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A STUDY OF ENLISTED ATTRITION IN THE UNITED STATES COAST GUARD.(U)
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A Study of Enlisted Attrition in the United States Coast Guard

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Technical Report Documentation Page

1. Report No. CG-P-82-1	2. Government Accession No. AD-A116 779	3. Recipient's Catalog No.	
4. Title and Subtitle A STUDY OF ENLISTED ATTRITION IN THE UNITED STATES COAST GUARD		5. Report Date DEC 1981	
		6. Performing Organization Code	
7. Author(s) Stephen B. Wehrenberg, Kerry J. Patterson		8. Performing Organization Report No.	
9. Performing Organization Name and Address USCG Leadership and Management Program U. S. Coast Guard - Reserve Training Center Yorktown, VA 23690		10. Work Unit No. (TRAIS)	
		11. Contract or Grant No.	
12. Sponsoring Agency Name and Address U. S. Coast Guard Office of Personnel Washington, D.C. 20593		13. Type of Report and Period Covered January 1979 - February 1981	
		14. Sponsoring Agency Code	
15. Supplementary Notes			
16. Although economic factors have alleviated enlisted attrition problems in the Coast Guard (1982), the underlying processes by which people decide to stay or leave remain the same. This report is based on a two year study of those processes. Over 200 interviews and a survey sample of 2800 comprise the data base. The data were captured in the Spring of 1980. The findings indicate that Coast Guard people are security oriented, moderately committed to the missions of the Coast Guard, dissatisfied with many personnel policies and practices, but have a strong sense of investment (stand to lose too much by leaving). Those who leave are less satisfied overall, but ironically are more satisfied with training opportunities, advancement policies, and feel that most personnel policies are in their best interest. They are less security oriented, raising the question that perhaps our policies and practices have, through a process of natural selection, created a highly invested and security oriented workforce. The report postulates that this situation may not be in the best interests of the Coast Guard in the long run. The data also indicate that people who make the Coast Guard a career are motivated by extrinsic rewards while people who leave are more concerned about intrinsic rewards. The report includes a number of long range recommendations based on the idea that the organization may have reached the point of diminishing returns on extrinsic (investment) issues, but stands to gain by manipulating both commitment and satisfaction variables.			
17. Key Words Attrition, investment, satisfaction, commitment, continuance, retention, organizational life priority, extrinsic rewards, intrinsic rewards.		18. Distribution Statement Document is available to the U. S. public through the National Technical Information Service, Springfield, Virginia 22161	
19. Security Classif. (of this report) UNCLASSIFIED	20. Security Classif. (of this page) UNCLASSIFIED	21. No. of Pages 174	22. Price

Department of Transportation

UNITED STATES COAST GUARD

A STUDY OF ENLISTED ATTRITION IN THE
UNITED STATES COAST GUARD

JANUARY 1979-FEBRUARY 1981

Submitted to:

CHIEF, OFFICE OF PERSONNEL,
U. S. COAST GUARD

by

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EXECUTIVE SUMMARY

This report is based on a two year study of the factors driving enlisted attrition and retention in the U. S. Coast Guard. The study was commissioned by the Office of Personnel at a time when enlisted attrition was dangerously high, especially at the middle and senior petty officer grades. Various economic factors including the October 1980 payraise appear to have alleviated this situation somewhat (Navy first quarter FY 81 data), but the research here indicates that, although compensation is certainly an important factor in retention, many other complex relationships also exist and may be worthy of further research.

The research question is twofold: first, how can one differentiate between people who stay in the Coast Guard and those who choose to leave? Second, what factors lead to those decisions?

The research methodology was based on initial data from over two-hundred interviews with Coast Guard enlisted people. The output of these interviews was a testable model of the decision making process and the salient variables within that process. The model is provided as part of this report. To test the model a survey instrument was developed and administered to approximately 2800 Coast Guard people, of which 1900 or 68 percent responded. The sample consisted of a stratified (by time in service) semi-random distribution of people concentrating on those near the end of their enlistment. Further data were gathered from the Personnel Management Information System after the people in the sample had the opportunity to reenlist or exit. Data analyses were performed jointly at

Stanford University and Johns Hopkins Applied Physics Laboratory. Standard descriptive statistics, least-squares regression, discriminant and factor analysis techniques were used.

The findings indicate that people who stay in the Coast Guard are highly security oriented, moderately committed to the Coast Guard as an organization, somewhat dissatisfied with many policies and structural issues, dissatisfied with compensation, but have a strong sense of investment (stand to lose too much by leaving).

Those who leave are less satisfied overall, but ironically are more satisfied with advancement policies, training, and in general feel that most policies are in their best interest. They are equally dissatisfied with pay, but seem to be less oriented toward security. A major driving force for this group appears to be the quality of leadership (however defined) which they perceive to exist.

The data indicate that people who stay in are satisfied by extrinsic rewards, while people who get are not. For those people, intrinsic rewards are more important. These findings and more specific information relative to discriminating factors are provided.

Recommendations are provided for to those things that the Coast Guard does not directly control, such as compensation, and for things that are controllable by the Coast Guard. Problem areas include the mismatch of specialty structure and mission, the enlisted performance appraisal system, advancement system, assignment process, internal information flow, basic

supervisory skills, functional career patterns, socialization experiences, and difficulty of creating realistic expectations at entry. Most of the recommendations are general in nature, pointing out the need for more detailed study rather than suggesting action steps.

NOTE: The style of this report is narrative and explanatory in nature and is provided for practitioners and policy makers, not academicians.

Statistical references have been shortened from the traditional style of research reporting. Methods of statistical analyses, results of t-tests, least-squares regression and analysis of variance are available from the authors, but have been purposely abbreviated for this report. References have been eliminated, but are also available.

Obviously, the findings and recommendations reflect the opinions of the principle researchers based on their education and experience in organizational research, and not necessarily the official views of the Coast Guard. Questions arising from this study should be referred to the Chief, Office of Personnel, USCG Headquarters, Washington, D. C. 20590.

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INTRODUCTION

As you drive across the country, you cannot help but notice in several locations rather auspicious billboards stating "Keep a Good Person in the Army--Reenlist." Such attempts at increasing the number of reenlistments in the Army reflect a rather tragic, if not desperate, condition. One cannot help but wonder what assumptions underlie this and similar attempts to enhance reenlistment. Could it be that individuals who choose not to remain in the Army are so easily influenced into remaining in the organization? Is verbal persuasion effective? Does it take an increase in pay to enhance retention? Perhaps the problem stems from a series of experiences. If this is the case, then what can be done? Can anything be done? Or are people so entrenched in their decisions that any attempts are a waste of time and resources? Maybe resources are best expended on those who remain or at least not thrown away on individuals who could not be convinced to remain for any reason.

In order to answer the question of how one influences individuals to remain in organizations, one must clearly understand what leads to individuals exiting. In the case of the Coast Guard, what is the cause of the currently increasing rate of exit of both junior and senior personnel? Not only must there be a clear understanding of why and under what conditions people choose to exit, but they must be differentiated from those who reenlist. In other words, we must know just what it is that leads to one person reenlisting while others scramble to get out.

To further complicate matters, it doesn't make sense just to find out what leads to a person's reenlisting or not reenlisting. We also need to determine what kind of people are reenlisting. The Coast Guard does not

simply want people to reenlist, but it would like individuals with certain characteristics to reenlistment. It would be a serious mistake to develop reenlistment programs that only attract lower performers, or policies that keep bitter or unmotivated persons in the organization. The challenge, therefore, becomes one of understanding not only why and under what conditions people stay in, but why and under what conditions high-performers stay in the Coast Guard. What common experiences do they have and what can be done to influence other high-performers to remain in the organization?

Faced with this problem of understanding the conditions leading to retention or attrition, Lieutenant Kerry Patterson of Stanford University, Commander Robert Kuhnle, and Chief Warrant Officer Stephen Wehrenberg of the Leadership and Management Program, began to explore varying methods aimed at determining the factors leading to reenlistment. At first glance, it would seem obvious that one needed to gather data, and that simply sitting around guessing why and under what conditions people left was not an effective methodology. At the same time, it seemed intuitively sound not to go out with a series of questionnaires until we felt we could determine what kinds of questions should be posed. Drawing from the methodology suggested by Glasser and Straus, in the Discovery of Grounded Theory, the research team employed the technique of interviewing a large number of Coast Guard people in an attempt to ground our theory in the experience and perceptions of the people. This was done in order to further understand the conditions leading to reenlistment prior to developing instrumentation. The desire was to interview people who had intentions to stay in the organization as well as those who intended to leave; those getting out at various stages in their career and those with four, five, eight and more years in the service who planned to stay. How

do people sound who are getting out? How are they different from people who are staying in? Given this technique, we chose to interview people at major Coast Guard installations in an effort to reduce travel expenses. Most of the interviews were conducted in and around San Francisco, New York, Boston, and Yorktown. Many people from small, outlying units were interviewed as well. Each took about an hour and were conducted both individually and in groups. It became rather evident after conducting even 30 or 40 interviews that the differences between individuals staying in and those getting out were dramatic. Differences between locations seemed to be less significant. After interviewing over two hundred people, we felt that any further interviewing would be unnecessary. We already had a rich source of data from which to design an effective questionnaire.

This effort to ground our theory proved to be a very useful one. We quickly found that asking the question why one gets out of the service is like asking why one drives a car: it suffers from equifinality. People drive a car for many different reasons; similarly people get out of the service for different reasons. Previous studies have asked just that: "Why are you getting out?" To which many respond "Because XYZ company is offering me \$16,000 to start!" The interviewer then checks the "pay" box and finds another subject. Perhaps following up with further questions such as "How did you find out about the job at XYZ?" would lead to other responses such as why the individual was looking for a job in the first place? (Wehrenberg, 1979). To state that some single dimension is the major influence is clearly oversimplifying a rather complex relationship. It did become clear, however, that there were patterns of differences.

It became our task to clarify these interview data and put together a model of the conditions leading to (or at least correlated with) people staying in or getting out of the service. After completing the interview

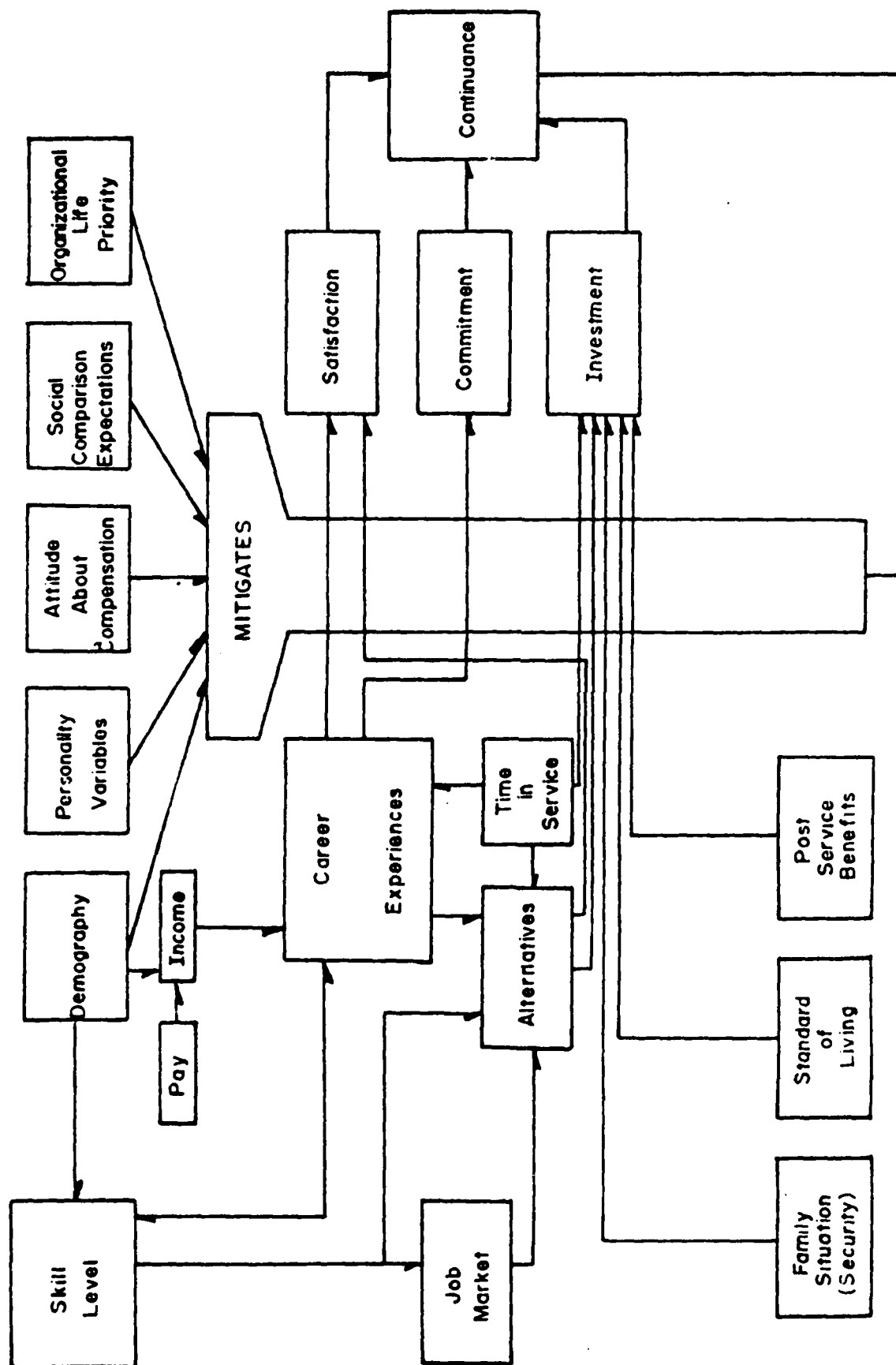


FIGURE 1: A MODEL OF THE FACTORS INFLUENCING THE CONTINUANCE DECISION.

process we developed the model depicted in Figure 1. As can be seen from this model, conditions leading to retention are much more complicated than one might initially predict. Without going into any great detail at this time, suffice it to say that the relationships being tested were ones much more complicated than simply asking people to list whether or not they were getting out because of a single factor. This "listing" process was included as a section of the questionnaire in an effort to have individuals rank order their reasons for staying or leaving. However, we felt that it would be more salient to understand the kinds of experiences that led to the decision to get out. Rather than simply suggesting all pay or all leadership or all something else as the influencing factor, we were much more interested in exploring relationships of experiences in order to determine what decisions the Coast Guard could make that would have an influence on retention. What we're suggesting is that there is very little tangible benefit to the organization to expend resources on variables influencing retention that are not controllable. If, for example, we found that people got out solely because of environmental conditions totally out of the control of decision makers in the Coast Guard, any plans to change policies or procedures would be useless. On the other hand if we could begin to identify those variables that have an influence on people staying in or getting out that could be influenced by decision makers, changes of policies, procedures, and structures could have much greater potential for impact on future retention.

This particular methodology is certainly not new to organizational change. It draws from the work of Kurt Lewin, the grandfather of social psychology who, in learning from electro-magnetic field research, developed the concept of Force Field Analysis; one identifies the forces sustaining a particular level of performance, and those keeping it from increasing.

Thus we have sustaining forces and the restraining forces. We are interested not only in identifying those forces, both the things that keep people in the Coast Guard, and the things that lead to people exiting the Coast Guard, but even more important, those variables that can be influenced. And what are the magnitudes of the variables? For example we may find that one of the reasons people get out of the Coast Guard is because of transfer policies, but if it turns out to be a rather trivial component relative to other experiences than expending all of one's resources on that particular set of policies would be a serious misuse of resources. On the other hand, expending resources on variables that have a major influence on a person's decision, but that cannot be changed, is equally futile. So the task becomes, as Lewin indicated years ago, identifying the forces that are rather large and can be changed. This became essentially the major concern of the research team. Which variables are within short term control, which are within long term control, which are outside of the decision making ability of the Coast Guard (for example, pay)? These need to be identified so that we can begin to build strategies for different segments of the organization. The desire of course, was to identify those variables that could be quickly remedied and make recommendations to quickly change those in order to at least initiate stop gap measures, with hopes of changing the long term variables as time permits. Within this framework the team also felt that not only were stop gap measures important, but letting people know about those measures, or marketing the efforts that the Coast Guard was taking would also have a major impact as will become evident later in this report. As we interviewed people, we found that not only were they upset about certain conditions, but were unaware of changes that were being made or had already been made.

