy the important things you really want?	.25	.28
12. Will you work someplace where you can get a promotion?	.21	.22
13. Will you feel proud to belong to a special organization?	.34	.33
14. Will people look up to you because of the kind of work you do?	.28	.32
15. Can you travel to interesting places?	.22	.22

^aPositive correlations indicate that soldiers who intend to reenlist are more likely to answer "yes".

Table 4.14

Differences Between Soldiers Who Reenlisted and Soldiers
Who Do Not Intend to Reenlist on Selected
Expectancy Items in Form A

If you reenlist,	Tilton's Overlap Statistic ^a	
	All Soldiers (N ≈ 600)	More Effective Soldiers (N ≈ 220)
2. Can you work someplace that's really well organized?	72	74
4. Can you live in the kind of apartment or house you like?	74	77
5. Will you have plenty of privacy?	73	68
7. Will you have plenty of interesting things to do on your own time off the job?	73	76
10. Will you like the people you work with?	72	74
11. Can you speak your mind to your superior?	77	74
12. Will you have a boring job?	-70	-63
13. Can you always get the equipment you need to do your job properly?	75	80
14. Will you be rewarded for doing a really good job?	71	75
16. Can you go to school to get the kind of education you want?	74	70
17. Will you feel you are serving your country in an important way?	68	70
18. Can you work someplace where people treat you like an individual instead of a "number"?	70	71

^a Positive overlap statistics indicate that soldiers who reenlisted are more likely to answer "yes" than soldiers who do not intend to reenlist.

Table 4.15

Differences Between Soldiers Who Reenlisted and Soldiers
Who Do Not Intend to Reenlist on Selected
Expectancy Items in Form B

If you reenlist,	Tilton's Overlap Statistic ^a	
	All Soldiers (N ≈ 600)	More Effective Soldiers (N ≈ 220)
1. Will you feel you are being challenged?	61	59
2. Will you have personal freedom and control over decisions that affect you?	70	67
5. Can you meet people you like?	87	81
6. Will you like your boss?	74	78
9. Will you have to do things like cleaning, sweeping, and mopping when they really aren't part of your job?	-81	-77
10. Will you have to work very hard?	75	80
11. Will you earn enough money to buy the important things you really want?	73	65
12. Will you work someplace where you can get a promotion?	79	79
13. Will you feel proud to belong to a special organization?	61	61
14. Will people look up to you because of the kind of work you do?	72	58
15. Can you travel to interesting places?	79	78

^a Positive overlap statistics indicate that soldiers who reenlisted are more likely to answer "yes" than soldiers who do not intend to reenlist.

They are listed below:

- . pride from belonging to a special organization
- . respect from others because of the nature of one's job
- . feeling challenged
- . feeling of serving one's country in an important way
- . having enough money to buy important things one really wants
- . boring job
- . personal freedom and control
- . privacy
- . educational opportunities

4.5 Satisfaction with Different Aspects of Army Life

Correlations between satisfaction with different aspects of Army life and reenlistment intentions are presented in Table 4.17 separately for all soldiers within six months of ETS and for just those with higher Effectiveness scores. As shown, the total Satisfaction score correlates $-.26$ ($p < .01$) with reenlistment intentions both for soldiers in general as well as for more effective soldiers. This indicates a modest trend for soldiers who are more satisfied with their Army experiences overall to plan to reenlist.

In the sample that includes all soldiers within six months of ETS, satisfaction with the following aspects of Army life are most strongly related to reenlistment intentions (correlations are in parentheses):

- . Army as a whole ($-.41$)
- . pay ($-.20$)
- . job security ($-.18$)
- . nature of one's job ($-.15$)

Among the more effective soldiers within six months of ETS, these are the satisfaction items most strongly related to reenlistment intentions:

- . the Army as a whole ($-.38$)
- . pay ($-.19$)
- . nature of one's job ($-.19$)
- . job security ($-.19$)
- . travel opportunities ($-.16$)
- . coworkers ($-.15$)

As shown in Table 4.18, soldiers not planning to reenlist differ substantially from soldiers who recently reenlisted in total Satisfaction scores. For soldiers in general, the overlap statistic representing this comparison is 70 and for the more effective soldiers, it is 75.

Listed below are aspects of Army life that show the largest differences in satisfaction between soldiers planning not to reenlist and soldiers

Table 4.16

Relative Potential of Different Factors Reflected in Reenlistment Expectations
for Change in Reenlistment

Factor	Correlations With Reenlistment Intention		Overlap Statistics: Reenlisted vs. Not Planning to Reenlist		Mean Expectancy Among More Effective Soldiers (1=Definitely Yes; 5=Def- initely No)	Relative Potential for Change
	More Effective Soldiers	Less Effective Soldiers	More Effective Soldiers	Less Effective Soldiers		
Pride from belonging to a special organization	.33	.33	61	69	2.8	High
Respect from others because of the nature of one's job	.32	.33	58	79	3.3	High
Feeling challenged	.32	.26	59	63	3.3	High
Feeling of serving one's country	.31	.21	70	65	2.9	High
Enough money to buy important things	.28	.26	65	81	3.3	High
Boring job	-.28	-.28	63	75	2.7	High
Liking one's coworkers	.26	.26	74	59	2.9	Moderate
Personal freedom	.24	.36	67	76	3.9	High
Having to perform clean-up tasks	-.22	-.17	77	91	1.8	Moderate
Travel opportunities	.22	.19	78	88	2.3	Low
Promotion opportunities	.22	.27	79	76	2.4	Low

Table 4.16 (cont.)

Factor	Correlations With Reenlistment Intention		Overlap Statistics: Reenlisted vs. Not Planning to Reenlist		Mean Expectancy Among More Effective Soldiers (1=Definitely Yes; 5=Definitely No)	Relative Potential for Change
	More Effective Soldiers	Less Effective Soldiers	More Effective Soldiers	Less Effective Soldiers		
Opportunities to meet likeable people.	.20	.11	81	96	2.2	Low
Privacy	.17	.23	68	70	3.7	High
Educational opportunities	.19	.18	70	74	3.1	High
Being treated like an individual instead of a "number"	.18	.32	71	68	3.5	Moderate
Working someplace that is well organized	.19	.31	74	73	3.2	Moderate
Opportunity to speak one's mind to superiors	.11	.17	74	87	3.6	Moderate
Rewards for doing good work	.17	.25	75	61	3.2	Moderate

Table 4.17

Relationships Between Reenlistment Intentions and
Satisfaction with Different Aspects of Army Life

How satisfied are you with . . .	Correlation ^a with Reenlistment Intention	
	All Soldiers (N ≈ 1100)	More Effective Soldiers (N ≈ 400)
1. the kind of work you do?	-.15	-.19
2. your pay?	-.20	-.19
3. your supervisor?	-.11	-.11
4. the people you work with?	-.12	-.15
5. your chances for promotion?	-.10	-.07
6. travel opportunities?	-.12	-.16
7. your job security?	-.18	-.19
8. your housing conditions?	-.09	-.06
9. Army medical and dental benefits?	-.12	-.14
10. the post where you are stationed?	-.09	-.07
11. the Army as a whole?	-.41	-.38
Total satisfaction score	-.26	-.26

^aNegative correlations indicate that soldiers who intend to reenlist are more likely to say they are satisfied.

Table 4. 18

Differences Between Soldiers Who Reenlisted and Soldiers
Who Do Not Intend to Reenlist on Satisfaction with
Different Aspects of Army Life

Tilton's Overlap Statistic

<u>How satisfied are you with . . .</u>	<u>All Soldiers (N ≈ 1200)</u>	<u>More Effective Soldiers (N ≈ 450)</u>
1. the kind of work you do?	82	78
2. your pay?	83	86
3. your supervisor?	81	82
4. the people you work with?	86	85
5. your chances for promotion?	90	87
6. travel opportunities?	86	82
7. your job security	81	75
8. your housing conditions?	90	93
9. Army medical and dental benefits?	88	88
10. the post where you are stationed?	87	87
11. the Army as a whole?	52	52
Total satisfaction score	70	74

Note: In each case, soldiers who reenlisted reported more satisfaction than soldiers not intending to reenlist.

who did reenlist, for soldiers in general (overlap statistics are in parentheses):

- . Army as a whole (52)
- . supervisor (81)
- . job security (81)
- . nature of one's job (82)
- . pay (83)

For just the more effective soldiers, these are the aspects of Army life showing the largest satisfaction differences:

- . Army as a whole (52)
- . job security (75)
- . nature of one's job (78)
- . supervisor (82)
- . travel opportunities (82)
- . coworkers (85)

Except for satisfaction with "Army as a whole", which is, of course, far too general to provide any guidance on what kinds of changes might encourage effective soldiers to reenlist, only two facets of satisfaction correlate as strongly as .19 with reenlistment intention and also yield overlap statistics less than 80 for more effective soldiers. They are job security and nature of one's job. Table 4.19 presents statistics relevant to judgments about how useful they might be as focal points for specific policy changes. As shown, there is much room for improvement in both facets of satisfaction. Also, both seem to be at least as important for reenlistment plans and decisions of more effective soldiers as for those of less effective soldiers. But in comparison to factors in Tables 4.9 and 4.16 that were judged highly useful for guiding policy changes, these two are less strongly related to reenlistment plans and decisions of more effective soldiers, and, therefore, are probably only moderately useful for guiding policy changes.

Table 4.19

Relative Potential of Satisfaction With Different Facets
of Army Life For Change in Reenlistment

	Correlations With Reenlistment Intention		Overlap Statistics: Reenlisted vs. Not Planning to Reenlist		Mean Satisfaction Among More Effective Soldiers (1=Very Dis- satisfied; 5=Very Satis- fied)	Relative Potential for Change
	More Effective Soldiers	Less Effective Soldiers	More Effective Soldiers	Less Effective Soldiers		
Satisfaction with . . .						
Job security	-.19	-.15	75	89	3.4	Moderate
The nature of one's job	-.19	-.14	78	82	2.8	Moderate

CHAPTER 5. TIME IN SERVICE AND REENLISTMENT INTENTIONS

As mentioned in Chapter 2 of this report, our sample includes soldiers who had just enlisted, others at different points in their first tour, and still others within six months of ETS. This enables us to compare questionnaire responses from soldiers with varying amounts of experience in the Army and infer how soldiers' perceptions, attitudes, motivations, and intentions about reenlistment may change during the course of their first tour of service. We should emphasize that we can only make inferences about these kinds of changes because they are based on information provided by different groups of soldiers. To the extent that soldiers who have been recruited at different times differ systematically in ways that influence how they answer the AROQ, our inferences about changes caused by experience in the Army may be incorrect. A longitudinal research strategy in which the same group of soldiers repeatedly answer the AROQ at different times would have provided more definite information about changes resulting from increasing experience in the Army, but this was beyond the scope of the current research effort.

5.1 Summary

Not surprisingly, among new recruits, slightly more than half don't know what their plans are regarding reenlistment and the rest are fairly evenly split between planning to reenlist and planning not to reenlist. Somewhere in their fifth to eighth months of service, however, the proportion planning not to reenlist suddenly jumps to nearly half. Through the remainder of the first tour, more and more soldiers plan not to reenlist until, when they reach within six months of ETS, 77 per cent plan not to reenlist, six per cent do plan to reenlist, and the remainder are still not sure.

Perceptions of desirable features in the Army environment run parallel to these trends for reenlistment intentions. Soldiers in the first few months of active service have the most positive perceptions of what Army life is like. With experience, however, soldiers' views of the Army become gradually less positive.

New recruits believe that several specified desirable consequences are only slightly more likely if they leave the Army than if they reenlist. With more Army experience, however, soldiers become a little more confident that these desirable consequences will happen if they leave and much less confident that they will happen if they reenlist. As a result, soldiers within six months of ETS are far more certain of experiencing the desirable consequences if they leave than if they reenlist.

Overall satisfaction follows a similar pattern. New recruits and soldiers in the first months of active service are more likely to say they are satisfied than dissatisfied with various aspects of Army life. In contrast, experienced soldiers are more likely to say they are dissatisfied. Satisfaction levels decline relatively sharply during the first few months of active service and continue to decline more gradually through the rest of the first tour.

And finally, feelings of boredom and lack of challenge also follow trends similar to trends for reenlistment intentions. Among new recruits and soldiers with only a few months of Army experience, feelings of boredom and lack of challenge are not particularly widespread. But somewhere between the fifth and eighth months of service, these feelings become much more prevalent. This is consistent with the possibility that soldiers are excited and stimulated by their experiences in Basic and Advanced Individual Training but quickly lose the sense of being challenged and become bored instead when they complete training and confront the daily routine of Army life.

5.2 Reenlistment Intentions According to Time in Service

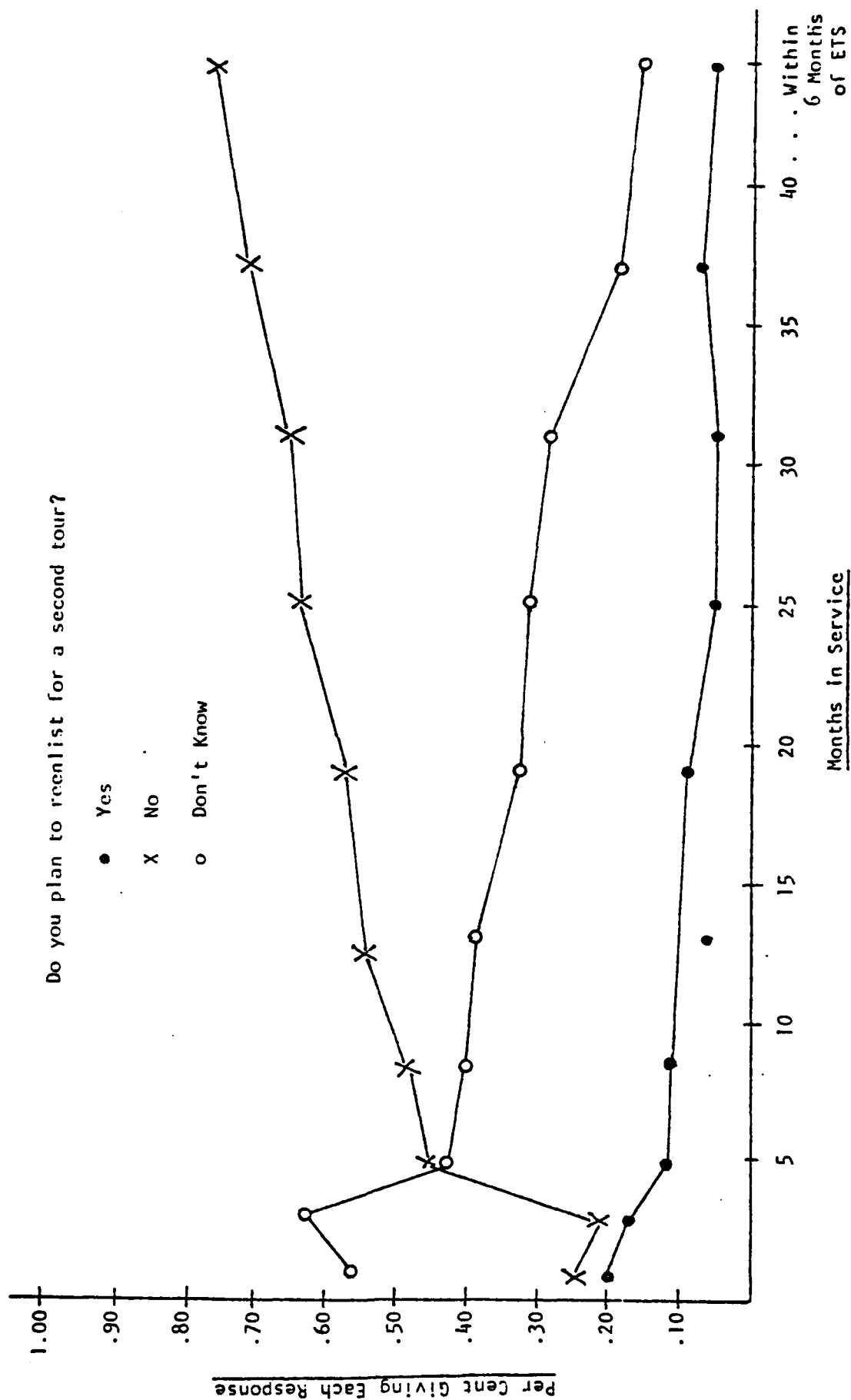
Table 5.1 shows percentages of soldiers who answered "Yes", "Don't Know", and "No" in response to the question, "Do you plan to reenlist for a second tour?" according to time in service. Figure 5.1 presents this same information graphically. Among new recruits, fewer than 25 per cent say they do not intend to reenlist. Somewhere around their fifth month in the service, this figure suddenly jumps to 45 per cent. As shown in Figure 5.1, the "yes" and "no" answers are roughly together as recruits, then by about the fifth service month, more and more soldiers say they do not plan to reenlist until, by the time they are within six months of ETS, this figure reaches 77 per cent. In contrast, the percentage of respondents who say "yes", they do plan to reenlist goes down slightly after the first few months in the Army and holds fairly steady at between 5 and 11 per cent throughout the first tour. The trend for "Don't Know" responses is almost the mirror image of the trend for "no" responses. As more and more soldiers say they do not plan to reenlist, fewer and fewer say they are not sure.