It became evident early in the interviews that Coast Guard experiences of all types were having a major influence on the decision to stay or go. It was not simply a function of external or environmental differences that were leading to persons exiting the organization. There were dramatic differences in perceived Coast Guard experiences between those exiting and those staying in. Stated simply, those who were exiting the organization reported many negative experiences. To the extent that these individuals brought these experiences upon themselves is another question, but independent of this it is very clear that persons exiting the organization had strong negative attitudes relative to the Coast Guard. One model might be that individuals exiting the Coast Guard were people who really liked the experience, were committed to the organization, and were leaving with very mixed emotions. However, as we begin to explore different possibilities or models of attrition, one might think of experiences adding up in a fashion similar to the fulcrums depicted in Figure 2. For example, a person might have a mix of positive and negative experiences each adding to the respective size of the lever arm, and depending on the dominance of the experience would lead to an individual exiting or remaining in the organization.

Given a fulcrum model, what could be happening is that individuals are having an accretion or build-up of negative experiences, with few positive experiences, in which case the fulcrum would look like fulcrum A. This individual would be a very unlikely candidate to remain in the organization, and would only stay for reasons of great coercion or a tremendous increase in external rewards offsetting the "pain". Fulcrum B would suggest an individual who has an even mix of experiences--positive and negative. Simply by adding to the right side or the positive side of the fulcrum, an individual could be convinced to stay in the organization.

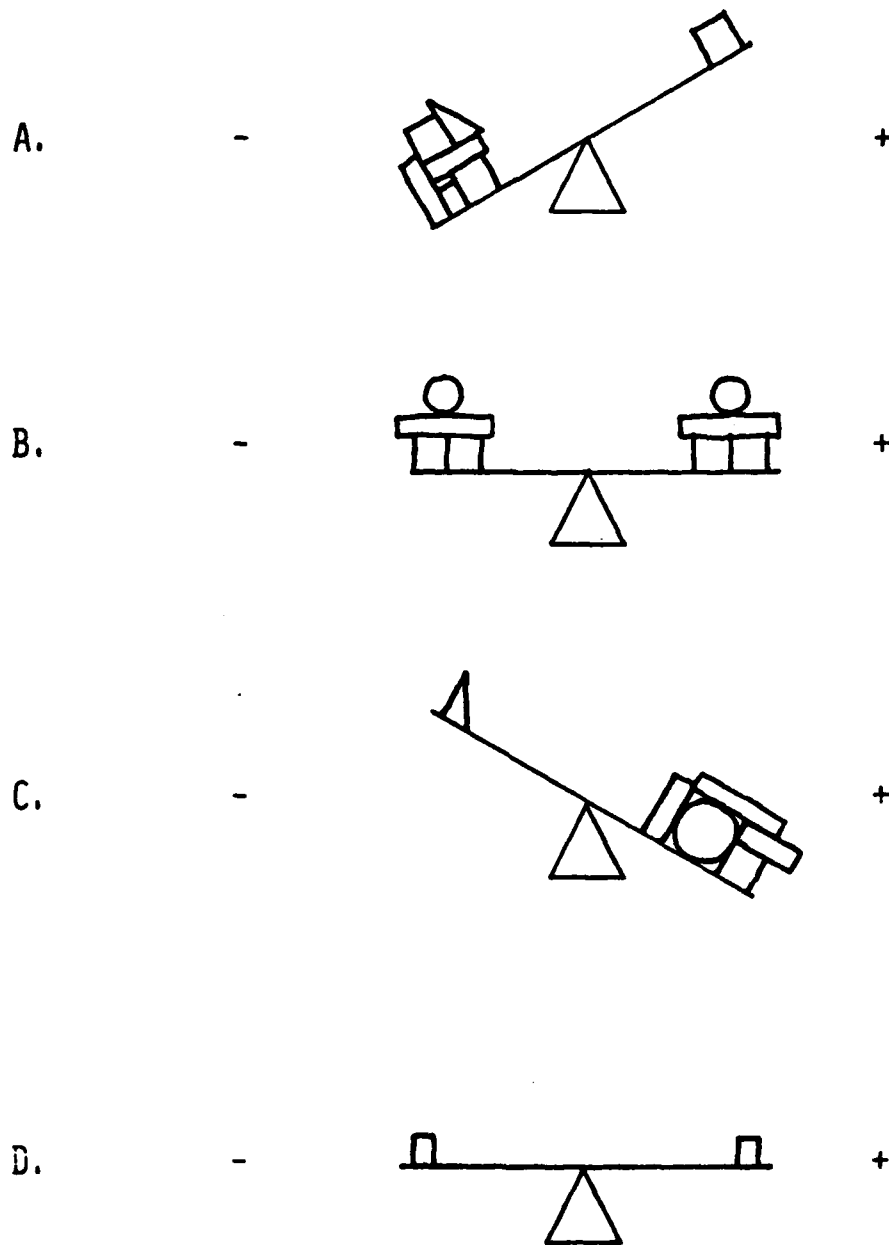


FIGURE 2: A FULCRUM MODEL OF THE ACCRETION OF EXPERIENCES.

Reenlistment bonuses, increases of pay, and other rewards in the system might very easily serve to tip the fulcrum in the desired direction. In fulcrum C we have an individual who has had a preponderance of positive experiences with very few negative experiences in their career. This person would be a very likely person to remain in the organization and may require few if any external incentives, focusing on the intrinsic value of the organization. The experiential level itself could very easily be enough to keep the person in the organization. Experience factors such as job satisfaction, relationships with other members in the organization, satisfaction with the missions and goals of the organization, could certainly tip the scale. In organizations like the Coast Guard, with its humanitarian and altruistic missions, such factors would probably have a large influence in the positive direction. Fulcrum D represents an individual who essentially perceives few experiences that they would consider to be very influential in their decision to stay in or get out of the Coast Guard, similar to fulcrum B. Here we have a person who has had a fairly mediocre, by their perception, set of experiences, or may simply be insensitive to environmental cues. Once again, this person may very easily be influenced into remaining in the organization if offered highly visible external rewards.

Now the question becomes one of determining what distribution of people exists in the Coast Guard. Are there a fair number of people who are having negative experiences early on and who are difficult to influence in a positive fashion? What about the individual with a large accretion of negative experiences? One might suggest not only do people in fulcrum A have negative experiences, but the likelihood of their perceiving positive experiences is very limited. That is, they begin a negative spiral.

Let us pursue an example. A series of interviews reflected the fact

that people, upon exiting boot camp, were very positive towards the organization. They often used the term "gungho" to explain their level of commitment, only to find that they were received less than enthusiastically at their first duty station. It's almost impossible for us to forget the group interview where an individual talked about arriving in Alaska, very naive, very enthusiastic toward the organization, but upon arrival at the airport found no one there to greet him as had been indicated. He and three or four Coast Guardsmen who were traveling with him at the time had to make their own way to the base, but (fortunately) were picked up by a Coast Guard person who was going that way. The driver (unfortunately) charged them five dollars each to take them to their first duty station. When they got there the Officer of the Day, the Junior Officer of the Day, the people who greeted him essentially said, "Oh boy, more raw meat. What are we going to do with these dummies?" spoken in a very deprecating fashion, and kicked off their first set of negative experiences. In talking with the one individual who was relating the story, he indicated that of the four people who had arrived, two of them never recovered and became so bitter they began to make early efforts to exit the organization. They were very reluctant to involve themselves in training and development, to produce much in terms of their normal job routine, were very quickly put on report, went through a series of masts, and eventually the two were dismissed from the organization prior to their first year. The third individual left within about three years and looked forward to the end of his enlistment for his entire tour. Whether or not this was a common experience, it was one that we became concerned in measuring. Whether or not it could be overcome was another question that remained unanswered. It would be a serious problem if individuals, once they had a strong negative experience, could not accrue positive experiences due to their selective

perception. If so, the Coast Guard would have to be very, very careful with regards to socializing experiences, particularly negative ones.

On the other hand we interviewed individuals who suggested that upon arriving they had a positive experience. They described an experience wherein an individual showed genuine concern for them, took them under their wing so to speak. This individual, fulfilling the role of "mentor" helped them design their program for advancement in the organization and spoke highly, yet realistically, of the Coast Guard. Under those conditions, there were people who at the end of four years said that their positive experiences balanced their negative experiences and were feeling good enough about the Coast Guard to remain and eventually reenlisted.

Given these different models of what might happen to an individual, the accretion-of-negative-experiences-model, the balancing-out-of-experiences-model, and the bland-set-of-experiences-model, we set out to find out how many people actually filled in each of those categories, if any. Another concern, of course, was that individuals who have an initial negative experience begin to generate or enact their own set of negative experiences and so positive experiences become increasingly scarce. Once they establish a bad attitude, irrespective of the cause, it may be very difficult if not impossible for them to behave in ways that would allow them to have positive experiences. For example, we talked with people who described a bad first experience, and then who went about creating bad experiences for themselves, i.e. refusing to work, facing masts, and becoming very recalcitrant in their attitude towards day-to-day routine. If you were to talk with their supervisors, there would be no doubt in anyone's mind that they were problem employees. If you only talked to the supervisors, they would clearly suggest that here was a person who was a problem, an individual who really didn't deserve to belong in the Coast

Guard. But given the high turnover in the organization and the positive attitude of people coming out of boot camp (Patterson and Price, 1978) the question then arose, are these people in fact people who are beyond help? Once their attitudes change in a negative fashion, is it impossible to deal with them? And if it is, should these people be quickly removed from the organization so they don't further contaminate other individuals who are being socialized into the organization? Should we keep them under lock and key for four years? Or should we attempt to rehabilitate these individuals and make them productive members of the Coast Guard? Which of these courses should be taken is open for discussion, clearly a question that needs to be explored in every detail.

Another model that we were interested in exploring was one that examined the attitudes of persons remaining or exiting from the Coast Guard. Essentially, we were concerned with three dimensions. First of all, whether people had strong reenlistment intentions or not; second, whether or not they had a strong commitment to the goals and missions of the Coast Guard; and third, whether or not they were satisfied with their experiences in the Coast Guard. This particular model is depicted in Figure 3 as a two-by-two-by-two matrix. We were interested in exploring what percentage of the people, for example, had high reenlistment intentions, but were dissatisfied with the organization. Combinations range from one extreme, a person who is very satisfied, loves the missions and has high reenlistment intentions, to the other extreme, an individual who wants to get out, is very dissatisfied with experiences, and not at all committed to the goals and missions of the organization. Probably even more important are the middle combinations, that is, people who have high desires to exit but seem to be satisfied with their experience and committed to the goals and missions of the organization, or people who are

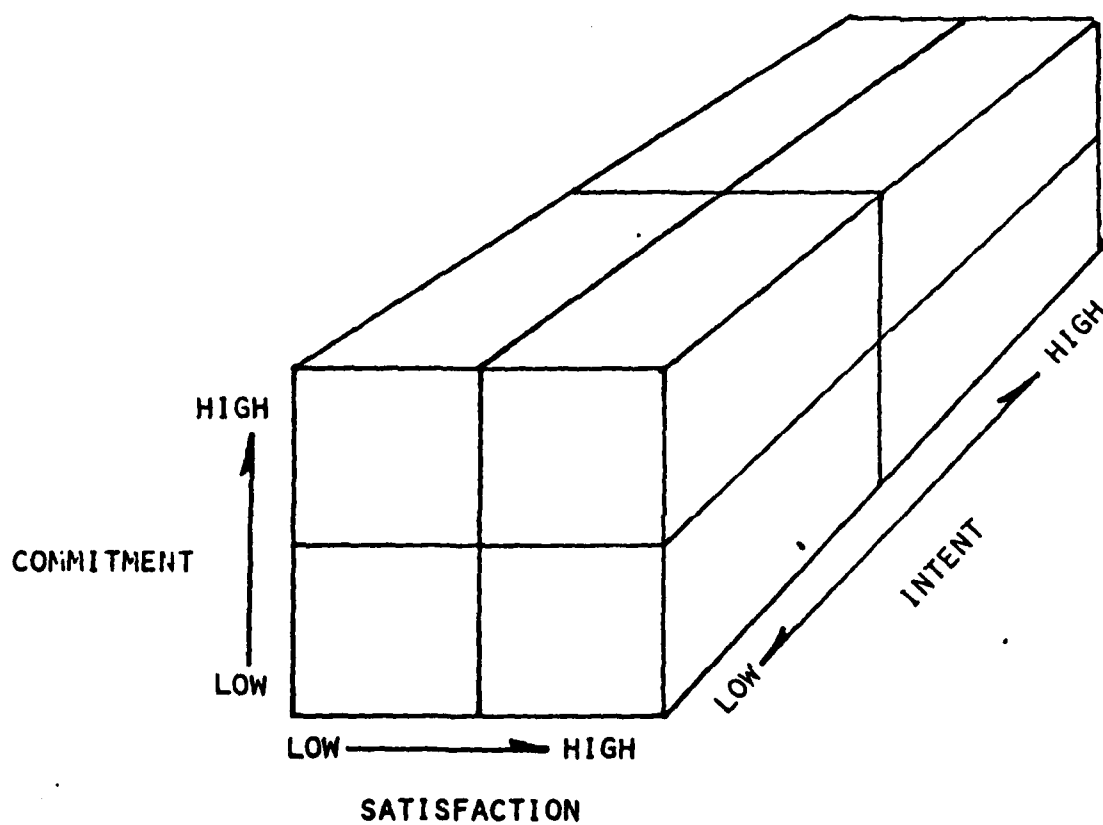


FIGURE 3: SALIENT DIMENSIONS OF
RETENTION RESULTING FROM THE
INTERVIEW DATA.

staying in the organization, but are very dissatisfied. Particularly the last group is of importance for long term implications to the health of organization.

The reason we were interested in each of those categories is that we saw those people. Those of us who had interviewed people had stereotypical individuals who fitted each of those cells. There was a classic Chief's quarters interview in which it was fairly obvious that the individuals in the group were staying in for retirement and other post service benefit reasons--high investment. At the same time, they were very dissatisfied with many of their current and past experiences. They were not generally "gungho" Coasties, so to speak. At the same time we saw those who really perceived of the Coast Guard as a job and were not committed to the life saving goals and missions, but saw it only as a means to sustain their family, as one might in any other corporation or organization. We were anxious to determine what percentage of the people in the Coast Guard would fall into which categories. Did we have a group of cynics staying around or a group of "gungho" people getting out? Would it be fairly obvious that people getting out hated it and people staying in liked it? Our prior probabilities indicated that there were a fair number of people in each of the cells.

Model Development

As a result of the initial interviews, the research staff developed a model that reflects the factors that may be of influence in the process of deciding whether to stay or leave. What attitudes are involved? Figure 1 again represents this model. To the far right is the condition of CONTINUANCE, that is, whether or not individuals choose to stay in the Coast Guard.

As the interviews unfolded it became increasingly clear that there were three distinct factors that directly impacted the decision to reenlist:

The first, and most frequently cited reason for remaining in the service reflected the individual's sense of INVESTMENT in the organization. That is, people who stated they would stay in (continue) frequently cited a fear of losing too much if they exited. Retirement benefits loomed prominent in the decision to reenlist. Other forms of investment include a fear of not being able to find a job given their particular skills, and fear of dealing with a life crisis that the service was prepared to handle (i.e. spouse hospitalization, major illness, etc.), services a civilian organization might not provide. Our first prediction was that the sense of investment would be the single best predictor of continuance, especially in people with over eight years in the Coast Guard.

There was also a marked difference in the degree to which individuals expressed SATISFACTION with the Coast Guard. People who

expressed a desire to continue were much more satisfied with their overall Coast Guard experience than those who desired to exit. While this should come as no surprise, the difference was much more pronounced than initially expected. Our second predictor of continuance was satisfaction with the Coast Guard experience. (We must concede, however, that although satisfaction and the decision to continue may be correlated, causality is difficult to support. It may very well be that deciding to exit may influence subsequent perceptions of events).

A third factor that appeared to have an influence on the attitude towards reenlistment was that of COMMITMENT to the missions and goals of the Coast Guard. People with an intent to stay seemed more committed to the goals and missions of the Coast Guard than did those who desired to leave. This is discussed third because the difference was less dramatic than with satisfaction and investment. Many individuals who were very dissatisfied with how they were treated were fairly committed to the goals and missions. We predicted that it would differentiate, however, between stayers and leavers because there did seem to be a qualitative, if not quantitative, difference in commitment between the two groups.

As can be seen from the model in Figure 1, a variety of factors appeared to have an influence on the three previously mentioned determinants of continuance. No single or simple explanation satisfactorily captured the content of the interviews. Satisfaction, for example, seemed to be largely influenced by the individual's career experiences, but this alone did not account for different

reactions to similarly described experiences. The MITIGATING VARIABLES described in the model appeared to have a dramatic impact on how people interpreted similar events. Take, for example, the concept of "organizational life priority" borrowed from Dubin's (1965) concept of Central Life Interest. This was coined to describe a measure of what individuals appeared to value within the organizational experience. We all would agree, more than likely, that some people are "career" oriented and others are "family" or "hobby" oriented. We further differentiated this concept inside the Coast Guard. Certain individuals, for instance, placed much more importance on leadership than did others. To some, how they were treated by their superior was very important. To others, it appeared to have a much less pronounced impact. Consequently, individuals reacted differently to very similar leaders. Given rather dramatic individual differences, similar treatment leads to different levels of satisfaction or dissatisfaction.

The mitigating variables depicted in the model were included to help differentiate why individuals with apparently similar experiences demonstrated obvious differences in levels of satisfaction, commitment and investment. Along with a measure of organizational life priority, mitigating variables include expectations (persons arrive at an assignment with differing expectations of what will happen); demographic differences (age and other factors appeared to play an important role in interpretation of experiences); and apparent differences in attitude, values, and abilities (personality differences).

The variables that appeared to contribute to the individuals perception of investment were threefold. POST SERVICE BENEFITS were clearly a consideration in the decision to remain in the Coast Guard. This was especially true for more senior people. It seems that as the time to a 20 year retirement draws nearer, the lure of post service benefits becomes much greater. Medical, dental, exchange and commissary benefits were frequently mentioned, as well as the obvious retirement pay. Individual commitment to a STANDARD OF LIVING was another factor in investment. The more committed an individual to his or her present standard of living, the less likely is that person to risk a decrease in order to pursue other employment. The third factor indicated was related to the individual's FAMILY SITUATION and sense of SECURITY. Number of children, special medical or educational problems, spouse's commitment to a standard of living, and overall concern for security all appeared to influence the individual's perception of investment. These three concepts were not necessarily directly related to investment. As an example of the impact of mitigating variables, it appeared that the higher the individual's need for job security (as evidenced by an organizational life priority of security) the greater the sense of investment in a Coast Guard career. On the other hand, an individual whose organizational life priority was his or her geographic location or professional identity (specialty) would feel less investment, and hence be less threatened by the thought of leaving the Coast Guard in order to stay in one place or pursue a rewarding profession (should those things be in jeopardy).

Another, more complex, variable influencing investment was the

individual's perception of available ALTERNATIVES to remaining in the Coast Guard. The perception of alternatives is a complex function of SKILL LEVEL (self perceived), the available JOB MARKET for those skills, and the EXPERIENCES an individual has had while in the Coast Guard. For example, a Boatswain's Mate with a typical career (ship, small station, boarding team, MSO, etc.) has a very broad background, but is somewhat limited in his or her marketable skills. Assignment as a pollution investigator, however, at an MSO, followed by a tour on a Strike Team would result in considerable experience (and expertise) in the field of pollution control. This would certainly be a marketable skill. We predicted an inverse relationship between alternatives and investment --- the more (and more attractive) alternatives perceived to be available, the less the individual's sense of investment in a Coast Guard career. Of course, the perception of alternatives available inside the Coast Guard was another important factor.

The issue of compensation, expressed in Figure 1 as both PAY and INCOME, obviously enters in the decision to stay or leave. Monetary compensation, however, is more complex than just a paycheck. Pay will be defined in this report as just that - a bimonthly paycheck. Income is the member's pay supplemented by either part-time employment income (many of the individuals interviewed indicated that they had part time jobs after working hours, or in some cases even pursued their "other" jobs during work hours) or by the income of a working spouse. The increase in dual career families, whether for reasons of financial necessity or the spouse's choice, greatly complicates the impact of assignment policies.

Additionally, pay is seen as a psychological signal from the Coast Guard indicating the worth of the member. The member's ATTITUDE ABOUT COMPENSATION takes into account issues such as the married/single pay disparity, the obvious lack of direct impact of performance on level of pay (a superstar E-6 receives the same amount as a coffee-drinking E-6, and due to the inadequacies in the Enlisted Performance Appraisal System both may have the same opportunities for advancement) and the levels of pay for private sector employees (SOCIAL COMPARISON) with the same skills as the member. These factors all color his or her perception of pay equity and worth. These complex relationships will be elaborated in the Findings section of this report.

The most difficult variable to discuss and quantify is that of the CAREER EXPERIENCES perceived by the individual. Each member has a unique set of experiences beginning at the recruiter's door. In the interviews we were able to pursue this in depth, but no instrument could possibly capture the content of, and concurrent emotional response to, the experiences an individual has had. We made a decision to quantify only the aggregate emotional responses (satisfactions about individual experience-generating policies, practices, and procedures) of the individual. As an example, questions about the individual's level of satisfaction with living conditions may either result in overall feelings considering an entire career or instantaneous feelings considering only current experience. The instrument used is not sophisticated enough to differentiate these possibilities, but if overall levels of satisfaction with living

conditions are low, further, more focused, study may be indicated. The scales used in capturing sense of satisfaction will be discussed later.

Given these variables inferred from the interviews, the model of relationships in Figure 1 was constructed. Our research then turned to measuring these quantities and determining actual, rather than theoretical, relationships (if possible).

This section of the report has thus far explained the complexity of the research question (what differentiates those who stay from those who leave and what variables are under short and long term control), identified the salient variables generated by the interview process, and discussed a theoretical relationship between those variables. Next we will turn to describing the actual research methodology.

METHODOLOGY

The research methodology was designed with the help of a number of sources. As mentioned earlier, Glasser, et. al. (1967) was the basic resource for selecting the interview technique. Once the process of interviewing was underway, we took the opportunity while in Boston of discussing the research question with both Dr. Edgar Shein (MIT) and Dr. John Van Maanen (Harvard), recognized experts in socialization, organizational research and research strategies. These discussions led us to the process of generating the model in Figure 1 and hypothesizing the relationships discussed earlier. Our overall plan consisted of the development of a large scale survey instrument, stratified random sampling within specific time frames (heaviest sampling at points near the reenlistment point for the sample at all pay grade and time in service combinations), computer analysis of relationships, and follow up research after it could be determined what portion of the sample actually stayed or left the Coast Guard (Warwick and Lininger, 1975).

Questionnaire Development

While the variables having an apparent influence on continuance were very clearly articulated as a result of the interviews, capturing them in a survey presented an entirely different problem. How for example, does one measure the simple concept of continuance? Do you simply ask "Do you plan to get out of the service? Yes? No?" or is a more sophisticated, finer-grained measure required? We decided, where possible, to formulate the questions as behaviorally specific and finely grained as possible.

TABLE 1

VARIABLE NAME	SCALE NAME	QUESTION NUMBERS
Continuance	Intent	1
Commitment	V13 Commitment to the CG as an organization	17A 18C 19G
	V14 Commitment to the CG philosophy and missions	17B 19B 20C
Investment	V4 Investment or side bets	16D 19C 20E 21E
Satisfaction	V8 Satisfaction with the job itself	11A 134A 14D
	V9 Satisfaction with future assignments	14E 12D 11D
	V10 Satisfaction with specialty	11B 12A 14A
	V11 Satisfaction with peers	12C 13B 14B
	V12 Satisfaction with super-vision	11C 12B 14C
Mitigating Variables Social Comparison and Expectations	V6	15E 17E
	V26	2A 2B 2C 2D
	V40	9F

<u>VARIABLE NAME</u>	<u>SCALE NAME</u>	<u>QUESTION NUMBER</u>
Post Service Benefits	V23 Sat. with PSB	10A 10B 10C 10D 10E
	V20 Sat. with VA educ benefits	8D 10E
Standard of Living	V21 Sat. with med/dent benefits	9A 10B 10C
	V34 Sat. with housing	6D
	V35 Sat. with location	6E
	V41 Sat. with in-service benefits	9G
Family Situation	Marital status	Demo
	N of children	PMIS
Job Market	V24 Perception of market- ability	3A 3B 3C
Alternatives	V5 Willingness to seek employment	17C
	V46 Currently job hunting	17C
Skill Level	V7 Skill relevancy	4A 4B 4C 4D 4F 4G
	V37 Sat. with training	9C
	V38 Sat. with OJT	9D
Pay/Income	V39 Sat. with pay	9E
	V42 Sat. with SRB	9H

VARIABLE NAME	SCALE NAME	QUESTION NUMBER
Organizational Life Priority	V27 OLP Coast Guard V28 OLP Geography V29 OLP Standard of Living V30 OLP Job Security V31 OLP Specialty V32 OLP Leadership	Forced choice section, Q22-Q36
Demography	TIS Time in service AGE Age in years DIST District SEX Gender GRADE Paygrade RATE Rate MARITAL Marital status RACE Racial/ethnic identity EDU Level of education PRESUN Time at present unit PRIOR Prior service UNIT Unit SSN SPEC Working in specialty	First section of questionnaire

VARIABLE NAME	SCALE NAME	QUESTION NUMBER
Career Experiences	V15 Sat. with transfer pol.	5A 5B
	V16 Sat. with supervisory support	5D 6A
	V17 Sat. with workload	6G 7A
	V18 Sat with advancement pol.	7C 8C
	V19 Sat with control over job	11A 7D 8A 7B
		9B 12A
	V22 Sat. with inspection, grooming regs and ceremony	9J 9K 9I
	V25 Sat. with treatment by seniors	21C 6B 6C 14C
	V33 Sat. with 1st duty station	11C 12B
	V42 Sat. with SRB	4C
	V44 Are others hard to work with?	9H
	V48 Are policies in your best interest?	15C
	V51 Do others get on your nerves?	17F
	V52 Are many seniors less competent than you?	19F
	V55 Do you wonder how certain policies were created?	20B
		21D

VARIABLE NAME	SCALE NAME	QUESTION NUMBER
Outcome behaviors and attitudes	V1 Resentment	18E 15A 19D 19A 17F
	V2 Willingness to exert effort	17G 16A
	V3 Sense of helplessness	18A 16C
	V43 Put off work?	15B
	V45 Like missions, dislike policies	15D
	V47 Avoid ownership of work?	17D
	V49 Discuss problems with juniors?	17H
	V50 Seeth inside?	18B
	V53 Discuss dislikes with others?	20D
	V54 Decide not to work?	21B

Consequently, the continuance question ranges from getting out immediately to staying as long as is possible.

Each of the elements in the model represented in Figure 1 were stated in the form of several questions comprising a scale. Table 1 contains a list of each scale and the questions comprising it. The questions asked on the survey are included as Appendix I.

The questions were then combined into a single questionnaire and administered to 2,800 enlisted personnel. The questionnaire was pre-tested on a variety of individuals and the scale was tested for construct reliability using an accepted statistical test (Cronbach's Alpha, SPSS Reliability program). The data presented herein reflect scales that were designed on the basis of the interviews, and tested on the basis of rigorous statistical standards.

In addition to developing quantifiable scales to test the relationships in the model of Figure 1, questions were also asked that would allow us to determine the distribution of people in the three dimensional model of Figure 3. Another section of the questionnaire (question 37) was designed in the traditional style of rank ordering the impact of certain commonly expressed causes. This was done to determine the validity of this style of question for future use and also as an additional data source. Demographic data (in addition to those questions asked in the first section of the survey) were available on the sample from the installed Personnel Management Information System.

Sample Selection and Administration

As mentioned, the sample consisted of a stratified (by time in service) random (last digit of SSN) sample, concentrated on people who were within three to six months of the date of their expiration of enlistment. The sample ranged from people with less than one to over twenty years in service. The surveys were mailed (individually to each member) along with a letter from the Chief, Office of Personnel. Prior to administration, an article in the Commandant's Bulletin announced the survey, and letters to alert each Commanding Officer were forwarded through their respective District Commanders.

After one month, over 1900 surveys had been recovered. Distribution of sample by time in service and pay grade is listed in Tables 2 and 3. Distribution by other demographic points are included as Appendix II.

TABLE 2: DISTRIBUTION OF SAMPLE BY PAYGRADE

PAYGRADE	NUMBER IN SAMPLE
E-1	2
E-2	22
E-3	146
E-4	322
E-5	555
E-6	602
E-7	177
E-8	18
E-9	21
W-2	17
TOTAL	1882

TABLE 3: DISTRIBUTION OF SAMPLE BY YEARS IN SERVICE

YEARS	NUMBER IN SAMPLE
0	9
1	116
2	138
3	380
4	175
5	250
6	198
7	164
8	72
9	20
10	12
11	48
12	72
13	72
14	12
15	4
16	3
17	1
18	2
19	3
20	4
21	1
22	3
23	15
24	19
25	1
26	2
31	1

FINDINGS

The data thus far represents an almost overwhelming source for information and hypotheses testing. The findings discussed here only scratch the surface of this incredibly rich dataset. Many questions await only asking. In this section we will discuss the data sources and what type of information is available from each source; summary descriptive statistics from the main body (scales) of the questionnaire; frequency distributions of sample (related to the model of Figure 3); statistical tests for differences between those who stayed and those who left (t-tests, regression, discriminant analysis); and correlation related to the model of Figure 1.

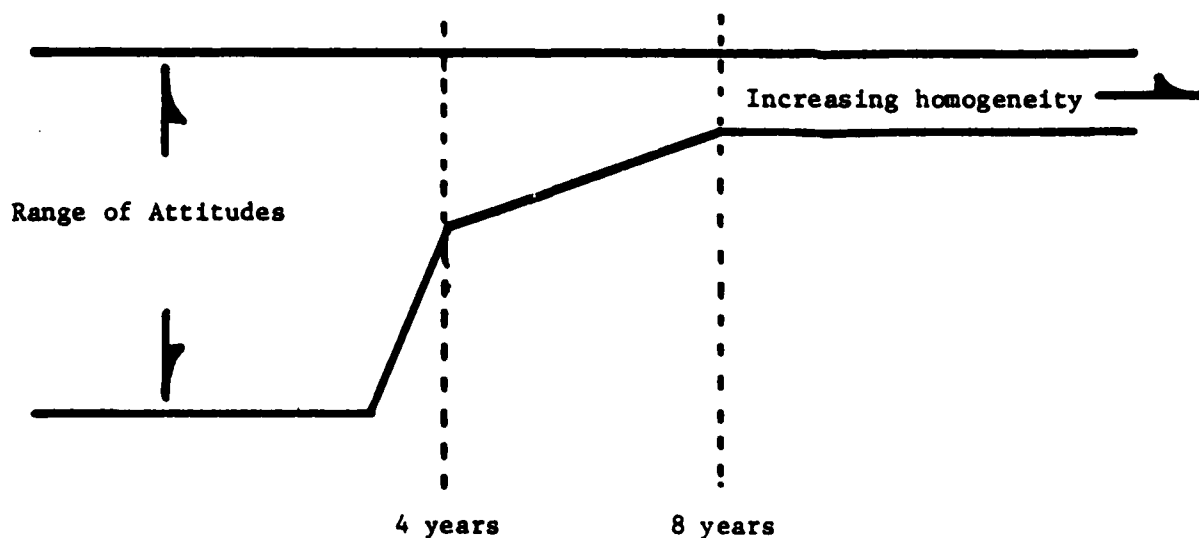
Data Sources

One source we have found valuable in adding substance to our study was the transcriptions of over 200 interviews. Information from this source will be interspersed throughout the findings to provide supportive examples to the statistical data resulting from the other sources. The second major source of data is the first section of the questionnaire, variables V1 through V55. These are the previously discussed scales used for testing our model of continuance. The third source is the rank ordering section, question Q37. This section required rank ordering the perceived reasons for staying and leaving, and although much less sophisticated than the rest of the survey, may provide a simple summary from a different perspective. The fourth data source is a pair of open-ended questions at the end of the

instrument ("If you could change one thing in the Coast Guard what would it be?" and "what one thing in the Coast Guard would you not change?") for which summary data will be provided. Obviously, differences in the methods of asking questions will have a large impact on the responses received. It was our intent to provide multiple methodologies in order to cross validate our findings.