According to these figures, most people join the Army with either fairly receptive orientations toward the prospect of reenlistment or at least with open minds and a "wait-and-see" attitude. Most feel, in other words, at the outset either that reenlistment would probably be a good idea for them or that it may or may not be a good idea and that they are willing to postpone a firm decision until they have had an opportunity to learn more about what Army life is like. Then, as they get more exposure to Army life, those who were undecided to begin with gradually become convinced that they do not like it and would prefer not to reenlist.

Table 5.1
Reenlistment Intentions According to
Time in Service

Do you plan to reenlist for a second tour?				
Percent answering . . .				
<u>Months in Service</u>	<u>N</u>	<u>Yes</u>	<u>Don't Know</u>	<u>No</u>
0 to <2	358	20	56	24
2 to <4	126	17	62	21
4 to <7	115	11	43	45
7 to <10	91	11	40	49
10 to <16	179	6	39	55
16 to <22	243	9	33	58
22 to <28	196	5	32	64
28 to <34	144	5	29	66
34 to <58	96	8	20	72
Within 6 Months of ETS	1213	6	17	77

Figure 5.1 Graphs of Reenlistment Intentions
According to Time in Service



A longitudinal research effort is necessary to confirm more definitely whether this interpretation is accurate. Essentially, the question to be explored with such a research design is this: Among soldiers who do reenlist, what proportion planned to reenlist as early as their first few months in the Army? Results of our analyses lead us to suspect that nearly all who reenlist for a second tour had very early intentions to reenlist, and very few who reenlist started out uncertain or negatively disposed toward reenlistment. On the other side of this question is another one: Among soldiers who start out uncertain or with intentions not to reenlist, what proportion eventually decide to reenlist? Again, our results lead us to suspect that very few change their minds in the direction of intending to reenlist.

5.3 Expectations and Perceptions According to Time in Service

Tables 5.2 and 5.3 show mean scores on the Expectations, Perceptions, and Confirmations scales according to time in service, separately for scales derived from Form A and Form B of the ARQ. Figures 5.2 and 5.3 present the same information graphically.

As shown, there is a gradual increase in Expectations scores with increasing Army experience. Unless soldiers recruited early really did have a rosier view of Army life when they enlisted than soldiers recruited later, this trend suggests that with increasing Army experience, soldiers come to believe that when they enlisted they had a rosier view.

The trend for differences in Perception scores is more marked. Soldiers with more experience in the Army see fewer desirable features in the Army environment.

And finally, the Confirmation scores also decline substantially with increasing Army experience. There seems to be an especially steep dip somewhere in the first few months. Apparently, with increasing exposure to Army life, soldiers' perception of it become increasingly different from their recollections about what they thought Army life would be like when they first enlisted.

5.4 Expectancies About Consequences of Reenlisting or Leaving According to Time in Service

Tables 5.4 and 5.5 and Figures 5.4 and 5.5 show mean scores for Expectancies about consequences of reenlisting or leaving according to time in service. There is a very slight trend for soldiers with more Army experience to have stronger expectancies that desirable consequences will happen to them if they leave the Army. In contrast, there is a marked trend for more experienced soldiers to believe less strongly that desirable consequences will happen if they reenlist. As shown in Figures 5.4 and 5.5, the net effect is that these two kinds of expectancies diverge with increasing exposure to Army life--among inexperienced soldiers, beliefs that desirable consequences will occur if they leave

Table 5.2
Expectations and Perceptions in Form A
According to Time in Service

<u>Months in Service</u>	<u>Expectations</u>		<u>Perceptions</u>		<u>Confirmations</u>	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
0 to <2	9.4	8.0	0.2	8.5	9.9	8.4
2 to <4	9.3	6.1	1.3	9.1	10.8	9.2
4 to <7	10.1	8.3	-1.0	8.9	4.6	9.0
7 to <10	10.3	9.8	-3.2	8.8	3.4	7.8
10 to <16	12.9	7.4	-2.9	10.1	3.9	9.7
16 to <22	12.7	10.1	-4.9	9.7	1.7	10.5
22 to <28	12.4	8.9	-5.9	9.8	0.4	10.5
28 to <34	14.8	8.9	-6.3	7.4	-0.1	8.4
34 to <58	13.3	9.6	-6.2	10.3	0.6	11.6
Within 6 Months of ETS	13.2	9.9	-7.9	9.3	-1.4	9.8

Figure 5.2. Graphs of Expectations and Perceptions in Form A
According to Time in Service

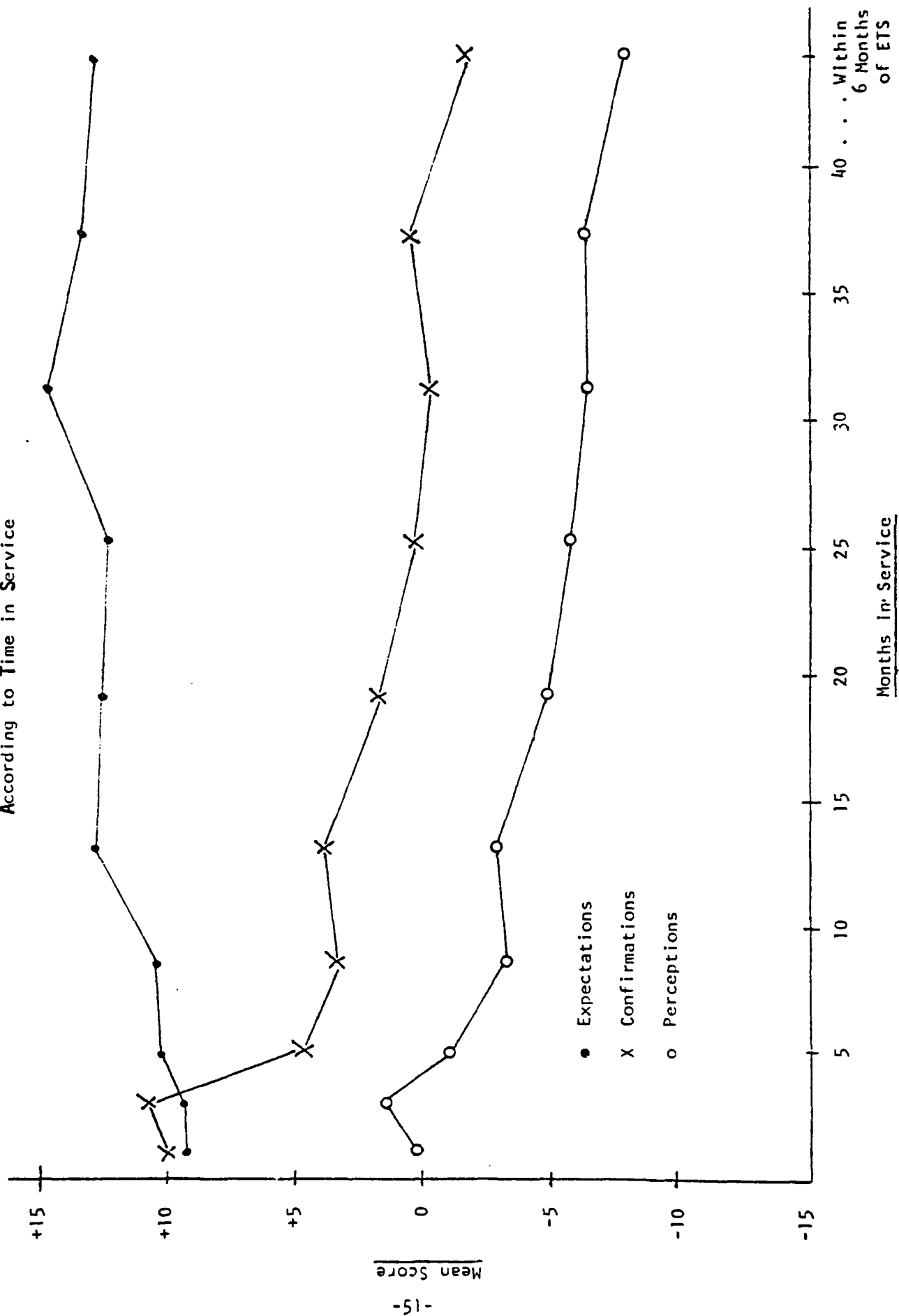


Table 5.3
Expectations and Perceptions in Form B
According to Time in Service

<u>Months in Service</u>	Expectations		Perceptions		Confirmations	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
0 to <2	8.3	7.6	4.0	6.7	13.3	7.6
2 to <4	9.1	7.5	4.0	7.6	9.8	6.5
4 to <7	9.8	7.7	0.8	8.8	8.5	8.5
7 to <10	11.5	9.2	1.0	9.9	6.3	9.8
10 to <16	10.0	10.2	-2.7	9.7	7.1	9.9
16 to <22	9.4	9.1	-2.4	8.1	5.4	7.8
22 to <28	9.6	8.7	-2.3	8.6	4.5	8.8
28 to <34	11.4	9.1	-0.3	10.1	6.3	6.8
34 to <58	10.8	8.4	-4.5	8.3	3.0	8.8
Within 6 Months of ETS	11.2	8.7	-1.9	8.9	4.4	9.1

Figure 5.3. Graphs of Expectations and Perceptions
in Form B According to Time in Service.

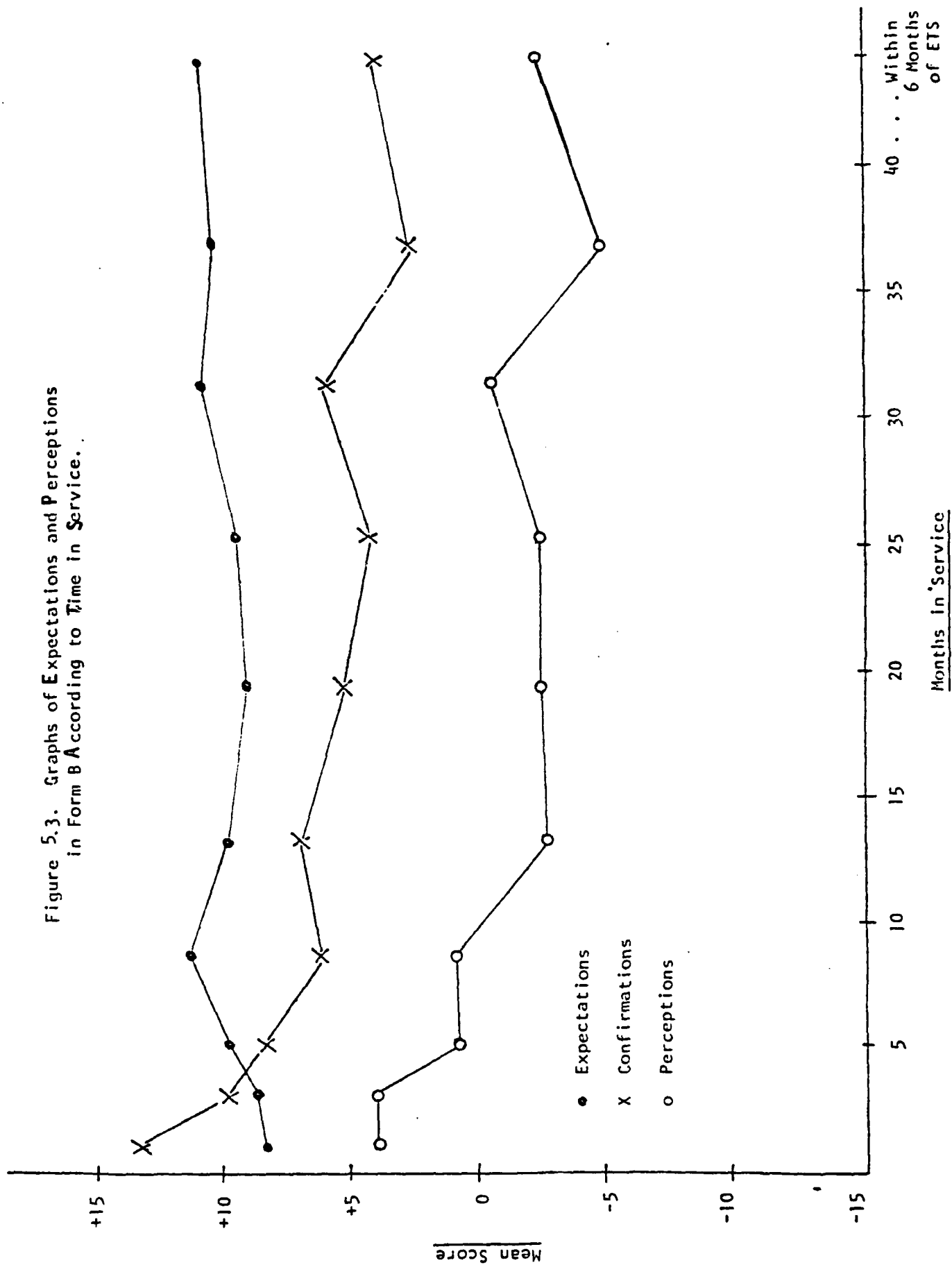


Table 5.4
Reenlistment and Civilian Expectations
In Form A According to Time in Service

<u>Months in Service</u>	<u>Reenlistment Expectations</u>		<u>Civilian Expectations</u>	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
0 to <2	6.1	2.4	7.7	2.1
2 to <4	6.3	2.2	7.8	2.1
4 to <7	4.8	2.5	8.5	1.7
7 to <10	4.2	2.2	8.0	2.3
10 to <16	4.2	2.5	8.4	2.0
16 to <22	4.0	2.9	8.5	2.0
22 to <28	3.6	2.3	8.2	1.8
28 to <34	3.3	2.1	8.2	1.8
34 to <58	3.5	2.5	7.9	1.8
Within 6 months of ETS	3.0	2.5	8.5	1.8

Figure 5.4. Graphs of Reenlistment and Civilian Expectations
In Form A According to Time in Service.

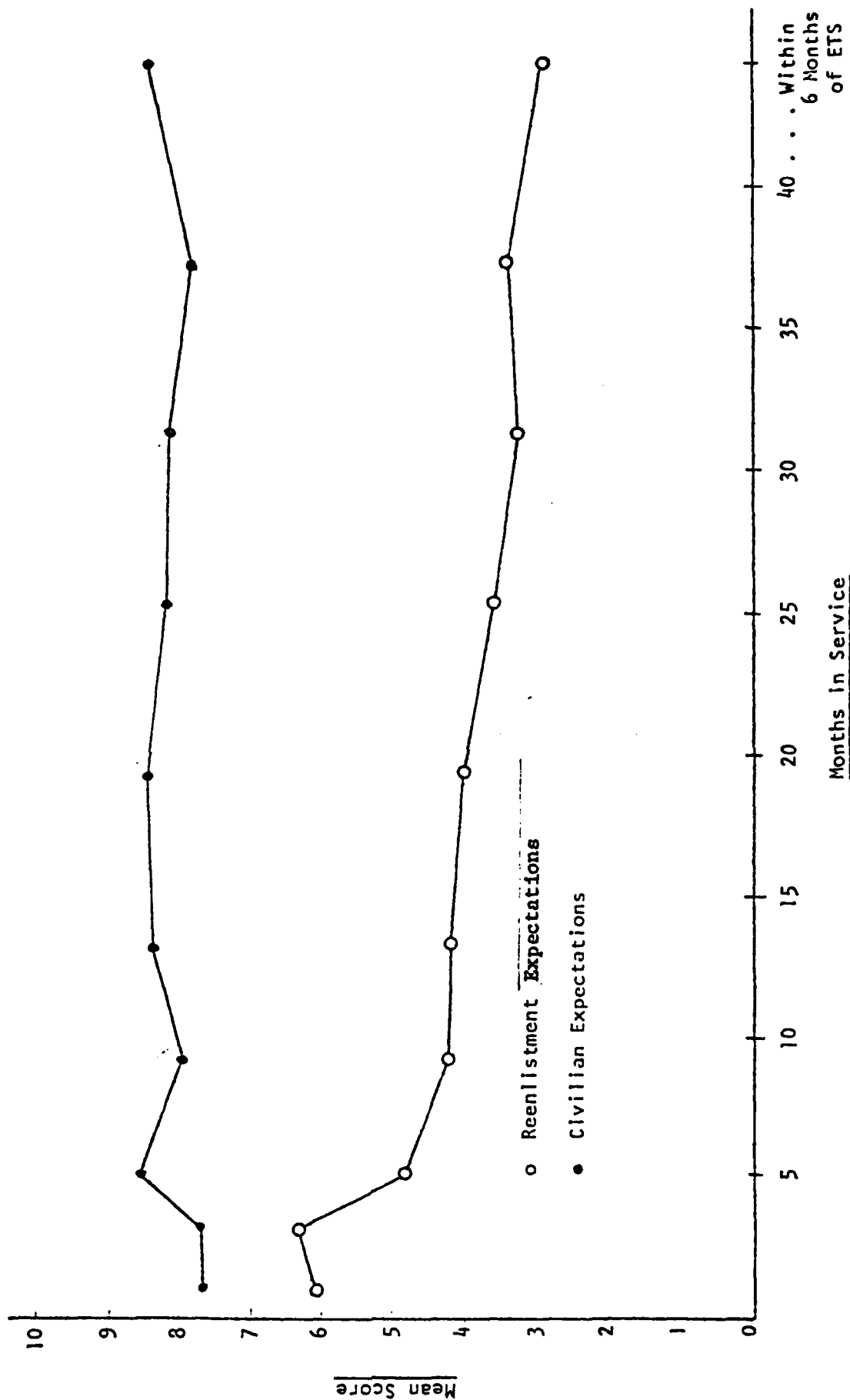
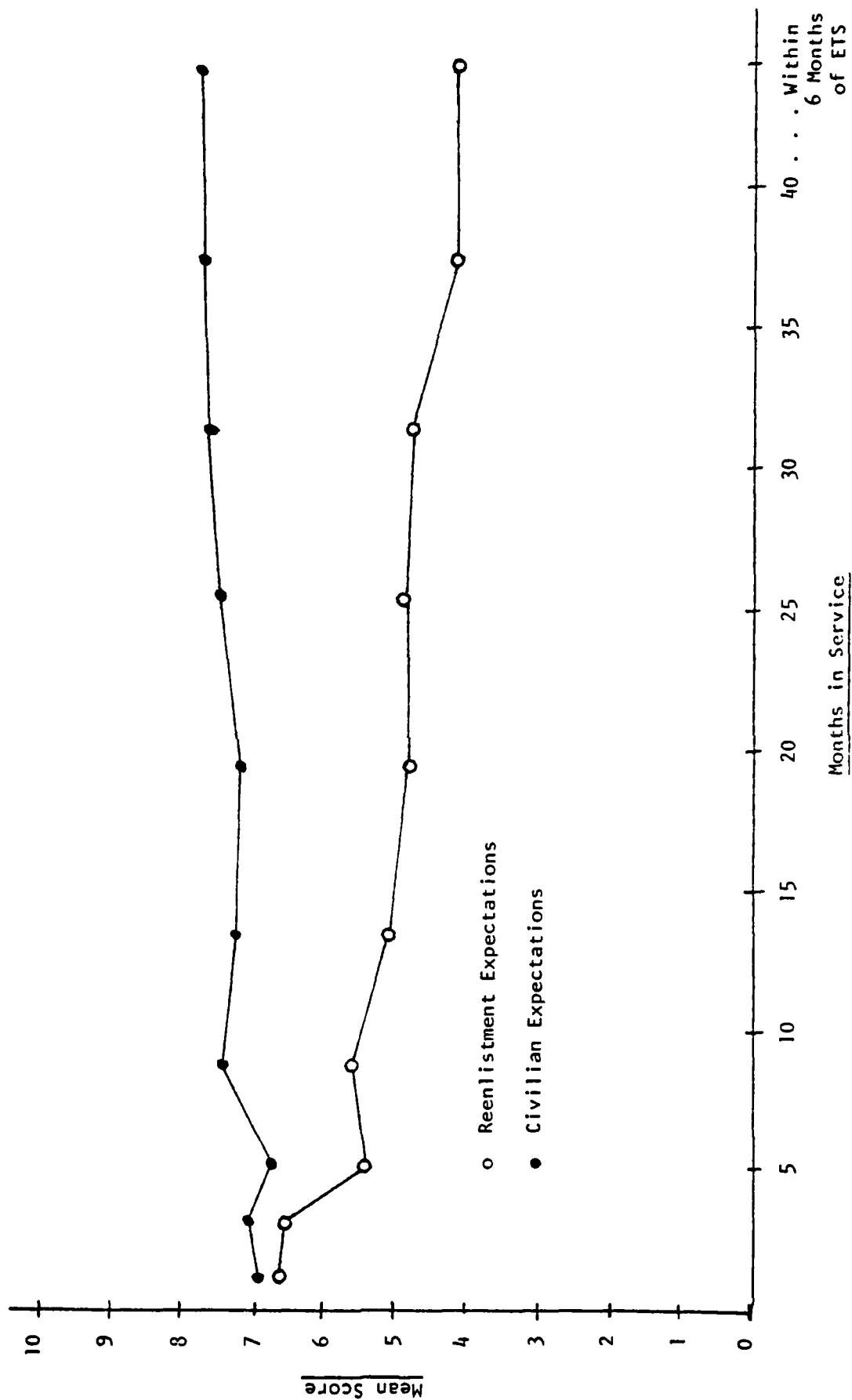


Table 5.5

Reenlistment and Civilian Expectations
In Form B According to Time in Service

<u>Months in Service</u>	<u>Reenlistment Expectations</u>		<u>Civilian Expectations</u>	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
0 to <2	6.7	1.6	7.0	1.6
2 to <4	6.6	1.7	7.1	1.4
4 to <7	5.5	2.4	6.8	2.1
7 to <10	5.7	2.3	7.5	1.1
10 to <16	5.2	2.0	7.3	1.9
16 to <22	4.9	1.9	7.3	1.6
22 to <28	5.0	1.9	7.6	1.5
28 to <34	4.9	2.2	7.7	1.4
34 to <58	4.3	2.1	7.9	1.4
Within 6 Months of ETS	4.3	2.0	7.9	1.5

Figure 5.5. Graphs of Reenlistment and Civilian Expectations
in Form B According to Time in Service



are only slightly stronger than beliefs that desirable consequences will occur if they reenlist, but among more experienced soldiers, beliefs that desirable consequences will occur if they leave are much stronger than beliefs that they will occur if they reenlist.

5.5 Satisfaction and Time in Service

As shown in Table 5.6 and Figure 5.6, overall satisfaction with different facets of Army life goes down among soldiers in their first year or so of service from a mean of 37.6 for new recruits to 31.2 for soldiers with 10 to 17 months of Army experience. This downward trend continues for soldiers with increasing Army experience, but at a more gradual rate. Because a total satisfaction score of 33 reflects an average score of 3 for individual items that comprise the satisfaction scale, and because "3", in turn, reflects an answer of "Neither satisfied nor dissatisfied", it seems that soldiers in their first year of active service tended, on the average, to answer in the "satisfied" direction while soldiers with more exposure to Army life tended to go below the indifference point and answer in the "dissatisfied" direction.

5.6 Boredom, Challenge, and Time in Service

According to discussions with officers and enlisted personnel early in this project, feelings of boredom and lack of challenge may account for a large part of soldiers' waning enthusiasm for Army life, especially during the first few months of active service. Quite possibly, newly enlisted soldiers are excited and stimulated by the challenge and rigors of Basic and Advanced Individual Training. But then, after they complete training, perhaps these feelings begin to erode as soldiers become immersed in the day-to-day routine of Army life. To look into this possibility, we compared soldiers with varying amounts of Army experience in how they answered a question in Form A of the AROQ about feelings of boredom and another question in Form B on feelings of challenge.

Table 5.7 and Figure 5.7 present answers to the question, "Are you bored with Army life?" according to time in service for soldiers who completed Form A of the AROQ. As shown, answers by soldiers in the first few months of active service, soldiers in Basic or Advanced Individual Training, tend, on the average, to be closer to "No" than "Yes." But there is a sharp change beginning with soldiers in their fifth to eighth months of service, and for soldiers with more Army experience, the average answer comes closer and closer to "Yes".

Table 5.8 and Figure 5.8 present answers to the question, "Is being a soldier challenging for you?" provided by soldiers completing Form B of the AROQ. Here again there is a marked change right around the time soldiers complete training. Trainees' answers are, on the average, very close to "Yes" while for soldiers with more Army experience, answers begin to approach "No".

These trends are consistent with the possibility that once they leave the excitement and challenge of Basic and Advanced Individual Training, soldiers quickly become bored with the routine of Army life and become increasingly bored as they approach ETS.

Table 5.6
Total Satisfaction Score According to
Time in Service

<u>Months in Service</u>	<u>M</u>	<u>SD</u>
0 to <2	37.6	8.1
2 to <4	37.4	8.4
4 to <7	34.2	8.3
7 to <10	33.5	7.3
10 to <16	31.2	8.3
16 to <22	30.5	7.4
22 to <28	30.0	7.5
28 to <34	30.6	7.0
34 to <58	29.9	6.5
Within 6 Months of ETS	29.1	7.5

Figure 5.6 Graph of Total Satisfaction Score
According to Time in Service

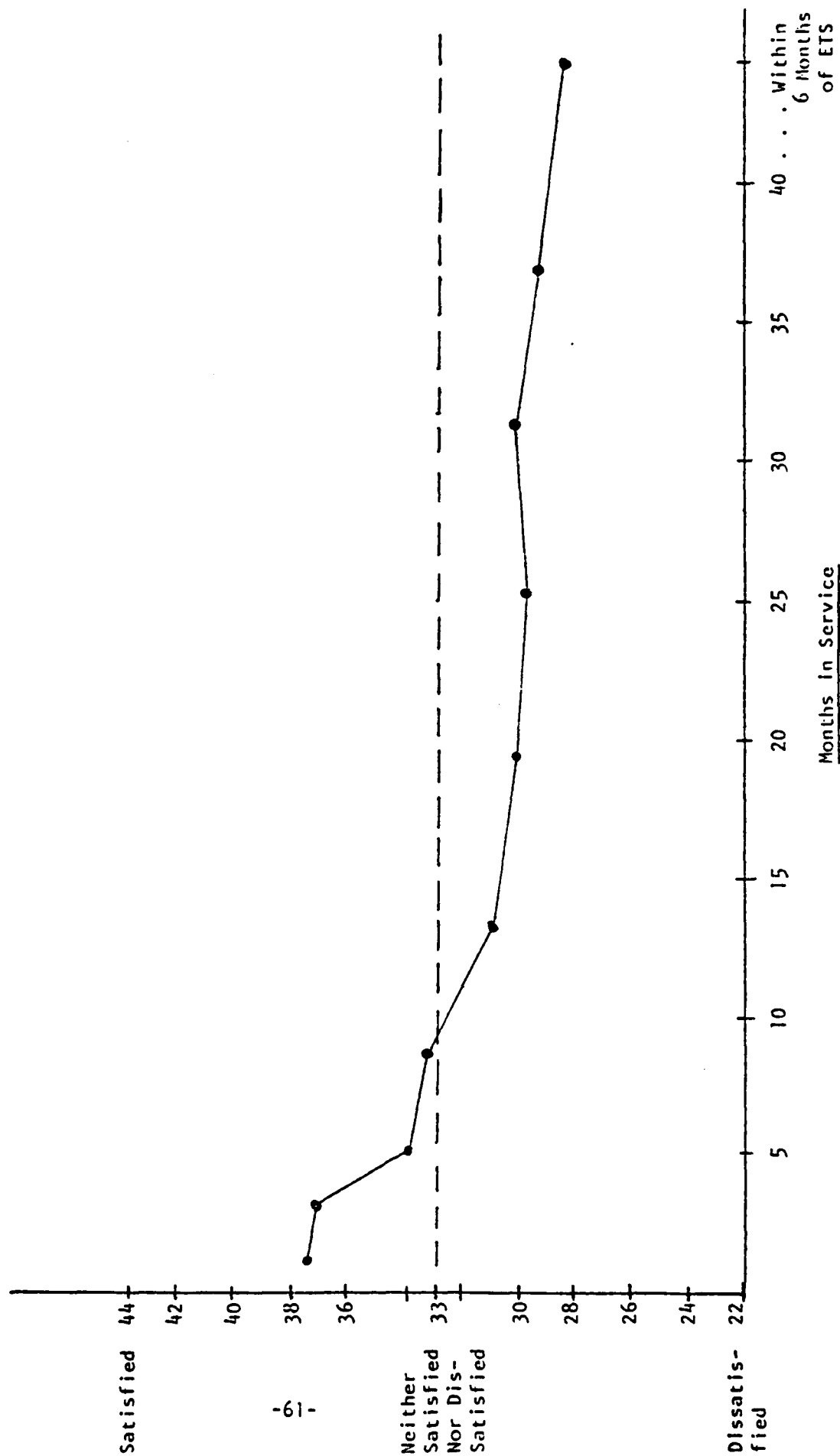


Table 5.7

Answers to the Question, "Are You Bored with
Army Life?" According to Time in Service

<u>Months in Service</u>	<u>(Yes = 1, No = 3)</u>	
	<u>M</u>	<u>SD</u>
0 to <2	2.4	0.9
2 to <4	2.3	0.9
4 to <7	1.9	1.0
7 to <10	1.8	0.9
10 to <16	1.8	0.9
16 to <22	1.6	0.8
22 to <28	1.5	0.8
28 to <34	1.7	0.9
34 to <58	1.4	0.8
Within 6 Months of ETS	1.4	0.8

Figure 5.7. Graph of Answers to the Question,
 "Are you Bored with Army Life?"
 According to Time in Service.