Questionnaire Part I (Scales)

In our first examination of simple statistics, it was clear that there were three distinct groups in our sample: those people with less than four years in service; those with between four and eight years in service; and those with over eight years in service. Many attitudes were significantly ($p < 0.01$) different between those groups. Part of this can be attributed to an attrition effect. Only a small portion of the under four group continues beyond their first enlistment, and only part of the four-to-eight group remains past eight years. This results in a tendency for attitudes to become homogenous as we examine people along the time continuum. The figure below depicts this effect.



This attrition effect on attitudes is nowhere more clearly seen than with the satisfaction scales. It would appear from the data that satisfaction with many things increases with time, but in reality, those who are the least satisfied exit, raising the mean level of satisfaction for the succeeding year group.

Continuance

The first variable examined in detail was that of continuance (intent) ranging from 1= would leave immediately to 7= will stay as long as possible. This distribution was used so as to capture the obvious emotional content of the decision to stay or leave. Interview responses ranged from "They'll never get me out!" to "Let me finish my coffee!".

Figure 4 represents of average intent plotted by years in service. Evidence of the attrition effect is obvious, although the group with less than four years in service is fairly stable and starts at a mean level of 3.7, decreasing at two years to 2.8. This significant ($p < 0.01$) difference indicates that something occurs during the first two years in the Coast Guard to drive intent to a very low point, somewhere between "I would get out at my convenience, but before my enlistment is up" and "...no longer than the end of my current enlistment." From that valley, intent rises at

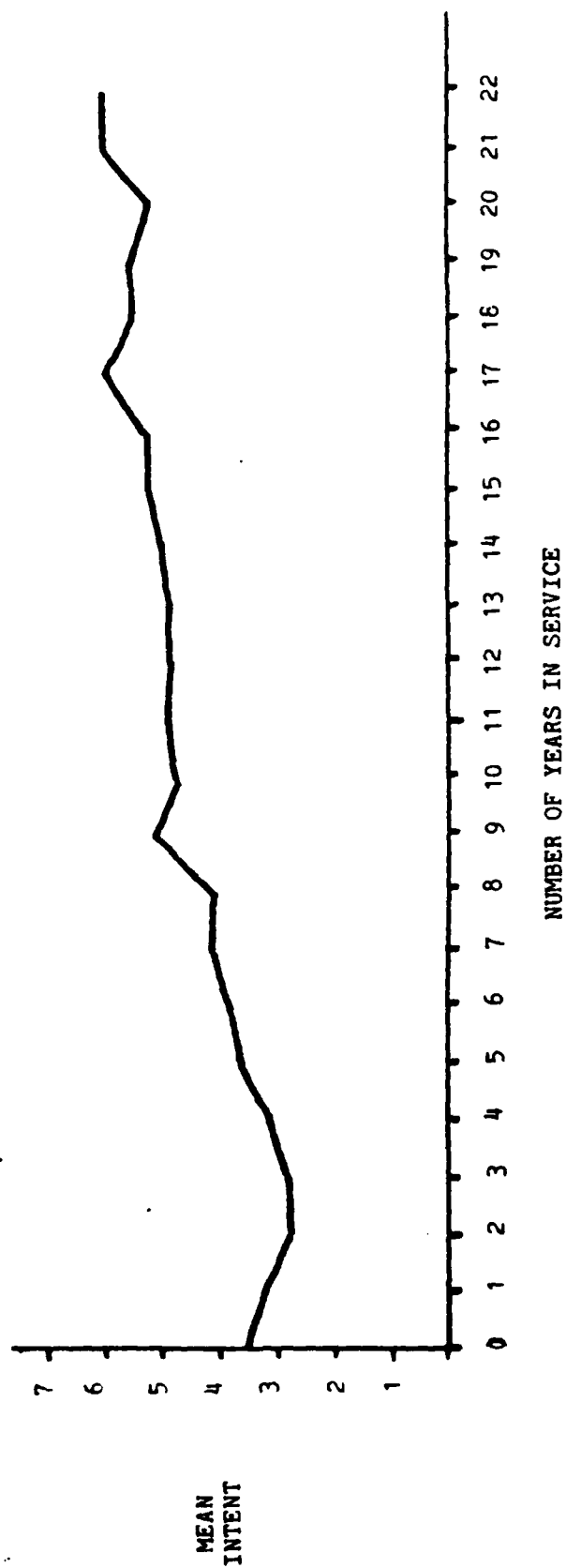


Figure 4: Mean INTENT plotted against YEARS IN SERVICE

a fairly steady rate, leveling off (not without an attrition valley) at shortly after 20 years.

Simple statistics by intent for various demographic variables are listed in Appendix III. The most significant findings are: intent increases with time in service, and synonymously with pay grade; married members state higher intent ($x=4.09$, $SD\ 1.71$) than singles ($x=3.06$, $SD=1.44$). This may also be somewhat correlated with time in service, with senior people more likely to be married. There were no significant ($p<0.05$) differences in intent by district, unit type or education level.

Commitment, Satisfaction, and Investment

The next step in analysis will be to describe the relationships between the various scale variables (V1-V55) and intent frequency distributions and descriptive statistics by demographic variables are provided in Appendix IV.

The relationships over time of commitment, satisfaction and investment are plotted in Figure 5. As a result of the Patterson and Price (1978) study of recruit attitudes, we predicted relatively high levels of commitment and satisfaction at entry. The interviews supported this prediction. People described feelings of high commitment to the goals and missions of the Coast Guard, and in general, felt very good about themselves (having just committed themselves to four years of "humanitarian service") which in turn contributes to their high feelings of satisfaction.

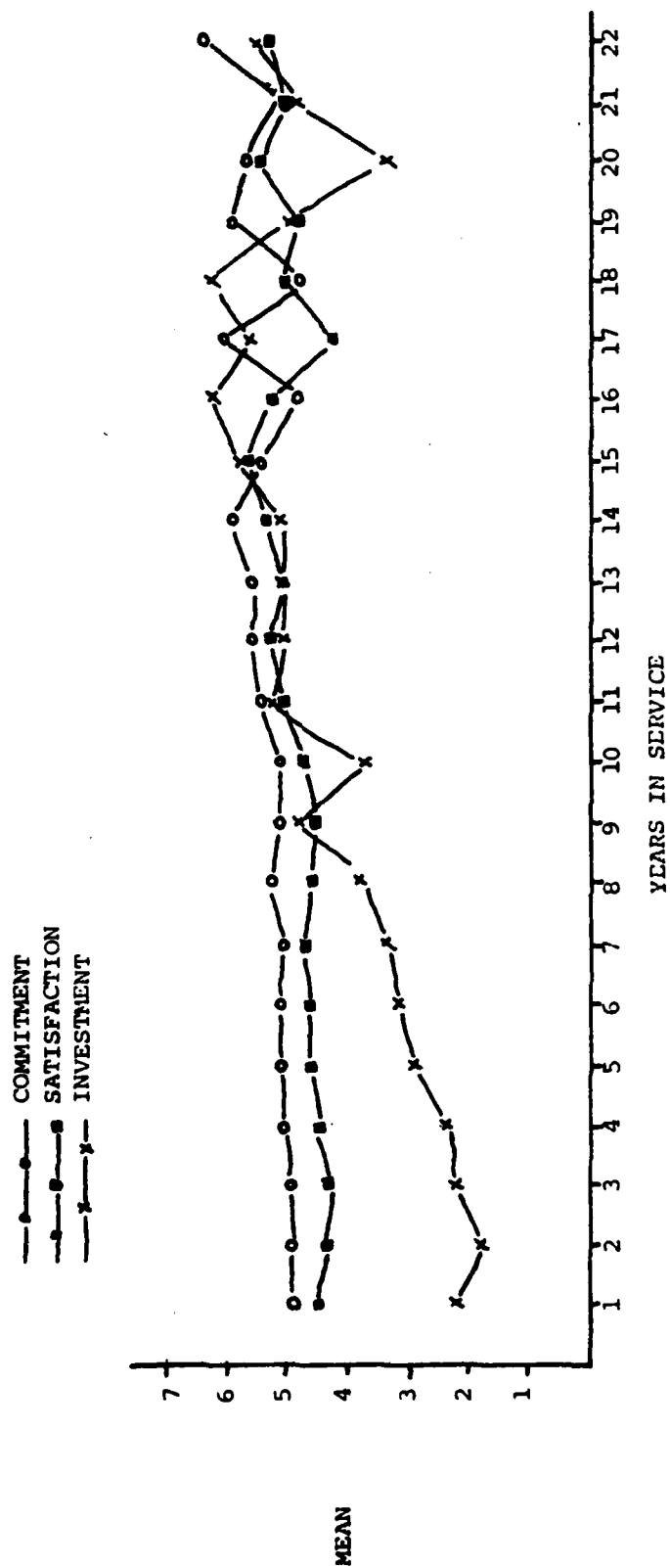


Figure 5: Mean COMMITMENT, SATISFACTION, and INVESTMENT by TIME IN SERVICE

At the same time, investment at entry is predictably low.

Commitment remains high throughout an individual's career, but some subtle differences were noticed in the interviews. Younger, newer members are much more likely to spontaneously express commitment, while the more senior members only express their identification with missions and goals if asked. In unstructured group discussions, mission issues are more likely to be discussed by juniors than seniors. Senior's unstructured conversations are more short-term problem oriented.

Satisfaction follows a predictable trend, falling off significantly to the four year point and then scalloping out to about 17 years, when the previously discussed factor of increasing homogeneity is evident. Satisfaction rises at the four year point because those members who are the most dissatisfied leave, artificially raising the mean. This construct peaks at 15 years, possibly because many individuals have ascended to a position that insulates them from the more common dissatisfiers (advancement policies, pay, supervisory support, etc.).

Investment, as predicted, displays the most variance within specific categories and over time. Initially low, it begins to increase at two years. From the interviews, we conclude that this is just about the time when the member begins to consider his or her investment. Reenlistment bonuses become an important factor, and this also correlates to increasing family responsibilities such as marriage or birth of a child. We talked to a fair number of people who reenlisted because their wives were pregnant. As the four-year point draws near, in-service benefits are compared with

the "outside world", and many people who stay in do so for these reasons. Unfortunately, some of the people we interviewed who expressed low intent had not made these comparisons. At about the nine year point, the factor that drives sense of investment becomes the lure of post-service benefits, mainly retirement pay. This causes investment to increase at an almost linear rate up to 18-1/2 years, at which time people consider themselves to be "on their way out" and are normally closer to retirement than expiration of enlistment. This dramatic drop around 20 years reflects two issues: first, those with the highest sense of investment due to the lure of retirement seize it; second, those who remain certainly are no longer staying in solely for the purposes of drawing retirement pay.

It is interesting to note that the decreasing mean level of investment drops without significant a significant corresponding rise in either satisfaction or commitment. It appears that people who stay beyond 20 years are no more committed or satisfied than those who retire. However, this is based on a very small sample size beyond 14 years and must be interpreted with caution.

Now that we have looked at the relationship between satisfaction, commitment, and investment, it would be useful to examine the numbers of people in each category and their stated intent. These data are presented in Figure 6 and reflect the dimensions of the model discussed earlier (Figure 3).

The distributions were created by arbitrarily selecting the center (4) of the seven point scale (Agree..to some extent) and assigning people to

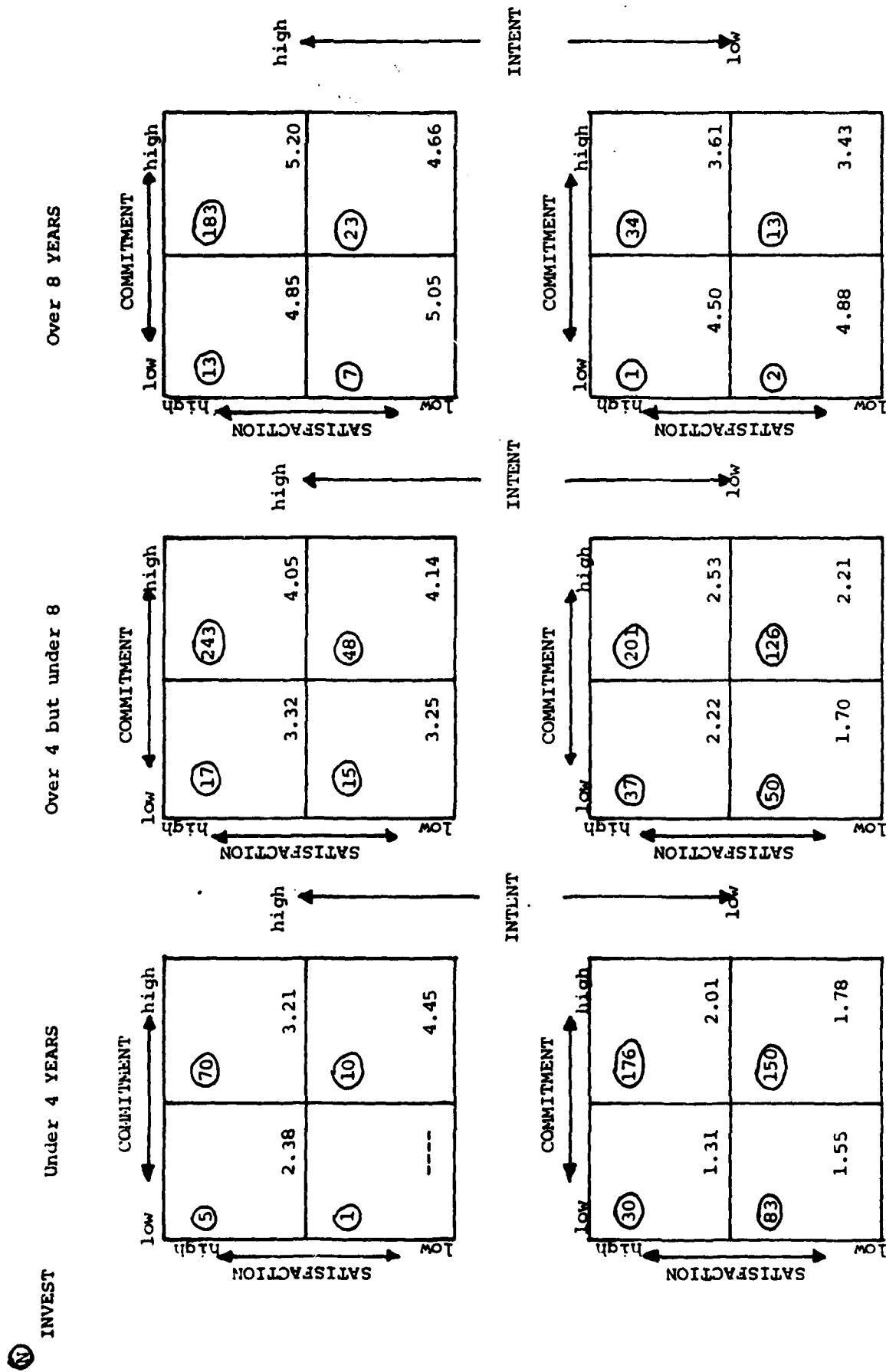


Figure 6: Frequency distributions of sample by YEARS, INTENT, COMMITMENT, and SATISFACTION.

"high" and "low" categories of intent, satisfaction, and commitment. Since we say the under four, between four and eight, and over eight years in service groups as being heterogeneous between groups, the data are presented separately for each group. The number of people in each group is plotted in the upper left corner of each cell.

As an aid in interpreting Figure 6, use the following example for the under four group: of the 525 people in this group, 439 (83%) indicated an intent to leave at the end of their first enlistment. Of that 86 intending to stay, 70 expressed high commitment and low satisfaction, only 6 (5+1) indicated low satisfaction.

Of the 439 expressing low intent, 233 (150+83 or 53%) expressed low satisfaction. Ironically, 326 (176 + 150 or 76%) expressed high commitment. These people, when interviewed displayed considerable internal conflict, i.e. "I really like the idea of saving lives, and the other things the Coast Guard does, but I just can't take the crap (sic) anymore!" or "I really like... but there's just no future for me. I can do better elsewhere..."

Investment mean is listed in the lower right corner of each cell. As can be seen, investment is higher for those expressing high intent, and increases with time. The relationship between intent and investment is clear (see Figure 7, intent plotted with investment by time). The other cells may be analyzed in the same way.

Unfortunately, querying the PMIS dataset to determine who actually

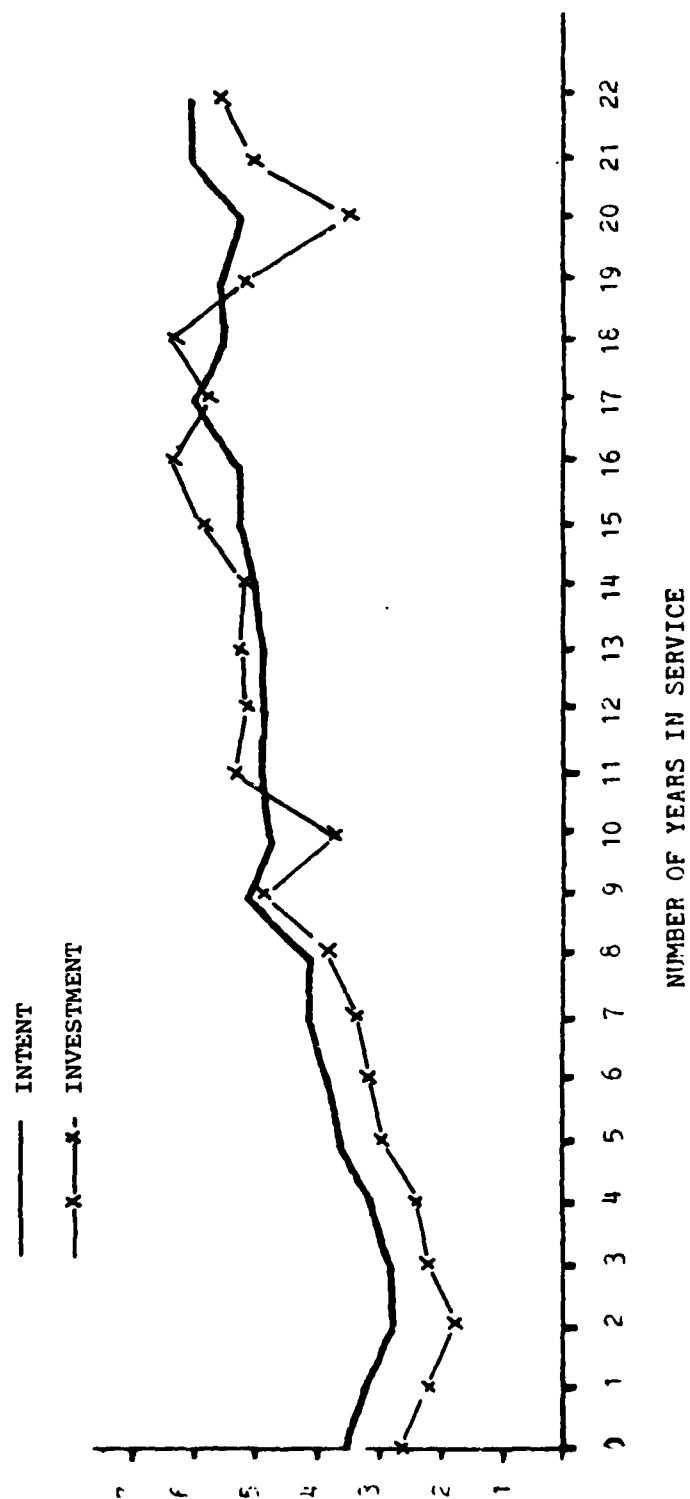


Figure 7: Mean INTENT and INVESTMENT by TIME IN SERVICE

stayed and who left has been difficult. We are able to ascertain only which individuals are still in, and of those, we cannot determine who reenlisted and who extended. The only confident data available are for those under four years, and of the 139 in the sample whose enlistment expired in the six month period subsequent to the survey, 115 or 82.7 percent left the Coast Guard (or at least left the PMIS dataset). This number correlates nicely with our prediction of 439 of 525 or 83%. Of the four to eight year crowd, 56% expressed low intent, and of those over eight years 18% expressed low intent. Concatenating these percentages yields: of 100 people in their first enlistment (excluding recruit training) 17 reenlist or extend. Of those 17, seven make it to eight years, and six reenlist. This indicates that only 6.2 percent of the people who graduate from recruit training will still be in the service beyond eight years.

Organizational Life Priority

The second thrust of our analysis was to examine the mitigating variables, particularly organizational life priority (OLP). We reason that all experiences and perceptions of policy will be weighted by OLP, so distribution of personnel by OLP would be useful in examining the factors leading to levels of satisfaction, commitment, investment, and ultimately continuance. It should be clear from the preceding discussion that people with low investment, satisfaction and commitment are those most likely to exit. What factors contribute to this combination?

The scales relate to OLP are V27 through V32. The figures displayed in the Appendices cannot be interpreted in the same way as the other

scales. The questions were asked in a forced-choice pair format i.e. "If I had to make a choice, I would prefer to 1) work out of my specialty or 2) work for a poor leader." Choosing 1) would mean that working in specialty is not as important to this individual as having good (?) leadership. This translates to an OLP of Leadership. Each category is paired with all other categories, forcing the individual to rank order his or her priorities through repeated comparisons. These individual rank orderings can then be compared or grouped in order to identify each segment of the sample. It would be conceivable (and predictable) to then say that, for example, married members rank their standard of living as higher than single members. Indeed, this was the case. Of the 1148 married people in the sample, most ranked OLP Standard of Living as highest. The 671 singles ranked OLP Leadership as more important.

Another distribution indicated that people under four years rank leadership as most important, people between four and fourteen years rank standard of living as most important, and people with over fourteen years spread out to select either the Coast Guard, leadership, or standard of living as most important. There were no significant findings related to district, unit type, rating, or racial/ethnic identity, and findings by age and paygrade correlate with years in service (people 24 and under or E-5 and below also rank leadership as most important to them). There was an interesting difference by education, those with a bachelor's degree or higher (less than two percent of the sample) clearly concerned with standard of living.

How people select a particular OLP can only be inferred using the interview data. Some people appear to have a clear picture of what is important to them when they enter the Coast Guard, more than likely related to their particular set of values. Most, however, seem to be concerned about "that which hurts the most." If we can apply the interview data to the statistical data, the implications of this information are clear. A young "follower" in the Coast Guard, who is "lead" or "managed" on a daily basis, is acutely aware of the style of leadership being applied. As one progresses up the promotion ladder, one is "lead" less frequently, and also takes on responsibilities (family) outside the Coast Guard, heightening his or her awareness of issues surrounding standard of living. It is also likely that there is not actual change in feelings of OLP over time but that those people who stay in had the same feelings before they reenlisted (OLP Standard of Living) but because of their small numbers (17%) their impact on the overall means for the under four group are unnoticed. Only a longitudinal study can prove or disprove this contention.

An important implication at this point is that our current personnel policies and practices are effectively keeping a small percentage of people in the Coast Guard from the very beginning of their careers, and that increasing retention by manipulating current policies may not be the most cost effective method. In order to capture the market currently exiting, we may have to examine completely new practices, aimed specifically at that group. The figure below depicts this concept.

Stay in beyond eight years. High security and standard of living orientation.

Out at the end of second enlistment. Higher standard of living orientation.

Out at end of first enlistment. Low security and standard of living orientation

Time 

It may be that personnel policies aimed at specific groups would have more long term impact than across the board policies and procedures. It is clear, however, that the concept of Organizational Life Priority accounts for some of the disparity in reaction to policies and experiences. Simply put, different things are important to different people. This helps explain why researchers cannot say that "pay" or "leadership" or any other single factor can be manipulated in order to influence retention. Why people leave and stay is made very complex by the psychological variables already discussed. Solutions must be approached taking into account the perceptual set of the group for which the solution is proposed.

As an example of the mitigating effect of Organizational Life Priority, we will examine the impact of OLP Leadership on intent. Based on the discussion above, we predict that people with less time in service will be more affected by their "leadership (followership) experiences" than those with more time in service.

If we use intent as an outcome variable, the direction and magnitude of differences in intent for those having high OLP Leadership vs. those with low OLP Leadership may indicate whether our leadership practices are

having a negative or positive impact. The resulting data are displayed in Table 4 below.

IF OLP LEADERSHIP IS LOW		IF OLP LEADERSHIP IS HIGH	
IF TIME IN SERVICE IS:	MEAN INTENT IS:		THE DIFFERENCE IS
Less than 4	3.594	2.798	-0.805 (p<0.0001)
Between 4 & 8	4.092	3.519	-0.573 (NS)
Over 8	5.114	4.925	-0.189 (NS)

TABLE 4: Impact of OLP LEADERSHIP on INTENT

The data support our prediction. Unfortunately, it also indicates that our leadership policies and practices are perceived as essentially negative. Interpreting this indicates that people under four years may base their intent to stay or leave on whatever factors they perceive as comprising "leadership". A caution must be applied, however. We would be tempted to say that "the problem" for those under four is leadership. This tendency to oversimplify a complex process is natural. It is all too simple to say "Ok. Be better leaders" when what must be done is to define the concrete policies, practices and behaviors that are perceived by this group as related to leadership.

The same argument can be applied to OLP Standard of Living and OLP Standard of Living for the four to eight year group and to OLP Coast Guard for the over eight year group. Once again, for maximum impact, policies and procedures may have to be differentially applied in order to resolve specific problems. Are we concerned about second reenlistment retention rates? Determining those factors that impact standard of living may be useful. Are we not keeping enough people at the four year point? What factors are perceived as "leadership" by this group? These issues will be discussed in the Recommendations section of this report.

Now that we have discussed the relationship between intent and commitment, satisfaction and investment; and the impact of organizational life priority, we can turn to analyzing the relationships of the other variables of the model in Figure 1. Our method employs stepwise regression analysis (least squares) to develop a "list" of those variables that best predict the distributions of responses along a particular scale. As an example of this type of analysis, let us assume that we have a normal distribution of people along an "anger" continuum. Responses range from "I am very angry" to "I am not angry at all". Our hypothetical variables are hair color, eye color, IQ, time of day, and amount of criticism received today. Using this process of stepwise regression determines (statistically) the combination of variables that best combines to predict anger. In this case, we may find that (for example):

$$4 \times (\text{criticism}) + 2 \times (\text{time of day}) - 0.05 \times (\text{IQ}) = 0.75 \times (\text{anger})$$

The process of regression determines the relative weights of the variables. Based on our example formula, we can infer a number of things. First, eye

color and hair color are useless in predicting anger because the weight is so small. Second, the factors that are useful are the amount of criticism received, time of day, and IQ. Between the three, they predict 75% of anger. Third, we can say that criticism is the best predicting factor, time of day next, and IQ last, since the relative weights are 4, 2, and -0.05. Fourth, relationships can be specified: as criticism received today and time of day increase, anger increases. However, as IQ increases, anger decreases.

Our predicting equation allows us to infer that given any distribution and combination of amount of criticism, time of day and IQ for 100 people, we will be able to correctly predict the level of anger of 75 of them.

The implications for personnel research is obvious. If, given any distribution of selected variables, we can predict certain behaviors, we can then predict the impact of manipulating those variables on the output variables. (We recognize that this is a very simplistic description of a complex statistical procedure and it is only used to acquaint those readers unfamiliar with regression with the logic involved).

We now turn to identifying those variables that predict the attitudes we have been discussing. Our intent is to discuss one or two micro-level relationships, give examples of other, more complex, relationships that could be analyzed (outside the scope of this study) and report those salient relationships leading to recommendations, either for changes or for further study.

Our regressions were accomplished within years-in-service categories. Looking first at the under four year category, those items which differentiate those who actually stayed in from those who left are indicated in Figure 8. The cumulative weight value of the individual variables within this model is listed below in Table 5. The total variance accounted for is 65 percent ($r^2=0.65$).

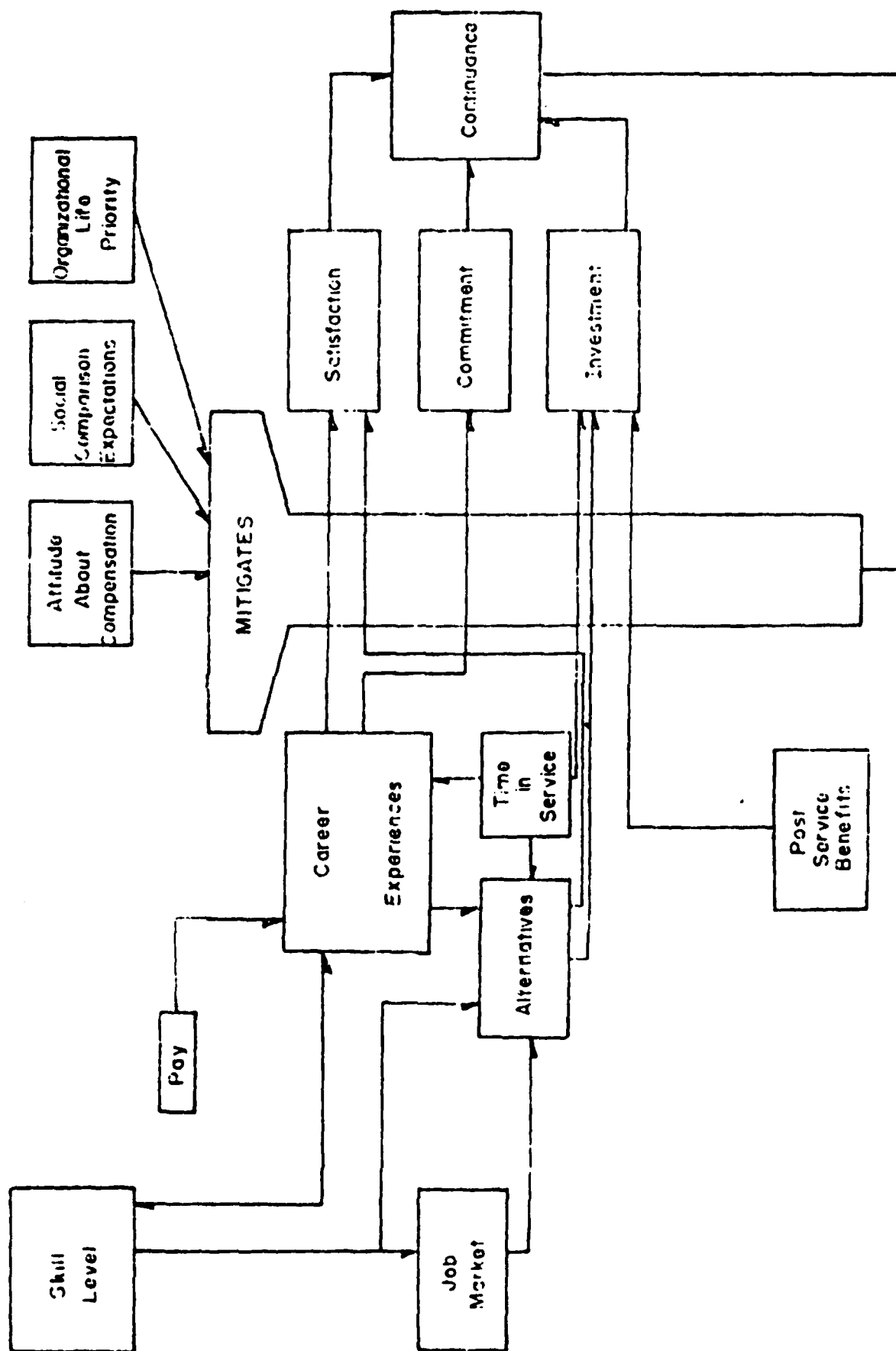


Figure 8. Model of retention restructured for those under four years in service.