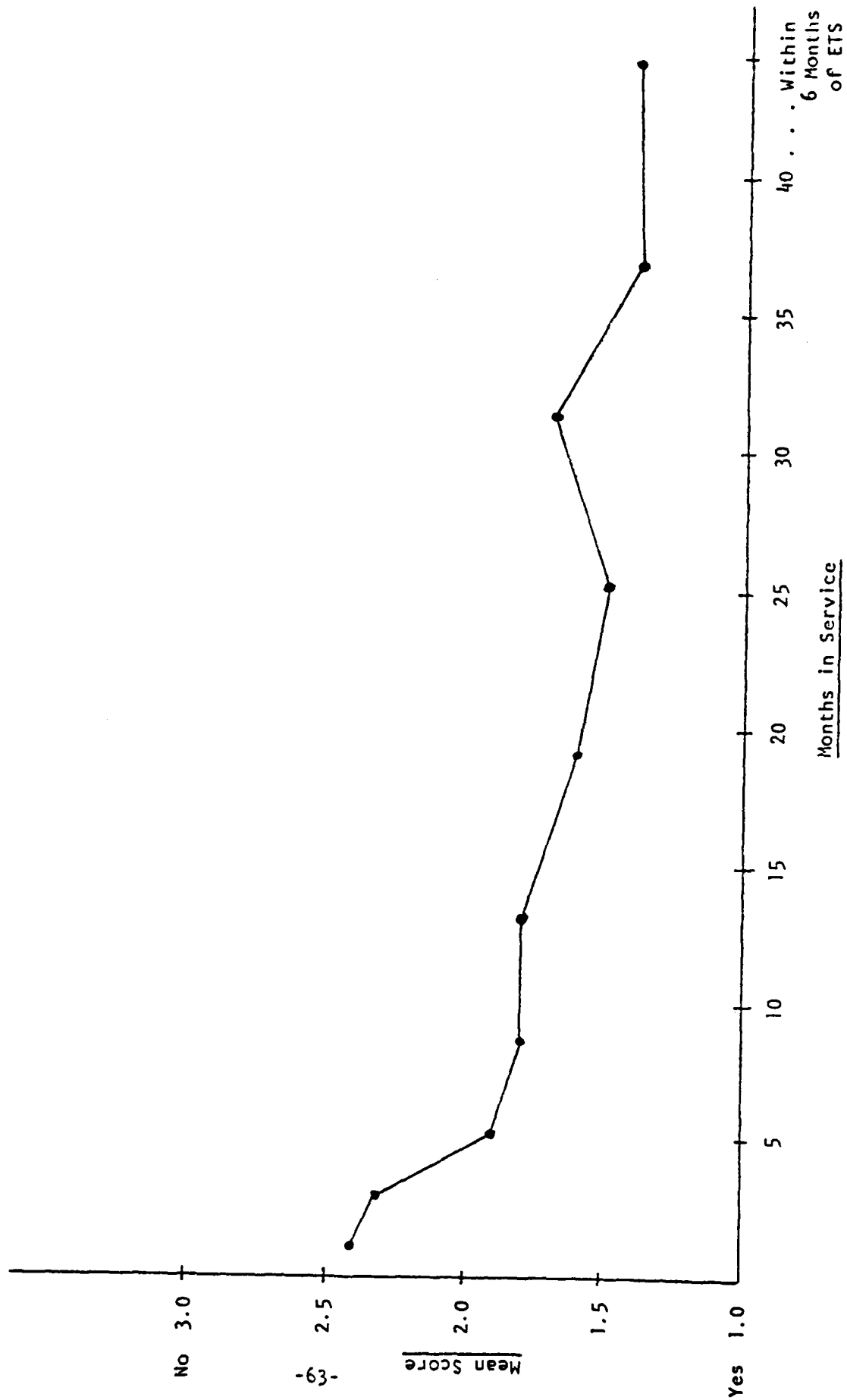
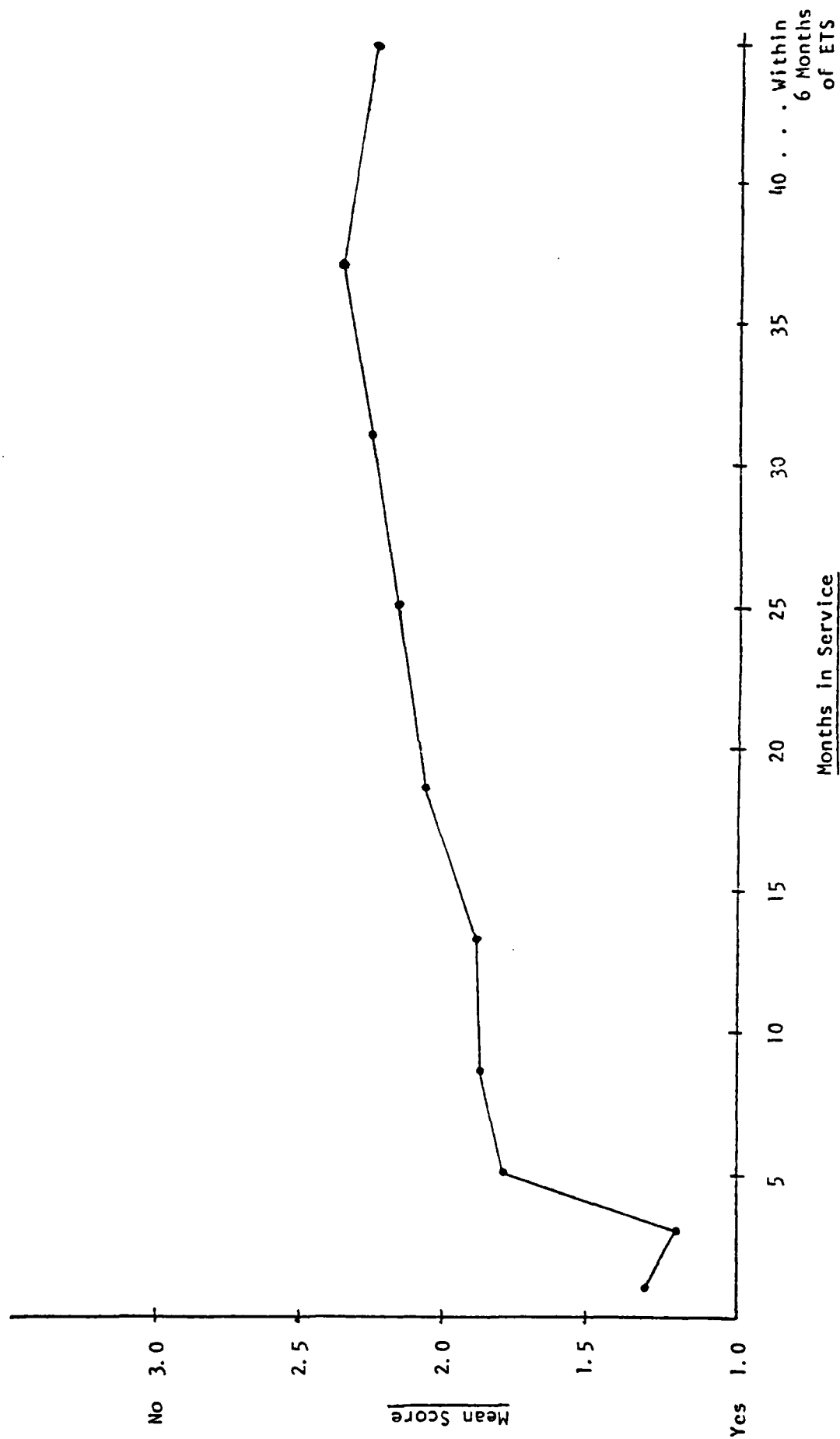


Table 5.8

Answers to the Question, "Is Being a Soldier
Challenging for You?" According to Time in Service

<u>Months in Service</u>	<u>(Yes = 1, No = 3)</u>	
	<u>M</u>	<u>SD</u>
0 to <2	1.3	0.7
2 to <4	1.2	0.6
4 to <7	1.8	0.9
7 to <10	1.9	1.0
10 to <16	1.9	1.0
16 to <22	2.1	1.0
22 to <28	2.2	0.9
28 to <34	2.3	0.9
34 to <58	2.4	0.9
Within 6 months of ETS	2.3	0.9

Figure 5.8. Graph of Answers to the Question,
 "Is Being a Soldier Challenging for You?"
 According to Time in Service.



CHAPTER 6. JOB-RELATED FACTORS AND REENLISTMENT

This chapter discusses relationships between job-related factors and soldiers' plans and decisions regarding reenlistment. First, it considers relationships with soldiers' perceptions of their jobs. Then it compares different MOS groups with a particular focus on the two largest MOS groups in our sample, Infantry, and Administration-Supply. Finally, it describes relationships according to whether or not a soldier's job is the same as the one for which he or she was trained.

6.1 Summary

Job characteristics most strongly related to reenlistment intentions, especially for soldiers with higher Effectiveness ratings, are Skill Variety, Task Significance, and Dealing with Others. Comparisons between soldiers who reenlisted and others not planning to reenlist indicate that Skill Variety may be the most potent job characteristic in actual reenlistment decisions--people with jobs that require a wider variety of activities, skills, and talents are more likely to reenlist for a second tour.

Comparisons between 13 homogeneous clusters of MOSs point out dramatic differences between combat and non-combat jobs. On every scale derived from the Job Diagnostic Survey, the two highest scoring MOS groups represent non-combat jobs. Also, soldiers in non-combat MOSs are substantially more satisfied with their jobs.

Although differences in reenlistment plans between some MOS groups seem to be quite large, when considering all 13 groups in our sample, these differences are not statistically significant. But between the two largest MOS groups in our sample--Infantry and Administration-Supply--there is a statistically significant difference. Infantry soldiers are less likely to plan to reenlist and more likely to plan to leave at the end of their first tour, in comparison to soldiers in Administration-Supply MOSs.

According to differences between these two MOS groups on other variables related to reenlistment plans and decisions, the most probable reasons for this difference in reenlistment intentions are that Infantry soldiers . . .

- . have more monotonous jobs that do not require as wide a range of activities, skills, and talents
- . are less satisfied with their jobs, their job security, and their pay

- . are less confident that if they were to reenlist for second tour they would be treated as individuals instead of "numbers", like their coworkers, have plenty of privacy, have interesting things to do in their spare time, be able to go to school to get the kind of education they want, or consistently get the equipment they need to do their jobs properly
- . are more bored with Army life and less satisfied with the Army as a whole

There is only very limited evidence that soldiers are less likely to plan or decide to reenlist if they have been assigned jobs in their first tour different from the jobs for which they were trained.

6.2 Perceptions of Job Characteristics

We computed correlations between scores on scales derived from the Job Diagnostic Survey and soldiers' reported intentions about reenlistment, for soldiers within six months of ETS. This was done separately for all such soldiers and for only those soldiers considered more effective by their supervisors (soldiers with total Effectiveness scores of 43 or more).

As shown in Table 6.1, among soldiers in general, none of the scales from the Job Diagnostic Survey correlates more strongly than $-.15$ with reenlistment intention. Among more effective soldiers, there are three scales with correlations between $-.15$ and $-.20$. They reflect modest but noteworthy and statistically significant trends for soldiers who say their jobs a) require a variety of activities, skills, and talents, b) have important effects on others, and c) require close interaction with others to be more likely also to say they plan to reenlist for a second tour.

Table 6.2 shows differences between soldiers who recently reenlisted for a second tour and soldiers who do not plan to reenlist. Only the Skill Variety scale yields an overlap statistic of less than 80. Consequently, whether soldiers actually decide to reenlist for a second tour seems to be more strongly related to how much variety they see in the activities, skills, and talents required by their jobs, than to other factors.

6.3 Differences Between MOS Groups

To carry out analyses of MOS differences, we first combined specific MOSs into homogeneous categories. We developed 13 such categories. They are listed below together with the MOSs that were grouped into each:

- . Infantry: 11B, 11C, 11H
- . Cannons, Missiles, Guns: 13B, 15E, 15D, 15F, 16B, 16C, 16D, 16E, 16P, 16R
- . Armor: 19D, 19E, 19F, 19G, 19H, 19J
- . Field Artillery Support: 17B, 17C, 82C, 93F, 13E, 13F, 15J

Table 6.1

Relationships Between Reenlistment Intentions
And Scales Derived From the Job Diagnostic Survey

	Correlation ^a With Reenlistment Intention	
	All Soldiers (N ≈ 1100)	More Effective Soldiers (N ≈ 400)
Skill Variety	-.15**	-.18**
Task Identity	-.06*	-.11*
Task Significance	-.15**	-.20**
Autonomy	-.11**	-.08
Feedback from the Job	-.06*	-.12*
Feedback from Agents	-.09**	-.12*
Dealing with Others	-.12**	-.20**

^aNegative correlations indicate that soldiers who intend to reenlist score higher than soldiers who do not.

* $p < .05$

** $p < .01$

Table 6.2

Differences Between Soldiers Who Reenlisted and
Soldiers Who Do Not Intend to Reenlist
On Scales Derived From the Job Diagnostic Survey

	<u>Tilton's Overlap Statistic</u>	
	<u>All Soldiers (N ≈ 1200)</u>	<u>More Effective Soldiers (N ≈ 450)</u>
Skill Variety	79	77
Task Identity	93	93
Task Significance	82	88
Autonomy	83	83
Feedback from the Job	93	96
Feedback from Agents	84	85
Dealing with Others	86	87

Note: In each case, soldiers who reenlisted scored higher than soldiers not intending to reenlist.

- . Engineering: 12B, 12C, 12E, 51G, 82B, 51T, 81B, 52E, 51R, 51P, 51N, 51M, 51B, 51H, 51C, 62G, 62H, 62J, 62N, 62E, 62F, 53B
- . Electrical: 26D, 26E, 26K, 35K, 35L, 35M, 35R, 31T, 31S, 35B, 35H, 36H, 31E, 31J, 32H, 35E, 36L, 26C, 26B, 26L, 26V, 26Y, 32F, 32G, 05B, 36K, 31V, 72G, 36C, 05C, 36E, 26R, 31M, 31N, 26A, 32D, 36D, 72E, 72H
- . Mechanical: 41J, 44B, 44E, 63B, 63C, 63F, 52C, 62B, 52D, 63G, 63H, 63J, 54D, 45B, 45L, 45K, 45N, 45P, 45R, 41C, 34G, 67G, 67N, 67U, 67V, 67W, 67X, 67Y, 67T, 68B, 68D, 68F, 68G, 68H, 68J, 68K, 68M
- . Motor Transport: 64C
- . Military Police: 95B, 95C, 95D
- . EW/Cryptologic: 98G, 98C, 98J, 05H, 05D, 05K, 05G
- . Administration and Supply: 71C, 71L, 71M, 75B, 75C, 75D, 75E, 73C, 73D, 71D, 71E, 76J, 76D, 76P, 76V, 76X, 76Y
- . Medical: 42D, 91E, 91C, 91D, 91F, 91G, 91H, 42C, 91B, 91J, 91L, 91N, 91U, 91Y, 91V, 91W, 91P, 91Q
- . Food Service: 94B, 91F

Table 6.3 presents mean scores on scales derived from the Job Diagnostic Survey for soldiers within six months of ETS separately for each MOS category. Table 6.4 shows which MOS categories scored lowest and highest on each scale. Infantry is one of the lowest scoring MOS groups on Skill Variety, Task Identity, Autonomy, Feedback from the Job, and Feedback from Agents. In contrast, Food Service is one of the highest scoring groups on Skill Variety, Task Identity, Task Significance, Feedback from the Job, and Feedback from Agents. Military Police and Administration-Supply are also among the highest scoring MOS groups on several dimensions. These results underscore the dramatic differences between combat and non-combat jobs. On every scale derived from the Job Diagnostic Survey, the two highest scoring MOS groups represent non-combat jobs.

Table 6.5 shows mean job satisfaction level according to MOS groups. MOS groups with the highest levels of reported job satisfaction include EW/Cryptologic, Mechanical, Motor Transport, Military Police, Administration-Supply, and Food Service. Groups with the lowest levels of job satisfaction include Infantry, Cannons, Missiles, Guns, Field Artillery Support, Armor, and Engineering. Once again, differences between combat and non-combat jobs are striking--people in non-combat jobs seem to be more satisfied with their jobs.

Table 6.3

Means and Standard Deviations of Scales Derived From
The Job Diagnostic Survey According to MOS Group

		<i>Skill Variety</i>	<i>Task Identity</i>	<i>Task Significance</i>	<i>Autonomy</i>	<i>Feedback From Job</i>	<i>Feedback from Agents</i>	<i>Dealing With Others</i>
Infantry (N=225)	M = 2.4 SD = 3.3	3.7 3.0	5.1 3.8	2.2 3.3	5.4 3.0	2.1 3.4	7.3 2.7	
Cannons, Missiles, Guns (N=87)	M = 2.5 SD = 3.5	3.9 3.0	5.2 3.7	3.0 3.1	6.1 3.0	2.6 3.5	7.3 2.7	
Armor (N=22)	M = 2.2 SD = 3.9	5.0 3.0	4.3 4.0	3.6 3.1	7.0 2.7	2.7 3.0	7.8 2.1	
Field Artillery Support (N=36)	M = 3.4 SD = 3.4	3.9 3.0	6.3 3.1	4.1 2.8	6.9 2.4	3.3 3.3	8.1 2.3	
Engineering (N=35)	M = 3.9 SD = 3.7	4.5 4.3	4.2 3.5	2.8 3.1	6.1 2.7	2.9 2.7	7.3 2.0	
Electrical (N=62)	M = 3.1 SD = 3.7	6.0 3.1	6.2 3.7	4.5 3.5	7.1 3.1	2.9 3.5	6.4 2.9	
Mechanical (N=77)	M = 4.2 SD = 3.3	5.6 3.1	6.6 3.0	4.8 2.8	7.1 2.3	2.6 3.1	6.9 2.0	
Motor Transport (N=43)	M = 3.3 SD = 3.7	4.9 2.8	6.0 3.5	4.1 3.5	6.0 2.8	2.8 3.6	6.6 2.7	
Military Police (N=26)	M = 3.3 SD = 4.6	4.9 2.9	8.4 2.9	5.1 3.8	7.1 2.3	2.6 3.7	8.1 2.3	
EW/Cryptologic (N=30)	M = 4.8 SD = 3.4	3.9 3.8	7.8 3.1	4.9 3.6	6.4 3.7	3.5 4.3	8.2 2.5	
Administration-Supply (N=122)	M = 4.2 SD = 3.2	5.9 3.3	7.4 3.1	5.1 3.3	7.6 2.5	3.6 4.0	8.0 2.5	
Medical (N=44)	M = 3.7 SD = 4.2	4.9 3.4	6.8 3.8	4.0 3.6	6.6 2.7	3.0 3.8	7.1 2.8	
Food Service (N=19)	M = 4.3 SD = 3.3	7.7 2.8	8.1 2.5	2.9 3.8	7.2 2.9	4.3 4.9	7.6 3.2	

Table 6.4

MOS Groups with the Highest and Lowest Scores
For Each Scale Derived from the Job Diagnostic Survey

<u>JDS Scale</u>	<u>Two Lowest Scoring MOS Groups</u>	<u>Two Highest Scoring MOS Groups</u>
Skill Variety	. Armor . Infantry	. EW/Cryptologic . Food Service
Task Identity	. Infantry { . Cannons, Missiles, Guns . Field Artillery Support . EW/Cryptologic	. Food Service . Electrical
Task Significance	. Engineering . Armor	. Military Police . Food Service
Autonomy	. Infantry . Engineering	. Military Police . Administration-Supply
Feedback from the Job	. Infantry . Motor Transport	. Administration-Supply . Food Service
Feedback from Agents	. Infantry { . Cannons, Missiles, Guns . Mechanical . Military Police	. Food Service . Administration-Supply
Dealing with Others	. Electrical . Motor Transport	. EW/Cryptologic . Military Police

Table 6.5

Mean Job Satisfaction According to MOS Group

How satisfied are you with
the kind of work you do?
(Very dissatisfied = 1;
Very satisfied = 5)

	<u>N</u>	<u>M</u>	<u>SD</u>
Infantry	233	2.0	1.2
Cannons, Missiles, Guns	90	2.1	1.2
Armor	23	2.4	1.3
Field Artillery Support	35	2.2	1.1
Engineering	34	2.5	1.3
Electrical	63	2.8	1.2
Mechanical	79	3.3	1.2
Motor Transport	43	3.2	1.2
Military Police	28	3.2	1.4
EW/Cryptologic	30	3.6	1.2
Administration-Supply	124	3.2	1.2
Medical	46	2.7	1.4
Food Service	19	3.2	1.5

Frequencies of reported intentions to reenlist for soldiers within six months to ETS are displayed in Table 6.6 according to MOS group. Although percents of soldiers who say they do not plan to reenlist range from 68% for Administration-Supply and Food Service to 100% for Military Police, the overall relationship between MOS group and reenlistment intentions is not statistically significant ($\chi^2=32.59$, $df=24$, $p > .10$). However, a comparison between the two largest MOS groups in our sample-- Infantry and Administration-Supply does yield a statistically significant difference ($\chi^2=7.76$, $df=2$, $p < .05$); soldiers in Infantry MOSs are less likely to say they plan to reenlist than soldiers in Administration-Supply.

6.4 Differences Between Infantry and Administration-Supply MOSs

To gain insight about possible explanations for these differences in reenlistment intentions between Infantry and Administration-Supply MOSs, we compared them on several motivational and attitudinal factors.

6.4.1 Differences in Job Characteristics. First, as shown in Table 6.7, Infantry jobs are, not surprisingly, viewed as very different from Administration-Supply jobs. On every scale of the Job Diagnostic Survey, the average score for Administration-Supply MOSs is significantly higher than for Infantry MOSs. We mentioned earlier that Skill Variety seems to be one of the more important job characteristics for both intentions and decisions about reenlistment. Since it also seems less characteristic of Infantry MOSs than of Administration-Supply MOSs, one reason that soldiers in Infantry MOSs are less likely to reenlist might be that their jobs require a narrower range of activities, skills, and talents and, for that reason, may be somewhat more monotonous.

6.4.2 Differences in Expectations and Perceptions. Table 6.8 shows that there are large and statistically significant differences between Infantry and Administration-Supply MOSs on the Perceptions and Confirmations scales derived from Form A of the AROQ. To pinpoint specific aspects of Army life contributing to these differences, we identified perception items in Form A answered differently enough by the two MOS groups to yield overlap statistics of 80 or less. They are listed in Table 6.9.

Table 6.10 shows how these same questions are related to intentions and decisions about reenlistment among soldiers in general without regard to their MOSs. Two items that show differences between MOS groups large enough to yield overlap statistics of 80 or less are also related to reenlistment intentions and decisions strongly enough to yield correlations larger than .15 and overlap statistics (between soldiers who reenlisted and soldiers not planning to reenlist) of 80 or less. They point to the possibility that soldiers in Infantry MOSs are less likely to reenlist than soldiers in Administration-Supply MOSs partly because Infantry soldiers like their jobs less and find Army life more boring.

Table 6.6
Frequencies of Reenlistment Intention
According to MOS Group

	Do you plan to reenlist for a second tour?			
	<u>N</u>	<u>% Yes</u>	<u>% Don't Know</u>	<u>% No</u>
Infantry	246	5	14	81
Cannons, Missiles, Guns	94	3	23	73
Armor	24	8	21	71
Field Artillery Support	39	3	15	82
Engineering	37	5	8	86
Electrical	70	10	16	74
Mechanical	87	0	22	78
Motor Transport	47	4	19	77
Military Police	27	0	0	100
EW/Cryptologic	30	10	13	77
Administration-Supply	125	9	23	68
Medical	49	4	18	78
Food Service	19	11	21	68

Table 6.7

Differences in Job Diagnostic Survey Scores
Between Soldiers in Infantry and
Administration-Supply MOS Groups

	Infantry (N=225)		Administra- tion Supply (N=122)		<u>Z</u>
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	
Skill Variety	2.4	3.3	4.2	3.2	4.95**
Task Identity	3.7	3.0	5.9	3.3	6.12**
Task Significance	5.1	3.8	7.4	3.1	6.08**
Autonomy	2.2	3.3	5.1	3.1	8.13**
Feedback from the Job	5.4	3.0	7.6	2.5	7.30**
Feedback from Agents	2.1	3.4	3.6	4.0	3.51**
Dealing with Others	7.3	2.7	8.0	2.5	2.61**

** $p < .01$

Table 6.8

Differences in Expectations and Perceptions
Between Soldiers in Infantry and
Administration-Supply MOS Groups

		Infantry			Administration Supply			
		<u>N</u>	<u>M</u>	<u>SD</u>	<u>N</u>	<u>M</u>	<u>SD</u>	<u>Z</u>
Expectations - (Form A)	124	12.2	10.9	59	14.1	8.2	1.31	
Expectations - (Form B)	96	11.7	7.9	51	11.6	8.2	0.05	
Perceptions - (Form A)	120	-11.7	8.3	58	-3.1	9.1	6.08**	
Perceptions - (Form B)	85	-3.0	7.8	52	-0.3	9.8	1.69	
Confirmations - (Form A)	111	-3.7	9.9	54	3.8	8.8	4.93**	
Confirmations - (Form B)	82	3.7	8.2	48	4.0	9.1	0.19	

** $p < .01$

Table 6.9

Perception Items in Form A That Show the
Largest Differences Between Infantry and
Administration-Supply MOS Groups

	<u>Tilton's Overlap Statistic^a (N ≈ 190)</u>
4. Are you bored with Army life?	72
19. Does your supervisor let you do things your own way?	-78
21. Do you like your job?	-56
22. Do you have to work lots of long hours and weekends?	75
23. Do you always have the equipment you need to do your job properly?	-74
26. Did you learn (are you learning) job skills you can use as a civilian?	-53
27. Can you take college courses for credit while in the Army?	-78
29. Do you have to spend a lot of time in the field?	49

^a Positive overlap statistics indicate that Infantry soldiers are more likely to answer "yes" than Administration-Supply soldiers.

Table 6.10

Relationships Between Perception Items in Form A
Showing the Largest Differences Between MOS Groups
and Reenlistment Intentions and Decisions Among
Soldiers in General

	Correlations ^a With Reenlistment Intention (N ≈ 550)	Overlap Statistics: ^b Reenlisted Vs. Not Planning To Reenlist (N ≈ 600)
4. Are you bored with Army life?	-.31**	-57
19. Does your supervisor let you do things your own way?	.03	92
21. Do you like your job?	.16**	75
22. Do you have to work lots of long hours and weekends?	-.01	96
23. Do you always have the equipment you need to do your job properly?	.09	94
26. Did you learn (are you learning) job skills you can use as a civilian?	.02	87
27. Can you take college courses for credit while in the Army?	.10*	91
29. Do you have to spend a lot of time in the field?	-.08	-90

^a Positive correlations indicate that soldiers who intend to reenlist are more likely to answer "Yes".

^b Positive overlap statistics indicate that soldiers who reenlisted are more likely to answer "yes".

* p < .05
** p < .01

6.4.3 Differences in Expectancies About Consequences of Reenlisting or Leaving.

Table 6.11 shows that soldiers in Infantry and Administration Supply MOSs also differ on scales derived from Form A of the AROQ that measure expectancies about consequences of reenlisting and of leaving. Table 6.12 lists specific questions about consequences of reenlisting that are answered differently enough by these two MOS groups to yield overlap statistics of 80 or less. And Table 6.13 shows how these same questions are related to reenlistment intentions and decisions among soldiers in general without regard to their MOSs. All seven questions are significantly related to reenlistment intentions with correlations larger than .15. In addition, they all show substantial differences between soldiers who reenlisted and soldiers not planning to reenlist with overlaps of less than 84.

These results suggest that Administration-Supply soldiers are more likely to reenlist partly because, in comparison to Infantry soldiers, they have stronger beliefs that if they do reenlist, they will . . .

- . be treated as individuals instead of as "numbers"
- . like their coworkers
- . have plenty of privacy
- . have plenty of interesting things to do in their spare time
- . be able to go to school to get the kind of education they want
- . consistently have the equipment they need to do their jobs properly.

6.4.4 Differences in Satisfaction. As shown in Table 6.14, the largest difference in level of satisfaction between Infantry soldiers and Administration-Supply soldiers is in how satisfied they are with the kind of work they do. Other statistically significant differences in Table 6.14 are in their levels of satisfaction with supervisors, coworkers, pay, the Army as a whole, job security, and post. In Tables 4.15 and 4.16 of this report, we presented relationships between these satisfaction questions and soldiers' reenlistment intentions and decisions. Those tables show that four of the seven satisfaction items with significant differences between Infantry and Administration-Supply MOSs are also correlated at least .15 with reenlistment intentions and answered sufficiently differently by soldiers who reenlisted and soldiers not planning to reenlist to yield overlap statistics between them of 83 or less. Consequently, they suggest other possible reasons for the difference in reenlistment intentions between Infantry and Administration-Supply MOSs. Infantry soldiers may be less likely to reenlist partly because they are less satisfied with the Army as a whole, their job security, the kind of work they do, and their pay.

6.5 Having the Job for Which a Soldier Was Trained

One of the issues that kept surfacing during our preliminary interviews with enlisted personnel early in this research was the complaint that some soldiers were being assigned jobs different from the jobs for which they were trained. We included several questions in the AROQ about this issue because of the possibility that it might bear importantly on soldiers' intentions and decisions regarding reenlistment.

Table 6.15 displays correlations between answers to five questions about this issue and reenlistment intentions, separately for all soldiers within six months of ETS and for only those regarded as more effective by their supervisors. As shown there, none of the correlations for soldiers in general is larger than .13. For the more effective soldiers, one question correlates as high as .17 ($p < .01$) with reenlistment intention. Table 6.16 presents overlap statistics representing differences in answers to these questions between soldiers who recently reenlisted for a second tour and soldiers not planning to reenlist. Among soldiers in general, there are no differences between these two groups large enough to yield overlap statistics smaller than 91. For the more effective soldiers, only one question yielded an overlap statistic as low as 82. Overall, these results provide only very limited evidence in support of the idea that one reason some soldiers do not reenlist is that they have been assigned jobs different from the jobs for which they were trained.

Table 6.11

Differences in Expectancies About Consequences of
Reenlisting or Leaving Between Soldiers in
Infantry and Administration-Supply MOS Groups

	<u>Infantry</u>			<u>Administra- tion-Supply</u>			<u>Z</u>
	<u>N</u>	<u>M</u>	<u>SD</u>	<u>N</u>	<u>M</u>	<u>SD</u>	
Expectancies About Reenlisting - (Form A)	125	2.3	2.4	62	4.2	2.5	4.96**
Expectancies About Reenlisting - (Form B)	95	4.0	2.1	59	4.5	2.0	1.48
Expectancies About Learning - (Form A)	125	8.7	1.9	60	7.9	1.6	2.99**
Expectancies About Learning - Form B)	96	7.9	1.4	57	8.2	1.4	1.28

** $p < .01$

Table 6.12

Expectancy Items in Form A That Show the
Largest Differences Between
Infantry and Administration-Supply MOS Groups

<u>If you reenlist . . .</u>	Tilton's ^a Overlap Statistic (N≈190)
5. Will you have plenty of privacy?	-79
7. Will you have plenty of interesting things to do on your own time off the job?	-76
8. Will you have plenty of time off and vacation time?	-69
10. Will you like the people you work with?	-68
13. Can you always get the equipment you need to do your job properly?	-71
16. Can you go to school to get the kind of education you want?	-75
18. Can you work someplace where people treat you like an individual instead of a "number"?	-74

^a Negative overlap statistics indicate that infantry soldiers are less likely to answer "Yes" than Administration-Supply soldiers.

Table 6.13

Relationships Between Expectancy Items in Form A
Showing the Largest Differences Between MOS Groups
and Reenlistment Intentions and Decisions
Among Soldiers in General

If you reenlist . . .	Correlations ^a	Overlap
	With Reenlistment Intention (N≈550)	Statistics: ^b Reenlisted Vs. Not Planning To Reenlist (N≈600)
5. Will you have plenty of privacy?	.20**	73
7. Will you have plenty of interesting things to do on your own time off the job?	.18**	73
8. Will you have plenty of time off and vacation time?	.16**	83
10. Will you like the people you work with?	.23**	72
13. Can you always get the equipment you need to do your job properly?	.17**	75
16. Can you go to school to get the kind of education you want?	.18**	74
18. Can you work someplace where people treat you like an individual instead of a "number"?	.29**	70

^a

Positive correlations indicate that soldiers who intend to reenlist are more likely to answer "Yes".

^b

Positive overlap statistics indicate that soldiers who reenlisted are more likely to answer "Yes."

** $p < .01$

Table 6.14

Differences in Satisfaction with Aspects of Army Life
Between Soldiers in Infantry and Administration-Supply MOS Groups

<u>Satisfaction with . . .</u>	<u>Infantry</u>			<u>Administra- tion-Supply</u>			<u>Z</u>
	<u>N</u>	<u>M</u>	<u>SD</u>	<u>N</u>	<u>M</u>	<u>SD</u>	
1. kind of work	233	2.0	1.2	124	3.2	1.2	9.00**
2. pay	233	2.0	1.1	124	2.6	1.2	4.63**
3. supervisor	232	2.3	1.2	124	3.2	1.4	6.07**
4. coworkers	231	3.0	1.1	124	3.6	1.0	5.20**
5. promotion opportunities	233	2.3	1.2	124	2.4	1.2	0.75
6. travel opportunities	231	2.7	1.2	123	2.9	1.1	1.58
7. job security	233	3.1	1.2	124	3.6	1.0	4.19**
8. housing conditions	231	2.5	1.3	123	2.5	1.3	0.00
9. medical and dental benefits	232	3.1	1.4	122	3.3	1.4	1.28
10. post	233	1.9	1.2	124	2.4	1.4	3.37**
11. Army as a whole	233	1.8	0.9	122	2.3	1.1	4.32**
Total Satisfaction Score	226	26.8	7.5	119	31.8	7.6	5.84**

** $p < .01$

Table 6.15

Relationships Between Reenlistment Intentions and
Whether a Soldier's Job Is the Same as the One for Which
He or She was Trained

	Correlation ^a With Reenlistment Intention	
	All Soldiers	More Effective Soldiers
Is your job related to the Army training you received during AIT? - Form A (Yes = 1; No = 3)	.04 (N=568)	.13 (N=200)
Is your job related to the Army training you received during AIT? - Form B (Yes = 1; No = 3)	.11* (N=563)	.13 (N=203)
If you reenlist, will you have to work in a job different from the one you were trained for? (Definitely yes = 1; definitely no = 5)	-.01 (N=555)	.00 (N=196)
How similar is the job you have to the one you were trained for in the Army? (Very little = 1; Very much = 7)	-.08** (N=1116)	-.12* (N=396)
How useful is the training you got for the Army job you have now? (Very little = 1; Very much = 7)	-.13** (N=1116)	-.17** (N=396)

^a Negative correlations indicate that soldiers who intend to reenlist score higher.