REGRESSION VARIABLES, UNDER FOUR YEARS,
PREDICTING ACTUAL BEHAVIOR (STAYED OR LEFT)

VARIABLE:	CUMULATIVE VARIANCE ACCOUNTED FOR:
V48 - Are policies in your best interest	9.5%
ADD V18 - Satisfaction with advancement policies	18.8%
ADD V40 - Married/single pay disparity	24.7%
ADD V33 - Satisfaction with first duty station	29.4%
ADD V23 - Satisfaction with post service benefits	34.2%
ADD V39 - Satisfaction with pay	40.3%
ADD V38 - Satisfaction with OJT	40.3%
ADD V37 - Satisfaction with training	52.8%
ADD V17 - Satisfaction with workload	56.4%
ADD V22 - Satisfaction with inspection, grooming regs, ceremony	59.7%
ADD V13 - Commitment to the Coast Guard	64.8%

TABLE 5

The relationships between these variables and intent indicate that people who stay in agree with the policy of married and single people receiving different amounts of pay and benefits, are more satisfied with potential post service benefits, more satisfied with their workload, more satisfied with inspection, grooming, uniform regulations and ceremony, and more committed to the Coast Guard as an organization. In short, very security oriented people. They are more satisfied with their career experiences overall, and feel that leadership (however defined) is less important to them than their standard of living.

On the other hand, those who leave are more satisfied with advancement policies, more satisfied with their first duty station, more satisfied with OJT and training, and in general, feel that most policies are in their best interests. OLP leadership is important to them.

These results certainly appear contrary to one's initial predictions, but in light of the interview process, are fairly predictable. Although out of sequence from an academic point of view, it is important that we discuss the implications of these findings before going on.

It is our belief that in general, the people who stay in the Coast Guard are very concerned with extrinsic rewards and satisfaction. Divide the world of "reward" into two parts, extrinsic and intrinsic. Pay, promotion, in-service benefits, bonuses, post-service benefits, treatment by superiors, job security, living and working conditions, etc. are all extrinsic. They are applied to the individual through some outside agency.

On the other hand, job satisfaction, performance, experiences (from an affective perspective), formal training, on the job training, etc. are intrinsic. The value of the reward is assigned by the individual.

The factors that differentiate between stayers and leavers (under four years) seem to divide them into those who seek extrinsic rewards (stayers), and those who seek intrinsic rewards (leavers). Evidently, our personnel policies are such that the external-reward seekers are satisfied, because the sample between four and eight years consists of those people whose organizational life priority is their standard of living.

It occurs to us that most personnel policies instituted for the past 20 years or so have served to satisfy security and other extrinsic needs. Selective reenlistment bonuses, retirement benefits, rapid promotions in order to provide a pay raise, increases in pay and other monetary benefits, retired cost of living allowance (which increase the value of retirement to those still in the service), rehabilitated living conditions, leased housing, quarters for shipboard bachelors, and so on down a long list of extrinsic rewards, will impact that audience that is attracted to factors external to the individual. Very little, if any, conscious effort has been made to increase or create the conditions leading to intrinsic satisfaction. Our personnel policies, through natural selection (attrition), have provided a population at the middle and upper grades that values security above all. The only problem with this is that in order to keep these security oriented people, one must increase present security/standard of living or provide new external rewards. Of course,

this is a constantly escalating situation. The Coast Guard must provide more and more security at an ever increasing dollar cost. The concept of moving toward a more intrinsically rewarding organization will be discussed in the Recommendations section of this paper.

Although this is not a longitudinal study, it seems face valid that the people who are in our four-to-eight year sample are the same type of people that stayed in the Coast Guard at the end of their first enlistment. Using the same analysis scheme as for the under four group yields the model in Figure 9. The individual variables that best differentiate stayers from leavers in this group are listed in Table 6. The total variance accounted for is 41.2%.

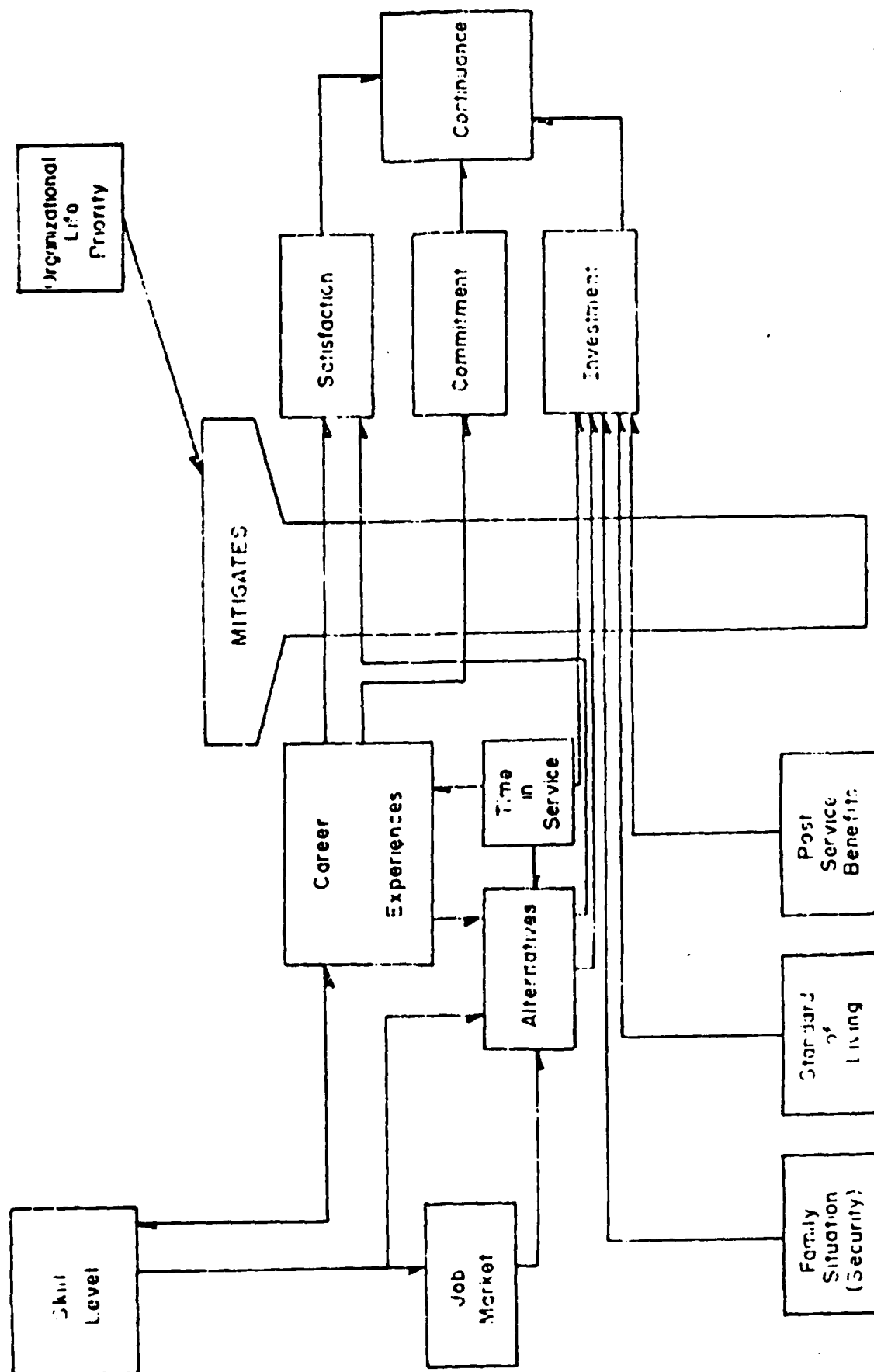


Figure 9. Model of retention restructuring for those with between four and eight years.

REGRESSION VARIABLES, BETWEEN FOUR AND
EIGHT YEARS, PREDICTING ACTUAL
BEHAVIOR (STAY OR LEAVE):

VARIABLE:	CUMULATIVE VARIANCE ACCOUNTED FOR:
V24 - Perception of marketability	6.3%
ADD V17 - Satisfaction with workload	10.7%
ADD V21 - Satisfaction with medical/ dental benefit	18.2%
ADD V27 - Organizational Life Priority - Coast Guard	21.4%
ADD V32 - Organizational Life Priority - Leadership	27.2%
ADD V35 - Satisfaction with geographic location	29.5%
ADD V23 - Satisfaction with post service benefits	32.0%
ADD V7 - Skill relevancy to outside jobs	34.0%
ADD V30 - Organizational Life Priority - Job security	37.7%
ADD V38 - Satisfaction with inspection, grooming regs, ceremony	41.2%

TABLE 6

A quick analysis indicates that those who stay feel that their skills are less marketable, are more satisfied with medical and dental benefits, feel a stronger tie (OLP-CG) to the Coast Guard, are more satisfied with their potential post service benefits, feel that their skills are less relevant to outside jobs, and have a high level of OLP Job Security.

Those who leave feel that their skills are marketable, are slightly more satisfied with their workload and geographic location, feel that their skills are more relevant, and are more satisfied with OJT, and uniform and grooming regulations and ceremony. These results again lead to our conclusion that extrinsic reward seekers (especially the reward of post-service benefit) continue to make the Coast Guard a career.

Examination of the group with over eight years in service is less reliable due to the small number in the sample at the higher year groups, and because at this point enlistments become more staggered (extensions, varying length enlistments, etc.). However, this group is more dichotomous in nature. There seem to be stayers or leavers, but very few in-between. The model for this group is shown in Figure 10 and the salient variables listed in Table 7. The total variance accounted for is 75.9%.

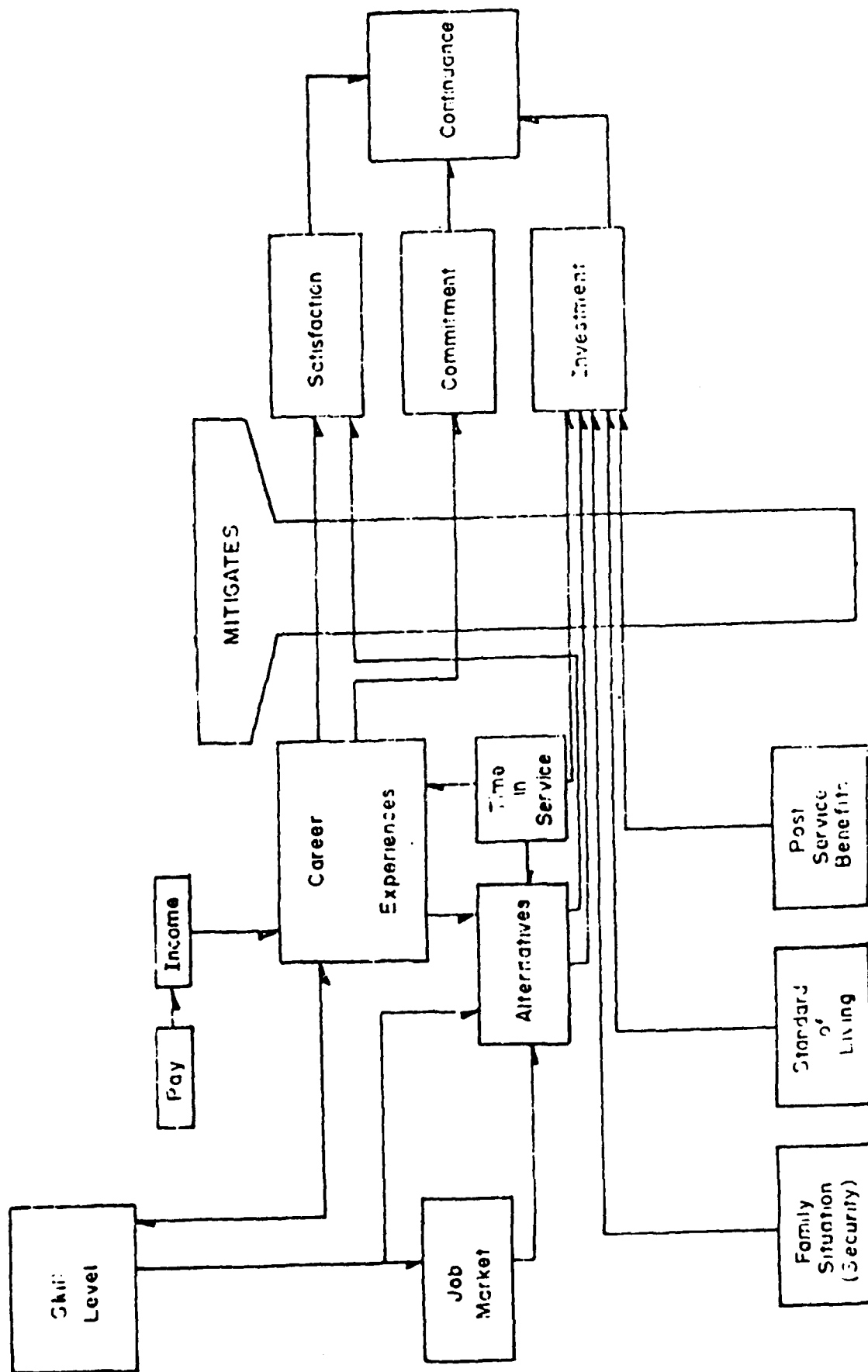


Figure 10. Model of retention restructured for those with over eight years in service.

REGRESSION VARIABLES OVER EIGHT YEARS,
PREDICTING ACTUAL BEHAVIOR (STAY OR LEAVE):

VARIABLE	CUMULATIVE VARIANCE ACCOUNTED FOR:
V15 - Satisfaction with transfer policies	39.6%
ADD V7 - Skill relevancy to outside jobs.	48.9%
ADD V4 - Investment (combination of post service benefits and security, family situation)	61.4%
ADD V47 - Avoid ownership of work	67.3%
ADD V18 - Satisfaction with advancement policies.	75.9%

TABLE 7

It is clear that the first variable alone, satisfaction with transfer policies, is a major differentiator at senior levels. Those who stay ($x=4.63$) are significantly ($p<0.0001$) more satisfied than those who leave ($x=3.87$). In other words, senior people leave the Coast Guard because of transfer policies, even though they are more satisfied with advancement and feel that their skills are less relevant to outside jobs. Those who stay feel more investment.

The interviews indicate that the reasons for this apparent emphasis on assignment policies are complex. Included are feelings of "wanting to put down roots", children in junior and senior high school, closer neighbor and social ties, spouse's career, and other factors that when threatened result in dissatisfaction with assignment policies. It even seemed evident in the interviews that staying in one place for a longer period of time was more important than type of unit, sea or shore assignment, or even promotion moves, in some cases. The implications of these findings will be discussed in greater depth in the Recommendations section.