* $p < .05$ (two-tailed)

** $p < .01$ (two-tailed)

Table 6.16

Differences Between Soldiers Who Reenlisted and
Soldiers Who Do Not Intend to Reenlist
in Whether Their Jobs Are the Same as
The Ones for Which They Were Trained

	<u>Tilton's Overlap Statistic^a</u>	
	<u>All Soldiers</u>	<u>More Effective Soldiers</u>
Is your job related to the Army training you received during AIT? - Form A (Yes = 1; No = 3)	96	82
Is your job related to the Army training you received during AIT? - Form B (Yes = 1; No = 3)	91	91
If you reenlist, will you have to work in a job different from the one you were trained for? (Definitely yes = 1; No = 5)	-93	-89
How similar is the job you have to the one you were trained for in the Army? (Very little = 1; Very much = 7)	-93	-90
How useful is the training you got for the Army job you have now? (Very little = 1; Very much = 7)	-92	-94

^a Negative overlap statistics indicated that soldiers who reenlisted score higher than soldiers who do not intend to reenlist.

CHAPTER 7. INFORMATION ABOUT REENLISTMENT AND INTENTIONS TO REENLIST

This chapter presents results of analyses done to show how soldiers' reenlistment plans and decisions might be influenced by other individuals and by their beliefs about reenlistment incentives and options that are currently available.

7.1 Effects of Reenlistment Discussions

Section VIII B of the AROQ asks whether a soldier had reenlistment discussions with different persons and how they changed his or her feelings about reenlistment. Among soldiers within six months of ETS who had not yet reenlisted, none of the correlations between reenlistment intentions and whether or not they had discussed reenlistment with persons listed in the questionnaire was larger than .09. Although several are significant ($N > 1000$), the trends they portray are so weak that they are of little importance. Consequently, simply discussing reenlistment with others seems to have little effect on a soldier's reenlistment plans.

If, however, a soldier does have reenlistment discussions, the quality of those discussions may indeed impact reenlistment intentions and this impact is probably greater for discussions with certain persons than others. Table 7.1 displays correlations between reenlistment intentions and soldiers' answers about whether the persons with whom they discussed reenlistment made them feel more like leaving, more like reenlisting, or whether they made no difference. Reenlistment intentions are most strongly related to discussions with a wife or husband, career soldiers who have reenlisted themselves, the Commanding Officer, and the Army Career Counselor. Soldiers who say discussions with these persons made them feel more favorable or less unfavorable toward the prospect of reenlisting were more likely to say they do, in fact, plan to reenlist.

Table 7.2 compares answers to these questions provided by soldiers who do not plan to reenlist and soldiers who already reenlisted. The largest differences shown there are for reenlistment discussions with wife or husband, career soldiers who have reenlisted themselves, Commanding Officer, Army Career Counselor, friends in the Army, and work supervisor. Soldiers who reenlisted were more likely to say discussions with these persons made them feel more favorable or less unfavorable toward the prospect of reenlistment.

As Table 7.3 shows for discussions with anyone but friends in the Army or career soldiers who reenlisted, the majority of soldiers who do not plan to reenlist said reenlistment discussions made no difference in their plans. A large proportion, however, said these discussions made them feel more like leaving. In particular, the largest proportions said they felt more like leaving as a result of discussions with friends

Table 7.1

Relationships Between Effects of Reenlistment
Discussions and Reenlistment Intention

<u>How did these persons change your feelings about reenlisting?</u>	<u>Correlation with Reenlistment Intention (N=1100)</u>
1. a girlfriend or boyfriend?	.23
2. your wife or husband?	.38
3. your parents?	.28
4. other relatives?	.24
5. friends back home?	.23
6. your work supervisors?	.27
7. friends in the Army?	.25
8. career soldiers who have reenlisted themselves?	.34
9. civilians who used to be in the Army?	.24
10. an Army recruiter?	.27
11. an Army Career Counselor?	.31
12. your Commanding Officer?	.32

NOTE: In each case, soldiers who said the person made them feel more like reenlisting were more likely to intend to reenlist.

Table 7.2

Differences Between Soldiers Who Already Reenlisted
And Soldiers Who Do Not Intend to Reenlist
In Effects of Reenlistment Discussions

How did these persons change your feelings about reenlisting? (More like reenlisting = 1; More like leaving = 3)	Soldiers Who Reenlisted			Soldiers Who Do Not Intend to Reenlist			Z
	N	M	SD	N	M	SD	
1. a girlfriend or boyfriend?	301	1.9	.5	789	2.3	.5	11.81**
2. your wife or husband?	302	1.6	.6	773	2.4	.5	20.55**
3. your parents?	315	1.9	.6	815	2.4	.6	12.56**
4. other relatives?	310	1.9	.5	806	2.3	.5	11.97**
5. friends back home?	306	2.1	.5	815	2.5	.5	11.93**
6. your work supervisor?	321	1.8	.6	826	2.4	.6	15.20**
7. friends in the Army?	323	2.0	.7	841	2.6	.5	14.09**
8. career soldiers who have reenlisted themselves?	324	1.7	.6	834	2.4	.6	17.82**
9. civilians who used to be in the Army?	311	2.0	.6	818	2.4	.5	10.46**
10. the Army recruiter?	312	1.9	.5	795	2.3	.5	11.98**
11. an Army Career Counselor?	326	1.7	.6	818	2.3	.6	15.27**
12. your Commanding Officer?	323	1.8	.6	822	2.4	.6	15.23**

** p<.01

Table 7.3

Effects of Reenlistment Discussions Among Soldiers
Who Do Not Intend to Reenlist

Did you have reenlistment discussions with . . .	Percent Who Answered		How did these persons change your feelings about reenlist- ments?		
	Yes	No	More Like Reenlisting	No Difference	More Like Leaving
1. a girlfriend or boyfriend?	42	58	2	61	37
2. your wife or husband?	43	57	2	55	43
3. your parents?	55	45	4	54	42
4. other relatives?	42	58	3	60	37
5. friends back home?	48	52	1	53	46
6. your work supervisor?	65	35	6	52	42
7. friends in the Army?	82	18	2	39	58
8. career soldiers who have reenlisted themselves?	76	24	6	47	47
9. civilians who used to be in the Army?	57	43	2	51	47
10. an Army recruiter?	36	64	3	63	35
11. an Army Career Counselor?	60	40	5	55	40
12. your Commanding Officer?	60	40	4	55	41

in the Army (58%), career soldiers who reenlisted themselves (47%), civilians who used to be in the Army (47%), and friends back home (46%).

7.2 Beliefs About Reenlistment Incentives and Options That Are Currently Available

Table 7.4 presents correlations between soldiers' beliefs about the availability of various **opinions and incentives and their reenlistment plans**. None of the correlations is larger than .05. Table 7.5 shows differences between soldiers who reenlisted and soldiers who do not plan to reenlist in their beliefs about available reenlistment options and incentives. As shown, these differences are only very slight. Four differences are statistically significant, but not in the direction that could be interpreted as evidence that soldiers are more likely to reenlist if they believe those options or incentives are available. To the contrary, the statistically significant differences are in the opposite direction--soldiers who reenlisted are less likely to believe those options and incentives are available.

Table 7.6 shows how soldiers who do not plan to reenlist answered these questions about the availability of various reenlistment options and incentives and how they changed their feelings toward the possibility of reenlisting. As shown, nearly half or more believe that if they reenlist they could get a reenlistment bonus, or a new MOS of their choice, or an assignment to the unit of their choice, or to the location of their choice. But fewer than 20 percent said that any of these made them feel more like reenlisting.

Whether or not a soldier discusses reenlistment with other persons seems to have little to do with his or her reenlistment plans. But the nature of discussions with some people does seem to impact reenlistment intentions. Soldiers who report that they felt more positively or less negatively disposed toward reenlistment because of discussions with their spouse, career soldiers who reenlisted themselves, their Commanding Officer, or the Army Career Counselor, were especially likely to plan and decide to reenlist. Soldiers who do not plan to reenlist most frequently said they were negatively influenced by friends in the Army, career soldiers who reenlisted themselves, civilians who used to be in the Army, and friends back home.

Whether or not soldiers believe that reenlistment options and incentives are available in the form of a reenlistment bonus, a new MOS of their choice, assignment to the unit of their choice, the location of their choice, or any combined pair of these has little or no bearing on their reenlistment plans and decisions. Many soldiers who do not plan to reenlist believe these options are available one at a time (not in combination with other options), but few said they made them feel more like reenlisting.

Table 7.4

Relationships Between Reenlistment Intention and
Beliefs About Available Reenlistment Incentives and Options

If you reenlist for a second tour, can you . . . (Yes = 1, N = 3)	Correlation With Reenlistment Intention (N ≈ 1100)		
	<u>M</u>	<u>SD</u>	
1. get a reenlistment bonus?	1.8	0.9	-.05
2. get a new MOS of your choice?	1.4	0.7	.00
3. get assigned to the unit of your choice?	1.8	0.8	-.01
4. get stationed at the location of your choice?	1.6	0.8	.05
5. get the location <u>and</u> MOS of your choice?	2.1	0.8	.05
6. get a reenlistment bonus <u>and</u> the MOS of your choice?	2.2	0.8	.02
7. get a reenlistment bonus <u>and</u> the location of your choice?	2.0	0.9	.02
8. get the MOS <u>and</u> unit of your choice?	2.1	0.8	-.01
9. get the location <u>and</u> unit of your choice?	2.1	0.8	-.02
10. get a reenlistment bonus <u>and</u> the unit of your choice?	2.1	0.8	.00

NOTE: None of the correlations in this table is significant
at $p < .05$.

Table 7.5

Differences Between Soldiers Who Reenlisted and Soldiers
Who Do Not Intend to Reenlist in Beliefs About
Available Reenlistment Options and Incentives

If you reenlist for a second tour, can you . . . (Yes = 1, No = 3)	Soldiers Who Reenlisted			Soldiers Who Do Not Intend to Reenlist			<u>Z</u>
	<u>N</u>	<u>M</u>	<u>SD</u>	<u>N</u>	<u>M</u>	<u>SD</u>	
1. get a reenlistment bonus?	342	2.0	1.0	880	1.8	0.9	3.23**
2. get a new MOS of your choice?	341	1.4	0.7	877	1.4	0.7	0.00
3. get assigned to the unit of your choice?	340	1.9	0.9	877	1.8	0.8	1.79
4. get stationed at the loca- tion of your choice?	342	1.7	0.9	878	1.6	0.8	1.80
5. get the location <u>and</u> MOS of your choice?	339	2.1	0.9	871	2.1	0.9	0.00
6. get a reenlistment bonus <u>and</u> the MOS of your choice?	340	2.4	0.9	875	2.2	0.8	3.58**
7. get a reenlistment bonus <u>and</u> the location of your choice?	341	2.2	0.9	870	2.0	0.9	3.48**
8. get the MOS <u>and</u> unit of your choice?	339	2.2	0.9	873	2.1	0.8	1.79
9. get the location <u>and</u> unit of your choice?	340	2.1	0.9	871	2.0	0.8	1.79
10. get a reenlistment bonus <u>and</u> the unit of your choice?	340	2.3	0.9	876	2.1	0.8	3.58**

** p<.01

Table 7.6

Beliefs About Available Reenlistment Incentives
And Options and Their Perceived Impact on
Reenlistment Intentions Among Soldiers Who
Do Not Intend to Reenlist

If you reenlist for a second tour, can you . . .	Percent who answered . . .			How does that make you feel about reenlisting?		
	Yes	Don't Know	No	More Like Reenlisting	No Difference	More Like Leaving
1. get a reenlistment bonus?	53	15	33	12	53	35
2. get a new MOS of your choice?	74	14	11	19	59	23
3. get assigned to the unit of your choice?	48	26	26	13	55	33
4. get stationed at the location of your choice?	58	20	22	17	52	32
5. get the location <u>and</u> MOS of your choice?	33	27	40	11	47	41
6. get a reenlistment bonus <u>and</u> the MOS of your choice?	26	24	50	10	47	43
7. get a reenlistment bonus <u>and</u> the location of your choice?	35	27	38	11	51	37
8. get the MOS <u>and</u> unit of your choice?	28	33	39	8	52	40
9. get the location <u>and</u> unit of your choice?	29	37	34	9	55	35
10. get a reenlistment bonus <u>and</u> the unit of your choice?	28	32	41	10	51	39

NOTE: N≈850

CHAPTER 8. PREFERENCES FOR REENLISTMENT OPTIONS AND INCENTIVES

In Section VIII, Parts D and E of the AROQ, we asked soldiers about their preferences for different reenlistment options and incentives and how they might feel differently toward the prospect of reenlistment if certain new options and incentives became available. This chapter describes results of analyses of their answers.

8.1 Summary

Among soldiers regarded as more effective by their supervisors, the order of preference for four kinds of reenlistment options and incentives is this: choice of MOS is most preferred, then choice of location, followed closely by a \$3,000 bonus, and then choice of unit. Differences in preferences between more and less effective soldiers are only very minor.

Of all the incentives and options listed in the AROQ, the one eliciting the most favorable response from more effective soldiers is being able to leave the Army at any time with three months' notice. Nearly four out of five said they would be more likely to reenlist if this were the case. Over half (53%) said they would be more likely to reenlist if they could reenlist for only two years. Options and incentives which were responded to favorably by 50% or more of the more effective soldiers in connection with a three-year reenlistment are listed below:

<u>Option or Incentive</u>	<u>Percent of More Effective Soldiers Saying They Would Be More Likely to Reenlist</u>
. Bonus of \$9,000 and choice of location.	73
. Bonus of \$9,000.	72
. Bonus of \$9,000 and choice of MOS.	71
. Bonus of \$6,000.	64
. Enough time off to attend civilian classes.	61
. Afford to live in own private residence.	60
. Stay in location of choice for entire reenlistment period.	59

<u>Option or Incentive</u>	<u>Percent of More Effective Soldiers Saying They Would Be More Likely to Reenlist</u>
. Choice of both location and MOS for first assignment.	56
. Bonus of \$3,000 and choice of MOS.	56
. Bonus of \$3,000 and choice of location.	54
. MOS of choice for entire reenlistment period.	51

8.2 Preferences for Different Options and Incentives

To learn about relative preferences for broad categories of options and incentives, we asked soldiers to indicate which of these things--a bonus of \$3,000, choice of location, choice of unit, and choice of MOS--would most induce them to reenlist for three years. They compared these four options and incentives two at a time and chose one from each pair which would make them feel more like reenlisting than the other.

Table 8.1 shows how soldiers within six months of ETS who said they do not plan to reenlist answered these questions, separately for all soldiers in this category, and for just those rated more effective (total Effectiveness score of 43 or more) and those rated less effective (scores of 42 or less) by their supervisors. According to these results, choice of MOS is a stronger reenlistment inducement for these soldiers than choice of location, a \$3,000 bonus, or choice of unit. The \$3,000 bonus and choice of location are quite close in attractiveness and both are more attractive than choice of unit. Consequently, for soldiers regarded as more effective by their supervisors, the order of preference for these four options and incentives is, first, choice of MOS, then choice of location, which is only slightly preferred over the \$3,000 bonus, and then choice of unit.

Differences in preferences between more effective and less effective soldiers are very slight. Correlations between preferences and Effectiveness scores for these six pairs of options and incentives range from $-.01$ to $.08$ with a median of only $.06$. Accordingly, there is little reason to believe that these four kinds of options and incentives are differentially attractive to more effective and less effective soldiers. As shown in Table 8.1, what differences there are hint that less effective soldiers might be a bit more likely to respond positively to a \$3,000 bonus.

8.3 Estimated Effects of New Reenlistment Options and Incentives

Table 8.2 displays percents of soldiers who said they would be much more likely or a little more likely to reenlist if specific, new reenlistment options became available. Results are shown separately for all soldiers within six months of ETS who said they do not plan to reenlist, for more effective soldiers, and for less effective soldiers in this category.

Table 8.1

Relative Preferences for a Bonus,
Choice of Location, Choice of Unit, and
Choice of MOS Among Soldiers Who Do Not Plan to Reenlist

<u>Which option would make you feel more like re- enlisting for three years?</u>		<u>All Soldiers</u>	<u>More Effective Soldiers</u>	<u>Less Effective Soldiers</u>
1.	a) a bonus of \$3,000	49%	45%	53%
	or b) your choice of location	51%	55%	47%
2.	a) a bonus of \$3,000	70%	65%	76%
	or b) your choice of unit	30%	35%	24%
3.	a) a bonus of \$3,000	30%	30%	31%
	or b) your choice of MOS	70%	70%	69%
4.	a) your choice of location	82%	81%	86%
	or b) your choice of unit	18%	19%	14%
5.	a) your choice of location	35%	33%	36%
	or b) your choice of MOS	65%	67%	64%
6.	a) your choice of unit	16%	16%	16%
	or b) your choice of MOS	84%	84%	84%

Table 8.2

Estimated Effects of New Reenlistment Options
and Incentives on Reenlistment Decisions
Among Soldiers Not Planning to Reenlist

How would you feel about reenlisting if you knew you could . . .	Percent Answering Much More or a Little More Likely to Reenlist		
	All ^a Soldiers	More Effective Soldiers	Less Effective Soldiers
1. reenlist for only two years?	47	53	42
2. leave the Army at any time with three months' notice?	75	79	75
3. get a bonus of \$3,000 for reenlisting for three years?	40	43	49
4. get a bonus of \$3,000 for reenlisting for six years?	4	5	3
5. get a bonus of \$6,000 for reenlisting for three years?	61	64	60
6. get a bonus of \$6,000 for reenlisting for six years?	11	10	10
7. get a bonus of \$9,000 for reenlisting for three years?	74	72	80
8. get a bonus of \$9,000 for reenlisting for six years?	19	21	19
9. afford to live in your own private residence if you reenlist for three years?	55	60	56

^a

Effectiveness ratings were available for roughly two-thirds of all soldiers within six months of ETS who do not intend to reenlist. Consequently, the average of answers provided by soldiers rated more effective and soldiers rated less effective does not always correspond to the answers provided by all soldiers who do not intend to reenlist.

Table 8.2 (continued)

How would you feel about reenlisting if you knew you could . . .	Percent Answering Much More or a Little More Likely to Reenlist		
	All ^a Soldiers	More Effective Soldiers	Less Effective Soldiers
10. afford to live in your own private residence if you reenlist for six years?	25	28	33
11. have enough time off to attend civilian classes if you reenlist for three years?	56	61	57
12. have enough time off to attend civilian classes if you reenlist for six years?	25	26	24
13. get a bonus of \$3,000 and your choice of location if you reenlist for three years?	50	54	54
14. get a bonus of \$3,000 and your choice of location if you reenlist for six years?	17	18	16
15. get a bonus of \$9,000 and your choice of location if you reenlist for three years?	72	73	77
16. get a bonus of \$9,000 and your choice of location if you reenlist for six years?	31	37	31
17. get a bonus of \$3,000 and your choice of MOS if you reenlist for three years?	53	56	58
18. get a bonus of \$3,000 and your choice of MOS if you reenlist for six years?	15	17	14
19. get a bonus of \$9,00 and your choice of MOS if you reenlist for three years?	68	71	74
20. get a bonus of \$9,000 and your choice of MOS if you reenlist for six years?	26	30	26

Table 8.2 (continued)

How would you feel about reenlisting if you knew you could . . .	Percent Answering Much More or a Little More Likely to Reenlist		
	All ^a Soldiers	More Effective Soldiers	Less Effective Soldiers
21. get \$3,000 to pay for school expenses after leaving the Army in return for three years of service?	27	28	30
22. get \$8,000 to pay for school expenses after leaving the Army in return for four years of service?	38	41	39
23. get \$9,000 to pay for school expenses after leaving the Army in return for three years of service in one of the Combat Arms?	34	34	40
24. get 30 extra days leave with pay at the beginning of your reenlistment period if you reenlist for three years?	37	41	37
25. get 30 extra days leave with pay at the beginning of your reenlistment period if you reenlist for six years?	13	11	14
26. get paid back by the Army for moving costs for your family if you reenlist for three years?	25	26	28
27. get paid back by the Army for moving costs for your family if you reenlist for six years?	14	13	15
28. go to an Army leadership training course if you reenlist for three years?	10	11	10
29. go to an Army leadership training course if you reenlist for six years?	6	8	6
30. work in the MOS of your choice for your entire reenlistment period if you reenlist for three years?	47	51	46

Table 8.2 (continued)

How would you feel about reenlisting if you knew you could . . .	Percent Answering Much More or a Little More Likely to Reenlist		
	All ^a Soldiers	More Effective Soldiers	Less Effective Soldiers
31. work in the MOS of your choice for your entire reenlistment period if you reenlist for six years?	24	30	23
32. stay in the location of your choice for your entire reenlistment period if you reenlist for three years?	53	59	53
33. stay in the location of your choice for your entire reenlistment period if you reenlist for six years?	32	39	31
34. get half the number of points you need for a promotion if you reenlist for three years (e.g., if you need 50 more points, you get 25 for reenlisting)?	37	41	39
35. get half the number of points you need for a promotion if you reenlist for six years (e.g., if you need 50 more points, you would get 25 for reenlisting)?	17	16	19
36. have your choice of both location and MOS for your first assignment if you reenlist for three years?	51	56	51
37. have your choice of both location and MOS for your first assignment if you reenlist for six years?	23	28	21
38. get promotion points for completing civilian training courses related to your MOS if you reenlist for three years?	36	40	35
39. get promotion points for completing civilian training courses related to your MOS if you reenlist for six years?	18	20	19

Table 8.2 (continued)

How would you feel about reenlisting if you knew you could . . .	Percent Answering Much More or a Little More Likely to Reenlist		
	All ^a Soldiers	More Effective Soldiers	Less Effective Soldiers
40. be assigned to a unit with a reputation for having only top-notch soldiers in it if you reenlist for three years?	28	33	28
41. be assigned to a unit with a reputation for having only top-notch soldiers in it if you reenlist for six years?	16	20	15
42. go to an officer candidates school, even without a college degree, if you reenlist for three years?	33	35	35
43. go to an officer candidate school, even without a college degree, if you reenlist for six years?	18	17	19

8.3.1 Length of Reenlistment. Nineteen incentives or combinations of incentives are listed twice in Table 8.2, once in connection with a three-year reenlistment and again in connection with a six-year reenlistment. For the six-year duration, the average across these 19 incentives is 21% of the more effective soldiers saying they would be more likely (either much more likely or a little more likely) to reenlist. For the three-year duration, the average across exactly the same 19 incentives is 50% saying they would be more likely to reenlist. Slightly more than half (53%) said they would be more likely to reenlist if they could reenlist for a two-year period. And 79 percent of more effective soldiers not planning to reenlist said they would be more likely to reenlist if they could leave the Army at any time with three months' notice.

For the six-year reenlistment, ten incentives and options with the highest percents of more effective soldiers saying they would make them more likely to reenlist are listed below:

<u>Option or Incentive</u>	<u>Percent of More Effective Soldiers Saying It Would Make Them More Likely to Reenlist</u>
. Stay in location of choice for entire reenlistment period.	39
. Bonus of \$9,000 and choice of location.	37
. Bonus of \$9,000 and choice of MOS.	30
. Work in MOS of choice for entire reenlistment period.	30
. Choice of location and MOS for first assignment.	28
. Afford to live in own private residence.	28
. Time off to attend civilian classes.	26
. Bonus of \$9,000.	21
. Promotion points for completing civilian training courses related to the MOS.	20
. Assignment to an elite unit.	20

And for the three-year reenlistment, these are the ten incentives and options with the highest rates of favorable responses:

<u>Option or Incentive</u>	<u>Percent of More Effective Soldiers Saying It Would Make Them More Likely to Reenlist</u>
. Bonus of \$9,000 and choice of location.	73
. Bonus of \$9,000.	72
. Bonus of \$9,000 and choice of MOS.	71
. Bonus of \$6,000.	64
. Time off to attend civilian classes.	61
. Afford to live in own private residence.	60
. Stay in location of choice for entire reenlistment period.	59
. Choice of location and MOS for first assignment.	56
. Bonus of \$3,000 and choice of MOS.	56
. Bonus of \$3,000 and choice of location.	54

8.3.2 Amount of Bonus. Among more effective soldiers, 43% say they would be more likely to reenlist for three years for a \$3,000 bonus. For a bonus of \$6,000, 64% say they would be more likely to reenlist, and for \$9,000, this figure goes up to 72%.

For a six-year reenlistment each increment of \$3,000 roughly doubles the proportion responding favorably. For the first \$3,000, 5% say they would be more likely to reenlist for six years; for the next \$3,000, 5% more respond favorably; and for the next \$3,000, 11% more respond favorably. Even for the \$9,000 bonus, however, only 21% of the more effective soldiers say they would be more likely to reenlist for six years.

8.3.3 Combinations of Incentives. Because monetary incentives were included singly and in combinations with other incentives, we can examine how much, if at all, an incentive increases rates of favorable response when combined with a bonus. Shown below are percentages of soldiers responding favorably to the bonus alone and the bonus plus another incentive:

<u>Incentives</u>	Percent of More Effective Soldiers Saying They Would Be More Likely To Reenlist	
	<u>For 3 Years</u>	<u>For 6 Years</u>
. \$3,000	43	5
. \$3,000 plus choice of location	54	18
. \$3,000 plus choice of MOS	56	17
. \$9,000	72	21
. \$9,000 plus choice of location	73	37
. \$9,000 plus choice of MOS	71	30
. Choice of MOS plus choice of location	56	28

For the three-year reenlistment, choice of location or choice of MOS adds approximately 12 percent to the rate of favorable response to a \$3,000 bonus alone. But neither one adds appreciably to the percent responding favorably to a \$9,000 bonus.

For the six-year reenlistment, as shown above, choice of location or MOS adds about 12 percent in favorable responses to the \$3,000 bonus and 9-16 percent to the \$9,000 bonus.

8.3.4 Guaranteed Duration of Location or MOS. Another issue addressed in the incentives and options listed in Table 8.2 is the likely effect of guaranteeing location or MOS for the entire reenlistment period. Relevant rates of favorable response appear below:

<u>Incentives</u>	Percent of More Effective Soldiers Saying They Would Be More Likely To Reenlist	
	<u>For 3 Years</u>	<u>For 6 Years</u>
. MOS of choice for entire reenlistment period.	51	30
. Location of choice for entire reenlistment period.	59	39

As shown, slightly more than half say they would be more likely to reenlist for three years if they could have their choice of MOS for the entire time (51%) or if they could have their choice of location for the entire time (59%). For the six-year reenlistment, these proportions hover generally around one-third for MOS (30%) and location (39%).

8.3.5 Educational Opportunities. As shown in Table 8.2, having enough time to attend civilian classes is a relatively powerful reenlistment incentive. Sixty-one percent say this would make them more likely to reenlist for three years and 26 percent say it would make them more likely to reenlist for six years. But money for school expenses does not appear to be as attractive. Percents of favorable response for three types of such incentive plans are shown below:

<u>Incentive Plans for School Expenses</u>	<u>Percent of More Effective Soldiers Saying They Would Be More Likely To Reenlist</u>
. \$3,000 for school expenses after leaving the Army in return for three years of service.	28
. \$8,000 for school expenses after leaving the Army in return for four years of service.	41
. \$9,000 for school expenses after leaving the Army in return for three years of service in one of the Combat Arms.	34

8.3.6 Promotional Opportunities. Promotion points also seem to be an attractive reenlistment inducement for many soldiers. Forty-one percent of more effective soldiers say they would be more likely to reenlist for three years if they could get half the number of points they need for a promotion and 16% percent say they would be more likely to reenlist for six years for this incentive. Also, 40 percent say they would be more likely to reenlist for three years if they could get promotion points for completing civilian training courses related to their MOS and 20 percent say they would be more likely to reenlist for six years for this incentive.

8.3.7 Leadership and Officer Training. The prospect of leadership training is not as strong a reenlistment incentive as a chance to attend an officer candidate school. Relevant figures are shown below:

<u>Incentive</u>	<u>Percent of More Effective Soldiers Saying They Would Be More Likely to Reenlist</u>	
	<u>For 3 Years</u>	<u>For 6 Years</u>
. Go to an officer candidate school, even without a college degree.	35	17
. Go to an Army leadership training course.	11	8

8.3.8 Relationships with Effectiveness. Table 8.2 shows that differences between more effective and less effective soldiers in their responses to these reenlistment options and incentives are quite small. Differences in rates of favorable response range from 0% to 11%. Correlations between Effectiveness scores and responses to these questions are also very weak. They range from $-.12$ to $+.03$ with a median of $-.04$ (negative correlations indicate that more effective soldiers are more likely to respond favorably). Consequently, there are not likely to be strong differences between more effective and less effective soldiers in how their reenlistment decisions are influenced by options and incentives like those listed in Table 8.2.

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APPENDIX: SCALE DEVELOPMENT

This appendix describes the development of scales from combinations of items in the AROQ and ratings of effectiveness in the SDF.

A.1 Scales Measuring Expectations, Perceptions, Expectancies About Consequences of Reenlisting or Leaving, and Satisfaction

A.1.1 Expectations and Perceptions. We developed scales from Sections I and II of AROQ to measure soldiers' expectations about Army life before they enlisted, their perceptions of Army life after actually experiencing it, and the degree of agreement or lack of agreement between their expectations and their actual perceptions. Since different sets of questions are included in the two forms of the AROQ, we developed scales for expectations, perceptions, and agreement (confirmations) separately for each form.

First, we examined the correlation between the "perception" answer ("Yes", "Don't Know", or "No") to each question in Section II and the "reenlistment" answer ("Makes you feel more like reenlisting", "Makes no difference", or "Makes you feel more like leaving") to the same question. Positive correlations indicate that an answer of "Yes" tends to accompany an answer of "Makes you feel more like reenlisting." Accordingly, a positive correlation means that soldiers would rather have the environmental element described in the question as a part of Army life. Similarly, a negative correlation means that an answer of "Yes" tends to accompany an answer of "Makes you feel more like leaving" and that soldiers would rather not have the environmental element as a part of Army life. With this reasoning, the correlations were used to determine whether environmental elements described in Sections I and II of the AROQ were in general desirable or undesirable. These correlations were computed in the group who were within six months of ETS. They are shown in Tables 3.1 and 3.2.

We established "desirability" weights of +1 or -1 for each environmental element (as represented in a question in Section II and in the companion question in Section I) according to this decision rule: correlations between -.19 and +.19 were ignored; questions with correlations between perceptions and reenlistment answers of +.20 or greater were given desirable weights of +1; questions with correlations of -.20 or greater were given desirability weights of -1.

An Expectations scale was developed for each form of the AROQ by first rescoreing answers to questions in Section I so that an answer of "Yes" was scored +1 and "No" was scored -1. Then, the total Expectations score was computed as the sum of these -1 and +1 item scores, each weighted by the appropriate desirability weight. For Form A, the Expectations scale had a possible range from -27 to +27. For Form B, the Expectations scale had a possible range from -29 to +29. These Expectations scores represent the degree to which a soldier reports he or she expected the Army environment

Table A.1

Correlations Between the Perception and
Reenlistment Answers to Questions in
Section II of Form A

<u>Question Number</u>	<u>Correlation</u>	<u>Desirability Weight</u>	<u>Question Number</u>	<u>Correlation</u>	<u>Desirability Weight</u>
1	-.07		17	.72	+1
2	.73	+1	18	.74	+1
3	-.33	-1	19	.66	+1
4	-.80	-1	20	.69	+1
5	-.01		21	.80	+1
6	.12		22	-.58	-1
7	.59	+1	23	.57	+1
8	.78	+1	24	.72	+1
9	.77	+1	25	.76	+1
10	.73	+1	26	.61	+1
11	.71	+1	27	.66	+1
12	.67	+1	28	.62	+1
13	.76	+1	29	-.58	-1
14	.49	+1	30	.39	+1
15	.65	+1			
16	.61	+1			

Note: $N \approx 675$

Table A.2
Correlations Between the Perception and
Reenlistment Answers to Questions in
Section II of Form B

<u>Question Number</u>	<u>Correlation</u>	<u>Desirability Weight</u>	<u>Question Number</u>	<u>Correlation</u>	<u>Desirability Weight</u>
1	.01		17	-.40	-1
2	.79	+1	18	.77	+1
3	-.22	-1	19	-.65	-1
4	.56	+1	20	.70	+1
5	.68	+1	21	-.52	-1
6	.23	+1	22	.51	+1
7	.19		23	.24	+1
8	.68	+1	24	-.64	-1
9	.68	+1	25	.72	+1
10	.65	+1	26	.77	+1
11	.74	+1	27	.75	+1
12	.65	+1	28	.49	+1
13	.57	+1	29	.82	+1
14	.63	+1	30	.69	+1
15	-.10		31	.64	+1
16	.40	+1	32	.41	+1

Note: $N \approx 675$

to be desirable or undesirable. The more positive the score, the more desirable a soldier expected Army life to be.

A Perceptions scale was also developed for each form of the AROQ. First, the perception answers in Section II were rescored so that "Yes" was scored +1, "Don't Know" was scored 0 and "No" was scored -1. The total Perceptions score was, therefore, the algebraic sum of the separate item scores, each weighted by the appropriate desirability weight. Computed in this manner, the total Perceptions score for Form A could range from -27 to +27 and for Form B, from -29 to +29. The Perceptions scores represent how desirable or undesirable a soldier actually perceives Army life to be after having had an opportunity to experience it.