One micro-level analysis conducted using this data source was related to the determinants of ALTERNATIVES as a function of perceived SKILL LEVEL and JOB MARKET. We constructed a model, based on the interviews, of the impact of the perception of available alternatives, both inside and outside the Coast Guard. This model is depicted in Figure 11. Our hypotheses were that those people who see themselves as having a high level (both quantitative and qualitative) of alternatives inside the Coast Guard, and a low level of alternatives outside (low skill relevancy, low perception of

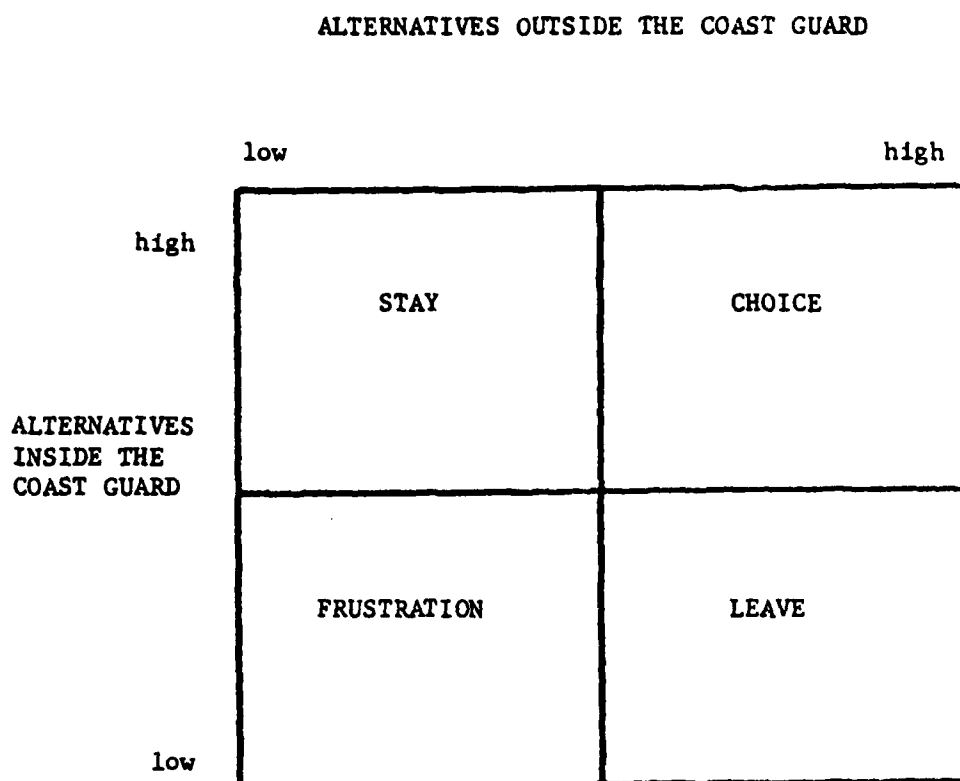


Figure 11. Perception of ALTERNATIVES

marketability) would stay in. Our typical example is the generalist Boatswain's Mate who can enter a number of job fields inside the Coast Guard (search and rescue, marine safety, law enforcement, etc.) but whose skills are such that he or she has few directly applicable markets. On the other hand, those with high alternatives outside and low alternatives inside would leave. Our typical example of this case was the Sonar Technician who has a wide market for his easily transferable electronics training, but doesn't know if his rate will even exist in the near future.

The other two cells are a bit more complex. One is the individual who sees low alternatives both inside and outside the Coast Guard. We theorized that this individual would most likely stay in, but would be very frustrated and dissatisfied. A typical example is the Gunner's Mate who has a service related skill, who looks forward to 20 years of the same job, and who sees an extremely limited job market for his or her skills. Another is the Marine Science Technician, who, although he or she has a technical skill, would enter a very small highly competitive market outside the Coast Guard, and who has been trained for a job that no longer enjoys the notariety of the recent past.

The fourth cell consists of people who have high alternatives both inside and outside the Coast Guard. These are typically Electronics Technicians and Machinery Technicians, both of whom have challenging career opportunities in a rapidly growing field. These people have a choice to make, and it would be useful to find out what variables differentiated the stayers and leavers in this cell.

Figure 12 clearly demonstrates the relationship between the perception of alternatives and intent for each group. Although not displayed, the relationship is identical to that between perception of alternatives and investment. Analyzing these same data with respect to satisfaction yields the results of Figure 13. Although small differences exist, those with low alternatives inside and outside are less satisfied (more frustrated?) than those in any other cell. This is especially noticable in the over eight group.

Regression analysis was used to differentiate those who actually stayed and those who left in the high inside - high outside cell. Targeting this population of highly trained technicians could be a very cost effective retention aid. The results of the analysis indicate that those who left (in the under four group) were less satisfied with their reenlistment bonus, indicating that in this case the bonus may be achieving a desired result. They are less satisfied with supervisory support and feel that many of their superiors are less competent than themselves.

Another look at this relationship examined both intent and satisfaction with future assignment by whether the individual was working in specialty or not, whether his or her OLP Specialty ("My specialty is very important to me") is high or low, and overall satisfaction with specialty. Figure 14 describes this analysis.

People who are working in their specialty, who are satisfied with their specialty, and whose OLP Specialty is high have a mean intent that is actually lower than those with low OLP Specialty. This seems to be

		ALTERNATIVES outside	
		low	high
ALTERNATIVES inside	high	4.20	3.49
	low	2.89	2.48

Under four years in service

		ALTERNATIVES outside	
		low	high
ALTERNATIVES inside	high	4.57	4.31
	low	3.46	2.82

Between four and eight years in service

		ALTERNATIVES outside	
		low	high
ALTERNATIVES inside	high	5.51	5.15
	low	4.73	4.68

Over eight years in service

Figure 12. Mean INTENT by perception of ALTERNATIVES

		ALTERNATIVES outside	
		low	high
ALTERNATIVES inside	high	5.20	5.10
	low	3.70	3.90

Under four years in service

		ALTERNATIVES outside	
		low	high
ALTERNATIVES inside	high	5.27	5.21
	low	4.01	4.03

Between four and eight years in service

		ALTERNATIVES outside	
		low	high
ALTERNATIVES inside	high	5.57	5.75
	low	4.54	4.72

Over eight years in service

Figure 13. Mean SATISFACTION by perception of ALTERNATIVES.

		OLP SPECIALTY	
		low	high
SAT ISFACTION with SPECIALTY	high	4.78	4.56
		4.46	3.81
	low	3.64	3.54
		3.49	2.98
		WORKING IN SPECIALTY	

		OLP SPECIALTY	
		low	high
SATISFACTION with SPECIALTY	high	4.71	4.16
		4.09	3.19
	low	3.56	3.18
		3.76	2.56
		NOT WORKING IN SPECIALTY	

Upper left corner: Satisfaction with future assignment possibilities.

Lower right corner: Mean INTENT

Figure 14. Mean INTENT and SATISFACTION WITH FUTURE ASSIGNMENT analyzed with respect to ALTERNATIVES, OLP SPECIALTY, AND overall SATISFACTION WITH SPECIALTY.

contradictory, but once again the interview data supports and explains this relationship. The mitigating variable is the unpredictability of assignment. People with high OLP Specialty are concerned that they might not be doing that work in their next assignment. SAR boat coxswains are concerned that they will be transferred to a WHEC, which although still within specialty, is a job with a totally different scope. The more important the individual's "specialty", the more concerned he or she becomes. Analysis of those working out of their specialty is left to the reader. This discussion serves as an example of the type of analyses that can be answered using the information gathered in this study. However exciting these findings may be, they are, unfortunately, outside the present scope of this study.

Rank Ordering Section (Q37)

The next data source we will analyze is the rank ordering of reasons for staying or leaving, Q37 of the survey instrument. The instructions called for the respondent to select the "top two" reasons that he or she would stay in and the "top two" reasons for leaving, without regard to intent. The categories were selected from previous attrition research, and reflect about 75 percent extrinsic factors and 25 percent intrinsic factors. As discussed earlier, the way one asks the question and the limits of the response-set greatly influence the answers. This superficial treatment of the complex issue of attrition is more than likely much less valid than other, more subtle methods.

The results, a rank ordering of the first five reasons in each

category for all three year groups are displayed in Table 8. In many ways, these results validate the previously discussed research. People with under four years in service cite security, retirement, reenlistment bonuses and medical benefits as being important in their decision to stay. Interestingly, they also mention travel, which is only present in the under four group. The four-to-eight year group find these same things important in their decision to stay. Family considerations are added (as the member adds these responsibilities) and travel drops out. This seems face valid, since assuming family responsibilities would be contradictory to traveling. This does not change significantly for those over eight years in service.

Looking at the reasons for leaving, pay is listed as first across all groups. So are frequent transfers. This is understandable in the senior two groups, but why would the under four crowd desire travel but oppose frequent transfer? The interview data indicate that people do not consider "frequent transfers" to be "travel". Travel is defined as going to various places with your unit, i.e. liberty calls in the Caribbean etc.

Military regulations appear to be an irritant in the junior groups, leadership is mentioned in all three, as are family considerations. As strange as it may seem, people appear to be leaving the Coast Guard for the same reasons that people are staying in!

At this point, we feel fairly confident in saying (even in the absence of quantitative statistics) that people who stay in see pay, post and in-service benefits, and other external factors as effecting their security, while those who leave perceive these factors in terms of short

term gain. It is a common fallacy of attrition research to assume that all people perceive an organizational rewards in the same way. It is a great leap of faith to assume that providing more pay to those who list pay as a reason for leaving will cause them to stay. The relationship is just not that clear.

	UNDER 4 YEARS	BETWEEN 4 & 8 YEARS	OVER 8 YEARS
Given as first reason for staying	Security Retirement Work itself SRB Travel	Retirement Security Work itself Family Consideration SRB	Retirement Security Work itself Family consideration Pay
Given as second reason for staying	Security Travel Medical Retirement SRB	Security Retirement Medical Work itself Advancement	Security Retirement Work itself Family consideration Advancement
Given as first reason for leaving	Pay Military regs Leadership Family considerations Frequent transfers	Pay Military regs Leadership Family considerations Frequent transfers	Pay Leadership Family consideration Frequent transfers Medical
Given as second reason for leaving	Pay Military regs Leadership Family considerations	Pay Military regs Frequent transfers Medical	Family consideration Frequent transfers Pay Military regs

TABLE 8. RESPONSES TO Q37 (RANK ORDERED)

Open-ended questions

As mentioned, two open-ended (write in response) questions were asked at the end of the survey instrument. The first question was "If you could reach out and change the Coast Guard, what one change would you make?" Of the roughly 1900 returned surveys, 1516 people responded to this question. The responses were content analyzed by the researchers and categorized as listed below in Table 9. Almost one-quarter of the respondents indicate that they would raise pay. This was the largest single issue. We noted considerable emotion, and in some cases learned of new uses for familiar objects, such as replacing toilet paper with Enlisted Assignment Data Forms. Most of the responses reflected serious concern, however, and the results are not to be dismissed summarily.

The process of filling out the survey tended to sensitize the respondents to many issues that may not have been consciously considered before. The fact that people listed pay as an important issue even after analyzing their responses to other things certainly points out that the issue of pay is a painful one.

The second question was "What one thing is the Coast Guard currently doing well that you would not want to see change?" Responses are listed in Table 10. The 1195 respondents overwhelmingly indicated that they would not want the MISSIONS of the Coast Guard changed (53%). Search and rescue (altruism, humanitarian service) was the most frequently mentioned mission area.

QUESTION: If you could reach out and change the Coast Guard, what one change would you make?

Number responding: 1516

<u>ISSUE</u>	<u>% RESPONDING</u>
COMPENSATIONS	23.5
LEADERSHIP	8.8
CIVILIANIZE	7.4
TRAINING	4.9
TRANSFERS	4.4
DISCIPLINE	4.1
BAQ	
HAIRCUTS	
ADVANCEMENT	
BENEFITS	Less than 4 each
NEWER EQUIPMENT	
RETIREMENT	
POLICIES/PROCEDURES	
OTHER	30.0

Examples of OTHER categories, less than 1% each:

Two year enlistments
 Ability to "fare" non-producers
 Ability to quit
 Workings conditions
 Family considerations
 Women in the Coast Guard
 Equal opportunity
 Standing duty
 More personnel

etc.

TABLE 9. Analysis of Written Responses to Open-Ended Question 1.

QUESTION: What one thing is the Coast Guard currently doing well that you would not want to see change?

Number responding: 1195

Negative responses (i.e. "Nothing!"): 5%

<u>ISSUE</u>	<u>% RESPONDING</u>
MISSIONS	53.0
ADVANCEMENT	7.0
TRAINING	5.0
RETIREMENT	2.0
LEADERSHIP TRAINING	1.0
BENEFITS (Combined)	5.0
OTHER	27.0

Examples of OTHER categories, less than 1% each:

Working hours
Equipment
Rating structure
Uniform
Flexitime
Equal opportunity
Military customs
Family considerations
This and other surveys

etc.

TABLE 10. Analysis of Written Responses for Open-Ended Question 2.

RECOMMENDATIONS

Any attempt to resolve problems must first specify exactly what those problems are. In this section, we will outline our perceptions of problem areas in the use of human resources in the Coast Guard. These problems can be broken down into three types: those that the Coast Guard does not have direct control over; those that are controlled by the Coast Guard but require further study or a tremendous infusion of resources; and those that are not only directly controlled but can be resolved with only a modest investment.

It must be remembered that benefit-cost analyses in the personnel subsystem are difficult at best. Assessing the benefit of personnel policy changes in terms of dollars saved is made even more difficult by the lack of accurate, up to date, and salient personnel accounting information. The Coast Guard suffers in this sphere just as do most businesses. Only in the past few years have tangible gains in human resource accounting methods been made. The PMIS system was a move in this direction, but for our purposes was almost useless. We were unable to ascertain even the rate of attrition within the first four year enlistment (i.e. How many people exit before the end of their first enlistment?). We had to wait until November in order to find who was in the Coast Gaurd in June. Even then, the salient data (type of discharge, reenlistment or extension, etc.) will not be available until late February 1981 (for June 1980). We are forced to submit this report knowing that our final sample size is smaller than it could be.

(83)

An important recommendation then, is to develop a reliable personnel accounting system that is capable of providing real-time, salient data. It should not be necessary to recall a reserve LT to active duty to find out why people are getting out or staying in. Effective exit interviewing is the responsibility of every supervisor. Unfortunately, the Coast Guard has asked supervisors to do just this (the Reenlistment Interview) without providing them with clear goals or the skills to perform this task. We feel that this is symptomatic of the Coast Guard's ills - trying to do everything with little or no investment in resources or increasing skill level.

Changing or creating personnel policies is an interesting event in the Coast Guard. As an example, Zone B SRB was recently announced, but as yet the Coast Guard is unaware of the impact of the first reenlistment bonus. In this research, we found that those people between four and eight years who received large bonuses were less committed to the Coast Guard than those who received the minimum amount. They were also less satisfied with many policies and practices, including SRB policies. Although this seems to be an astounding finding, it has strong support in literature dating back to Festinger's (1957) discussion of cognitive dissonance. In essence, we are paying the high SRB eligibles enough to still dislike the Coast Guard, and feel that they are justified in reenlisting solely for the money. Those ineligible for large bonuses look back and say "...it must not be that bad or I wouldn't have shipped over " and gain organizational commitment. What will Zone B do? Increase reenlistments? For high or low performers? Does it differentiate?

The point is that we routinely institute or change policies without any supportable prediction of the impact of those changes on the psychological variables of people. There is no feedback to the originator of the policy to close the loop. What has been the impact of G-P's recent decision to authorize compensatory leave for househunting incident to PCS orders? What will be the impact of changing the MST rate to Port Safety or Marine Safety? How are personnel policies and practices perceived by the people who must implement and follow them? We simply do not have answers to these and hundreds of other critical questions.

Our first, and most pressing recommendation is to completely overhaul the existing personnel accounting system. However, unlike past programs, we would strongly recommend hiring recognized experts in that field to consult with a full time Coast Guard researcher in this effort. By experts, we do not mean issuing an RFP and selecting the lowest bidder. What companies have accurate and efficient personnel accounting systems? Who built those systems? Those are the experts, the people to hire.

So why do people get out? It should be clear by now that there is no single answer. Reasons range from ridiculous to logical. The problems that we have identified, listed in the taxonomy as discussed above, are:

External to the Coast Guard

1. Compensation, to include not just pay but the entire benefits package.
2. Mission areas. Some people said that they "...joined the Coast

Guard to save lives, not shoot dope smugglers!" Obviously, this is not addressed in this research, nor should it be. One pursues missions that reflect real world needs, not to suit the structure or people of an organization. It is clear, however, that the current enlisted rating structure does not parallel, and is at times in conflict with the missions of the Coast Guard. It is unclear to the researchers whether this is under Coast Guard control or not.