A scale to measure confirmations of expectations was developed for each form by multiplying the Expectations score (-1 or +1) for each question from Section I by the Perceptions score (-1, 0, or +1) for the companion question from Section II and summing the products. This was done for all questions in these two sections without regard to their desirability weights. Consequently, a high score on the Confirmations scale means that a soldier's perceptions of Army life agree with the expectations he or she held before enlisting.

A.1.2 Reenlistment Expectations and Civilian Expectations. Items in Sections III and IV of the AROQ were used to develop scales to measure how confident (strong expectations) soldiers were that desirable consequences would result if they reenlisted for a second tour or how confident (strong expectations) they were that desirable consequences would result from leaving the Army at the end of their first tour. Again, because items were different in the two forms of the AROQ, we developed scales for Reenlistment Expectations and Civilian Expectations.

Answers to questions in Section III provided by soldiers within six months to ETS were examined to determine whether the consequences described there were seen as generally desirable or undesirable. We used this decision rule: If more than 50 percent said they would be "satisfied" or "very satisfied" if the consequence were to happen to them, it was considered desirable and was weighted +1; if more than 50 percent said they would be "dissatisfied" or "very dissatisfied" if the consequences were to happen to them, it was considered undesirable and was weighted -1; if there was no majority answer in either direction, it was weighted 0 and was not included in the expectancy scales. Tables A.3 and A.4 show percentages of soldiers who answered in the satisfied, indifferent, and dissatisfied directions for each question in Section III.

Next, we rescored answers to questions in Section IV to transform answers of "Definitely Yes" through "Definitely No" to probabilities ranging from 0.00 to 1.00. The rescoring procedure appears below:

Table A.3

Percentages Who Said They Would be Satisfied,
Indifferent, or Dissatisfied with Consequences of
Reenlisting or Leaving Listed in Section III, Form A

<u>Question Number</u>	<u>Percent Satisfied or Very Satisfied</u>	<u>Percent Neither Satisfied Nor Dissatisfied</u>	<u>Percent Dissatisfied or Very Dissatisfied</u>	<u>Desirability Weight</u>
1	7	26	67	-1
2	73	6	20	+1
3	84	11	4	+1
4	78	8	15	+1
5	76	7	17	+1
6	56	23	20	+1
7	83	8	9	+1
8	81	9	10	+1
9	7	26	67	-1
10	81	12	6	+1
11	74	14	12	+1
12	7	7	85	-1
13	74	5	21	+1
14	77	8	15	+1
15	20	39	41	0
16	82	6	12	+1
17	67	23	9	+1
18	81	7	12	+1
19	17	30	53	-1

Note: $N \approx 700$

Table A.4

Percentages Who Said They Would Be Satisfied,
Indifferent, or Dissatisfied with Consequences of
Reenlisting or Leaving Listed in Section III, Form B

<u>Question Number</u>	<u>Percent Satisfied or Very Satisfied</u>	<u>Percent Neither Satisfied Nor Dissatisfied</u>	<u>Percent Dissatisfied or Very Dissatisfied</u>	<u>Desirability Weight</u>
1	59	32	10	+1
2	77	7	15	+1
3	66	14	20	+1
4	16	13	71	-1
5	86	11	2	+1
6	70	18	13	+1
7	30	54	16	0
8	76	11	13	+1
9	8	26	66	-1
10	53	36	11	+1
11	80	7	13	+1
12	82	9	9	+1
13	76	14	10	+1
14	78	12	10	+1
15	74	18	7	+1

Note: $N \approx 725$

<u>Questionnaire Answer</u>	<u>Rescored Probability</u>
Definitely Yes	1.00
Probably Yes	0.75
May or May Not	0.50
Probably No	0.25
Definitely No	0.00

In this way, we assigned quantified probability estimates to answers which were given as verbal descriptions of degree of certainty or confidence that a particular consequence would or would not occur.

With these desirability weights and rescored probabilities, we computed scores for Reenlistment Expectations and other scores for Civilian Expectations for each form of the AROQ. The Reenlistment Expectation score was computed as the sum of a soldier's rescored probability answers to the "a" questions ("If you reenlist") in Section IV, weighted by the appropriate desirability weights. For Form A, this score could range from -4 to +18 and for Form B, it could range from -2 to +12. High scores mean that soldiers report strong expectancies that if they reenlist, desirable consequences will happen.

The Civilian Expectation score was computed as the sum of a soldier's rescored probability answers to the "b" questions ("If you leave the Army"), weighted by the appropriate desirability weights. For Form A, it could range from -4 to +14 and for Form B, it could range from -2 to +12. A high score on the Civilian Expectation scale means that the soldier reports strong expectancies that if he or she leaves the Army, desirable consequences will happen.

A.1.3 Satisfaction. For each soldier, we also computed an overall Satisfaction score. This was computed as the sum of a soldier's answers to the 11 questions in Section VI of the AROQ.

A.1.4 Reliabilities of Scales Measuring Expectations, Perceptions, Expectancies About Reenlisting or Leaving, and Satisfaction. Internal consistency reliability estimates for these scales are presented in Table A.5. As shown, they range from .68 to .84 and seem sufficiently reliable for use in this research.

A.2 Scales Derived from the Job Diagnostic Survey

Items in Section V of the AROQ were used to develop scales to measure how soldiers view their jobs. There are seven such scales, each consisting of three items as shown below:

- . Skill Variety: (Item 4, Part A) plus (Item 1, Part B) minus (Item 5, Part B).
- . Task Identity: (Item 3, Part A) plus (Item 11, Part B) minus (Item 3, Part B).

Table A.5

Reliability Estimates for Scales Measuring Expectations,
Perceptions, Expectancies About Reenlisting or Leaving,
and Satisfaction

	<u>Internal Consistency Reliability Estimate</u>
Expectations: Form A	.82
Expectations: Form B	.75
Perceptions: Form A	.82
Perceptions: Form B	.77
Confirmations: Form A	.78
Confirmations: Form B	.71
Reenlistment Expectations: Form A	.84
Reenlistment Expectations: Form B	.81
Civilian Expectations: Form A	.76
Civilian Expectations: Form B	.68
Satisfaction	.83

- . Task Significance: (Item 5, Part A) plus (Item 8, Part B) minus (Item 14, Part B)
- . Autonomy: (Item 2, Part A) plus (Item 13, Part B) minus (Item 9, Part B)
- . Feedback from the Job: (Item 7, Part A) plus (Item 4, Part B) minus (Item 7, Part B)
- . Dealing with Others: (Item 1, Part A) plus (Item 2, Part B) minus (Item 6, Part B)

As shown in Table A.6, internal consistency reliability estimates for these seven scales range from .48 to .80, with a median of .68. Most of these seem sufficiently reliable for our purposes in this research, although the reliability estimates for Skill Variety and Dealing with Others are rather low.

A.3 Social Desirability and Consistency Scales

The first 22 questions in Section VII of the AROQ were combined to yield a Social Desirability score. First, an answer of "True" to a question was scored as "1" and "False" was scored as "2". Then, depending on the particular question, it was either added to or subtracted from the others to yield the total score. Below we show the scoring direction for each item (a plus sign means it was added to and a minus sign means it was subtracted from the others):

<u>Item Number</u>	<u>Scoring Direction</u>
1	-
2	-
3	+
4	+
5	-
6	+
7	+
8	-
9	+
10	+
11	+
12	-
13	-
14	+

Table A.6

Reliability Estimates for Scales Derived From
The Job Diagnostic Survey

	<u>Internal Consistency Reliability Estimate</u>
Skill Variety	.54
Task Identity	.62
Task Significance	.69
Autonomy	.71
Feedback from the Job	.68
Feedback from Agents	.80
Dealing with Others	.48

<u>Item Number</u>	<u>Scoring Direction</u>
15	-
16	-
17	-
18	+
19	-
20	+
21	-
22	-

Consequently, the Social Desirability score could range from -14 to +8, high scores reflecting a tendency to answer in the socially desirable direction.

The internal consistency estimate for this scale is .69.

As shown in Table A.7, correlations between the Social Desirability scale and other scales described above range from .00 to .15, with a median of .09. Table A.8 shows correlations between Social Desirability and individual items separately for each section of the AROQ. Overall, these correlations are not large enough to support suspicions that answers to the AROQ might have been importantly influenced by tendencies toward social desirability.

The Consistency scale consists of the last four questions in Section VII and four other questions in the same section which are similar except worded in the opposite direction. Item numbers for these four pairs of consistency items are shown below:

- . # 6 and #23
- . #11 and #24
- . #10 and #25
- . #15 and #26

For each pair of questions, in order to be consistent, a soldier would have to answer "True" to one and "False" to the other. The Consistency score is the number of times a soldier's answers were consistent across these four pairs of questions. It can range from 0, meaning the soldier was inconsistent on all four pairs to 4, meaning he or she was consistent on all four pairs. People answering the questionnaire randomly or carelessly or who simply give exactly the same answer to all questions would get low scores on this index.

Table A.9 presents the distribution of consistency scores. As shown there, most soldiers answered consistently on at least three of the four pairs of questions. A few, however, were inconsistent on all four pairs

Table A.7

Correlations Between the Social Desirability Scale
and Other Scales

Expectations: Form A	.00
Perceptions: Form A	.09
Confirmations: Form A	.11
Expectations: Form B	.08
Perceptions: Form B	.15
Confirmations: Form B	.11
Expectancies About Reenlisting: Form A	.11
Expectancies About Leaving: Form A	.07
Expectancies About Reenlisting: Form B	.12
Expectancies About Leaving: Form B	.03
Satisfaction	.14
Skill Variety	.09
Task Identity	.08
Task Significance	.09
Autonomy	.05
Feedback from the Job	.08
Feedback from Agents	.05
Dealing with Others	.02

Table A.8

Correlations Between the Social Desirability Scale
and Individual Items

<u>Questionnaire Section</u>	<u>Range^a of Correlations</u>	<u>Median^a Correlation</u>
Form A-I	.00-.08	.02
Form A-II	.00-.12	.05
Form A-III	.00-.11	.02
Form A-IV	.00-.12	.06
Form B-I	.01-.09	.04
Form B-II	.00-.14	.07
Form B-III	.00-.17	.03
Form B-IV	.00-.14	.05
V	.01-.09	.06
VI	.03-.14	.09
VII*	.27-.52	.37
VIII-A	.03-.12	.04
VIII-B	.02-.09	.05
VIII-C	.00-.06	.02
VIII-D	.00-.03	.01
VIII-E	.00-.10	.04

^aDirection of correlation has been ignored.

*Section VII consists of items comprising the social desirability scale.

or on three of the four pairs. Because it seemed likely that those soldiers were answering questions in the AROQ either randomly, carelessly, or without reading the questions carefully, we decided to eliminate their questionnaire responses from further analysis. In the remainder of this report, therefore, analyses are based on questionnaires that do not include those handed in by 371 soldiers who received a Consistency score of less than 2.

A.4 Ratings of Soldier Effectiveness

As shown in Table A.10, means for the six effectiveness ratings range from 6.61 to 7.11. Since ratings were made on 9-point scales, the ratings appear to suffer somewhat from leniency error. In part, this may be attributable to the procedure followed in gathering ratings. Recall that since it was not administratively feasible to assemble NCOs to have them carry out the ratings under the personal supervision of a researcher, we were forced to rely solely on written materials to explain this research effort to NCOs who would carry out the ratings, to enlist their cooperation, and to assure them that their ratings would be used only for the purposes of this research and would in no way hurt or help the soldiers whom we were asking them to rate. Possibly, some NCOs may not have fully understood all this. Without an opportunity to ask a researcher directly for clarifying information, they may have elected to "play it safe" and rate their subordinates more highly than they deserved. Nevertheless, the standard deviations are large enough to indicate that there is probably sufficient differentiation among soldiers to compare those rated high with those rated lower.

Table A.10 also shows that the rating scales are rather highly inter-correlated. Correlations range from .76 to .87 with a median of .81. Since they are too highly correlated to be considered meaningfully distinct, we decided to combine them into one total effectiveness score. The mean of this effectiveness score was 41.28 with a standard deviation of 10.82. This total score is the one used in subsequent analyses comparing soldiers considered more effective by their supervisors with those considered less effective.

Table A.11 presents correlations between the effectiveness score and responses to questions in Section IX of the AROQ. As shown, it correlates moderately strongly with pay grade ($r = .41$), suggesting that in a sample of soldiers roughly equivalent in Army experience (only soldiers within six months of ETS were included in this particular analysis), soldiers with high pay grades were rated more highly in effectiveness. This provides some evidence that the effectiveness score derived from supervisory ratings differentiates between more effective and less effective soldiers in a reasonable way.

Table A.9
Distribution of Scores on the
Consistency Index

<u>Consistency Score</u>	<u>Number of Soldiers</u>	<u>Percent of Soldiers</u>
0	107	2
1	264	6
2	607	13
3	1345	29
4	2107	45
No Score (Missing Data)	<u>241</u>	<u>5</u>
	4671	100

Table A.10

Means, Standard Deviations, and Correlations
Between Rating Scales for Soldier Effectiveness

	1	2	3	4	5	6
Performance	--					
Effort	.81	--				
Teamwork and Cooperation	.76	.81	--			
Reactions to Adversity	.76	.82	.81	--		
Military Discipline	.76	.79	.79	.79	--	
Overall Effectiveness	.85	.87	.85	.85	.87	--
Mean	6.89	6.79	7.11	6.61	6.87	6.94
Standard Deviation	1.80	2.03	1.91	2.07	2.09	1.89

Table A.11

Relationships Between Total Effectiveness Score and
Demographic Variables for Soldiers Within Six Months of ETS

<u>Demographic Variable</u>	<u>Correlation with Effectiveness Score</u>
Age	.12
Number of dependents	.12
Education level	.14
Father's occupation level	-.03
Father's education level	-.06
Population of home town	-.10
Full time job experience	.07
Time in present location	.02
Type of housing (on-post = 1; off-post = 2)	.10
Pay grade	.41
Length of initial enlistment period	.02
Received enlistment bonus (yes = 1; no = 2)	-.02
Received as an award (yes = 1; no = 2):	
a) Letter of appreciation and recommendation	-.13
b) Certificate	-.01
c) Military award (ARCOM, BSM, etc.)	-.06

Note: $N \approx 700$. For $r \approx .08$, $p < .05$; for $r \approx .11$, $p < .01$.

A.5 Summary

Scales developed from combinations of items in the AROQ and effectiveness ratings in the SDF are summarized briefly below:

- . Expectations. Soldiers who say that when they enlisted they expected the Army to have many desirable characteristics obtain high scores on this scale.
- . Perceptions. Soldiers who say that now that they have had a chance to experience Army life, they think it has many desirable characteristics obtain high scores.
- . Confirmations. Soldiers whose perceptions of Army life agree closely with what they expected when they enlisted obtain high scores.
- . Reenlistment Expectations. Soldiers who say they strongly expect desirable consequences from reenlisting obtain high scores.
- . Civilian Expectations. Soldiers who say they strongly expect desirable consequences from leaving the Army obtain high scores.
- . Satisfaction. Soldiers who say they are satisfied with different aspects of Army life obtain high scores.
- . Skill Variety. Soldiers who say their jobs require a variety of activities, skills, and talents obtain high scores.
- . Task Identity. Soldiers who say their jobs require the completion of a whole piece of work, from start to finish, obtain high scores.
- . Task Significance. Soldiers who say their jobs have important effects on others obtain high scores.
- . Autonomy. Soldiers who say they have a great deal of freedom in how they do their jobs obtain high scores.
- . Feedback from the Job Itself. Soldiers who say they can tell how well they are doing in their work from results of the work itself obtain high scores.
- . Feedback from Agents. Soldiers who say they get feedback from supervisors or coworkers on how well they are doing in their work obtain high scores.
- . Dealing with Others. Soldiers who say their jobs require them to work closely with others obtain high scores.

- . Social Desirability. Soldiers who tend to say only desirable things about themselves obtain high scores. This scale is not strongly correlated with answers to other parts of the AROQ. Consequently, there is no reason to believe that answers to other questions in the AROQ are importantly influenced by tendencies toward social desirability.
- . Consistency. Soldiers who gave consistent answers to four pairs of questions obtain high scores on this index. Most soldiers did give consistent answers. There were 371 soldiers who were inconsistent on at least three of the four pairs, and their questionnaires were eliminated from subsequent analyses.
- . Effectiveness. Soldiers with high ratings on the six effectiveness dimensions obtain high scores on this scale which is simply the sum of the six ratings made about a soldier by his or her supervisor.