Internal Control, further study or resources required

1. Enlisted performance appraisal system. At present we are essentially unable to differentiate people with respect to performance. This makes it difficult to target high performers with policies designed to retain them.
2. Promotion system. Currently promotions are driven by attrition. The average time in service for an E-6 decreased from 11.9 years in 1975 to 9.5 in 1979. This 2.4 year decrease in average time in service represents the loss of over 12,000 man years of experience at the E-6 level that can never be regained as long as our promotion rates continue as they have for the past few years. Promotion is not perceived by the field as a function of performance.
3. Assignment process. The assignment process, in turn, is driven by the advancement system and attrition. Assignment decisions are made on the basis of less than adequate data and in some cases, meet neither the needs of the service nor the needs of the individual.
4. Information: Internal Public Relations. Most Coast Guard people are

unaware of many of the policies that are implemented to benefit them. They also base their desires for transfer on sketchy, inaccurate, or trivial information. "I picked Cuba because I figured I could save money. After I got here I found it would be six to ten months before my family could join me, and I hate my job and the isolation!" The individual then blames his assignment manager for sending him to Cuba, and blames the "leadership" of the Coast Guard for having "... such a stupid assignment system!" All this due to a lack of enough salient information at the individual level to allow him to make an informed choice. Another related problem is the failure of the Coast Guard to market its missions to its members.

5. Basis supervisory skills deficiencies. Supervisors are ill-prepared to assume this complex and demanding role.

6. Career patterns (functional training, pipeline training). Currently, "career" is perceived as meaning 20 years of random experiences. People often select their specialty without real knowledge of the scope of that specialty.

7. First unit experience. Many young Coast Guard people formulate their career decisions based on the early experiences at their first unit. A lack of control over this formative experience is notable.

8. Recruit training. Coast Guard people appear to arrive at their first station with high and unrealistic expectations about the Coast Guard.

Before instituting any policies, it is critical that the Office of Personnel determine who it wants to keep, for how long, the distribution of

competency and ability required to meet the mission requirements of the future, the pool of potential Coast Guardsmen, and the goals of "personnel people" in general. Certainly, all policies should be evaluated so as to quantify their impact on the personnel subsystem. The detailed recommendations provided below are essentially recommendations for further research, not action. These recommendations have been previously delivered to Chief, Office of Personnel during a briefing in Headquarters in the Fall of 1980. These recommendations are short and somewhat lacking in detail. They are provided only to propose future direction. The research team is prepared to expand on any or all of these recommendations or suggest more concrete steps if desired by the Office of Personnel.

Problem Statement: Compensation

Compensation is considered to be inadequate by most people. Our research indicates that the issue of pay is far more than just a paycheck. In the rank ordering of traditional factors, the open ended questions, and in our interviews, pay was overwhelmingly chosen as the primary reason for leaving. The impact of pay on creating negative career experiences leading to dissatisfaction was also significant. Pay forces an individual into a particular lifestyle, generating many negative experiences, and also serves to signal the individual about his or her value to the organization.

Recommendations:

1. In the short term, higher levels of pay should be sought for all people, and a major internal marketing scheme should be developed to insure

that everyone knows that the Coast Guard values its people and is doing everything in its power to increase compensation.

2. Resources should be applied to studying the macro-issues surrounding compensation, such as getting control of pay so as to:

- a. pay individuals for differential performance.
- b. compensate people for their true cost and worth to the organization.
- c. use pay to compensate for inequities in assignment (i.e., extra pay for proven less-desireable assignments.)
- d. allow for payment in kind for those locations in which traditional "benefits" (i.e., commissary, exchange, medical/dental facilities, etc.) are not available.
- e. allow individuals more freedom to choose various combinations of benefits and the ability to receive payment in kind for those benefits they elect not to choose.

3. Information about the real dollar value of benefits (by geographic area), gross effective income, present value of future compensation, etc.) should be compiled, updated, and made routinely available to everyone. People are presently unaware of their true alternatives inside, and the economic facts-of-life outside the Coast Guard.

Problem Statement: Rating Structure

The enlisted rating structure, as it is presently configured, is misaligned with the requirements imposed upon it by many missions. Both by design and mission evolution, the poor "fit" creates problems for the personnel system that impact upon retention. People who are confused about their roles and their careers, ratings that have an identity crisis, higher training costs, a degraded level of professionalism, and even greater risk of accidents, are some of the results of employing enlisted talent in jobs which are unrelated to their specialty.

Recommendation:

Very serious study should be undertaken to determine if our current enlisted rating structure is the most logical and efficient. Some work done in G-P-1 indicates that it may be better to structure the system into as few as thirteen or fourteen ratings. A more detailed, and deeper discussion of this subject will be presented in a briefing under development in G-P-1.

Problem Statement: Enlisted Performance Appraisal System

The personnel system of the Coast Guard is presently unable to make fine distinctions with respect to individual performance. Because of this, we are not only unable to target high performers with retention programs, but individuals lack much needed (and somewhat intrinsically rewarding) performance feedback. Roles and goals are loosely defined or unarticulated. Standards of performance do not exist.

Recommendations:

Job Analysis: increase the resources currently used in job analysis. More frequent analyses within specialties and occasional analyses across specialties are in order. Performance standards can be based on these job analyses. (NOTE: OG 311, Enlisted Qualifications Manual is not a performance standards manual. It is a list of tasks only, not the quality dimensions upon which those tasks are accomplished).

Performance Counseling: At present, supervisors, however well meaning their intent, do not have the skill needed to provide adequate performance counseling. Our experience with the recent field test of a new system in the First District pointed this out. Follow-on training for enlisted supervisors similar to that proposed for the new Officer Performance Appraisal System is clearly needed. Anything that can reduce the anxiety level of the supervisor and employee with respect to performance counseling would be of great benefit. Behavior modeling training may be useful here.

Performance Appraisal: A system and method similar to that proposed by the PO-OPES Study Group should be implemented by PE within FY 1982. Accurate performance appraisal would allow PE to restructure the "final multiple" in order to differentiate between high and low to average performers. This would add great credibility to the promotion system.

Problem Statement: Promotion System

The current rate of promotion is self-consummatory. The loss of experience at the senior enlisted levels is beginning to take its toll in operational areas.

Recommendation:

The researchers have no easy answer here, but one thing seems clear - slow down. The "old timers" tell us that it takes a first class Petty Officer to do the job that a third class used to do. Although we do not necessarily agree, rapid promotions may be causing some problems that may very well bring disaster (the rate at which this problem swells is geometric, not linear). Further study of our promotion system should be commissioned immediately. See the recommendations related to Enlisted Performance Appraisal and Assignment for further recommendations.

Problem Statement: Assignment Process

Patterns. It was clear from interviews and data that the average enlisted person in the Coast Guard has no concept of a "career" pattern, or even what a "career" means, other than twenty years of what are perceived as random experiences. The current system of assignment is seen by both the field and the people who administer it as purely reactive, the loss or promotion of one individual causing the reassignment of many others in a chain reaction. Aggravating this is the additional factor that the field sees assignment decisions as capricious and politically motivated whether they are or not. The detailer may have worked very hard at getting an individual his/her second choice, but the individual has very little, if any, knowledge of how the process was accomplished.

Informed Choice. A far more subtle part of this problem is that people have sketchy and sometimes misleading information on which to base their choice of assignment.

Detailer Skills. The assignment branch does not have the resources required to remedy these problems. They have no current information about units/locations to give the individuals being considered for transfer, they do not have the time needed to spend with each individual in what is basically a true career counseling role, nor do they have the resources for computer maximization of assignment decisions once choices have been made by people.

The potential outcome of people making free and informed assignment choices (or at least negotiating from a position based on information) are

the reduction of dissatisfaction based on an uncertain future, a greater sense of control over their own destiny, and opportunities for growth over the long term instead of reacting to apparently random experiences.

Recommendations:

Information Packages. Compile and make available information about the following example dimensions of assignment:

- Area cost of living
- Housing availability
- Medical/Dental, etc., availability
- Transportation systems
- Unit missions/duties
- Record of unit accomplishment
- Record of unit performance, i.e., time spent at sea, port calls, and other pertinent information.
- Types of duties to be expected upon arrival.
- Unit organization.

This information should be updated continually and its updated form made available for each unit/station to which people are considering assignment.

Internal Public Relations. Information about the process by which assignment decision is made must be available to individuals. People in the Coast Guard must trust the system by which they are assigned or the system, however good, will impact satisfaction variables. To this end, considerable emphasis should be place on internal public relations programs

describing the process as fair and valid. Closely related to this is the perception of the "public face" of the assignment. An optimum ratio of detailers to personnel should be determined (literature available), and these detailers should be selected for the interpersonal skills needed in their true role as "career counselors". Enough people resources are required to ensure that every person in the field can be assured of the personal contact needed to show that he or she is valued by the organization.

Decision Making Method. A model for decision making, including all factors to be considered in the assignment process (i.e., family situation, schools, transportation, spouse's career, housing situation and requirements, etc.) should be developed, and used in maximizing assignment decisions. As an example, an individual due for reassignment would be contacted by the detailer, receive information about all the units/stations for which he or she is eligible, rank order his or her choices based on real information. This rank ordering and all other relevant information would be entered into a decision program along with all other "applicants" and their choices, and a "first cut" list would be established. All the "applicants" would then have the opportunity to examine the list and make further points to be considered by the detailer when making the final decision. A process such as this could eventually result in the ability to move people less frequently and to move towards a proactive model of assignment (moving the process of selection of assignment to a point far in advance of actual reassignment).

Career Patterns. An ongoing research effort should be instituted that

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COAST GUARD YORKTOWN VA RESERVE TRAINING CENTER F/8 5/9
A STUDY OF ENLISTED ATTRITION IN THE UNITED STATES COAST GUARD.(U)
DEC 81 S B WEHRENBORG, K J PATTERSON

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would be responsible for examining career patterns for enlisted personnel. Information should be made available about the general types of duty assignments an individual can expect to see in a career, for all specialties. Some provision for selection of "career tracks" should be considered, in the continuing effort to make each individual feel like an important part of the organization. The concept of career tracks could also increase satisfaction by better meeting the growth needs of individuals and the need to feel a sense of expertise.

Tour Length. Some consideration should be given to lengthening tours once this process is instituted. Also, based on organizational life priority data, a system of graduated tour length, with tour length increasing with time in service should be studied. In addition to satisfying the individual, potential for real-dollar savings to the Coast Guard exists.

Problem Statement: Internal Marketing

Individuals are neither aware of current benefits nor of what is being done to improve them.

Recommendation:

Develop an Internal Marketing/Public Relations group that communicates within the organization.

Many of the problems currently facing the average Coast Guard member are either (1) more imagined than real or (2) are in the process of being

alleviated. In both cases, information that clarifies misconceptions or explains actual improvements should be made available to as many people as possible. The caveat is to consider the issue of raising unrealistic or unfounded expectations. It is our own experience that few people ever read ALDISTs, and even fewer read the Commandant's Bulletin, Hi-Line, etc. A study to determine the Coast Guard's internal communication needs should be commissioned.

Problem Statement: Inadequate Supervisory Skills

Many supervisors do not possess effective managerial skills.

Recommendation:

Design, develop and test a program of supervisory skill training that can be instituted across the organization.

Current organization change literature suggests that a powerful mechanism for enhancing supervisory skills is the use of modeling. Rather than simply talking about broad principles of management, models show key actions or behaviors required for specific interactions. Once models are developed, they can be used to instruct thousands of individuals across the organization.

The Leadership and Management Program has recently proposed that a system be designed to instruct supervisory skills across the organization through the use of modeling. It is recommended that this proposal be

approved and vigorously supported.

Problem Statement: Career Patterns

There is a lack of career meaning in the enlisted grades. As mentioned, an individual may pursue as many as four or five separate and distinct professions during a career.

Recommendation:

Although painful to consider and politically unpopular, some consideration should be given to examination of the current policy of "the generalist". There is considerable literature indicating that not allowing an individual to grow toward "expert" or "craftsman" status results in lowered self esteem, low satisfaction, and low commitment to both profession and organization. At the minimum, a stated policy of alternating tours into a particular career field could be implemented. However, it is equally clear that this career choice should not be made early in one's career, but only after the individual has seen enough variety to make an informed choice.

Problem Statement: Career Patterning for Managers

Poor utilization of existing management development training.

Recommendation:

Develop an integrated system of training and actual job experience.

Individuals entering key positions are frequently not trained for the specific demands of their job. While post graduate education in management and related areas exists, the use and development of those attending the schools is not coordinated.

In order to alleviate this problem, two steps should be taken. First, more education in administration, management, organization change, formal organization structure, and related fields should be provided. This education should come from a variety of institutions in order to provide a breadth of skills. Second, those attending the schools should be placed in positions that require the skills.

Problem Statement: Lack of control over the first job experience

Recommendation:

Design and test a skill development packet to assist those working with individuals at their first duty station.

It is clear from the retention study's interview and questionnaire findings (as well as from organizational literature of the past decade) that an individual's first job experience has a profound impact on

subsequent attitudes toward the organization. Persons who are dissatisfied with their initial job often make an early decision to exit the organization and begin to behave accordingly. For example, twenty-nine percent of those from our sample with one year or less service stated that, if given the opportunity, they would either leave the service right away or at their earliest convenience. By the second year, 39% indicate that they would leave immediately and a full 78% that they intend to exit at the end of their enlistment or sooner.

What occurs at the first station is largely determined by the attitudes and behaviors of the new employee's peers and immediate supervisor. How these "relevant others" behave is currently left to their own discretion. A part of the existing culture is to haze new employees, discount the bootcamp experience, and otherwise devalue novices. Individuals right out of bootcamp are frequently berthed with and work alongside those who are actively seeking to exit the service.

Steps must be taken to ensure that positive first experiences are the rule and not the exception. First, the behaviors which most significantly impact the first experience, both positive and negative, must be identified, along with a model of the "ideal" first experience. Second, steps must be taken to eliminate those behaviors which have significant negative impact. Then third, the skills required to professionally handle a new employee must be taught and reinforced across the organization.

A model of the "ideal first experience might include:

A. Nature of the first contact.

Concern for physical needs--housing etc.

- B. Early description of the individual's role and the reasons for what he/she does. What is expected, model of progression, steps to advance, etc.
- C. Clear job standards and consequences.
- D. Frequent problem-solving, evaluation meetings.
- E. Exposure to varying jobs and ratings to enhance career selection.

Once a model of the target first experience has been identified, a packet to instruct the target behaviors should be designed and tested. The intent would be to provide specific aids to assist those working with the new employee rather than to simply inform them of the problem or provide broad concepts that are difficult to translate into behavior.

Skill packets might include tapes describing the problem and demonstrating model interviews, evaluation meetings, etc. For larger units, video models demonstrating target skills could provide a powerful learning medium. Other aids could include check lists, interview schedules (outlines that describe the proper steps), articles, and other devices to enhance the target skills.

Once a preliminary packet is designed it should be tested, improved and disseminated to OG units receiving people out of boot camp. A test of the impact might follow a split-half design where graduates from the same recruit company assigned to either an experimental or a control unit. Experimental units would have previously received the packet and asked to

use it. Control units, in contrast would be given no packet of instruction. Measures of effectiveness (to be administered upon arrival and six months later) would include reenlistment intentions, satisfaction, and a variety of other attitudinal and behavioral measures.

When the skill packet is distributed to a large number of CG units, steps should be taken to ensure that individuals who exert the effort to employ the techniques are rewarded accordingly. This fits within a broader recommendation suggesting that human resource management and "people skills" be a part of the ongoing evaluation system.

The intent of the suggested "controlled first experience" is to insure a more positive environment for the individual first entering the organization. The goal would be to transmit a sense of being valued and to provide accurate information for future choices.

Problem Statement: Unrealistic Expectations

Unrealistic expectations created and reinforced during recruit training lead to disenchantment at first duty station and subsequent reduction in intention to reenlist.

Recommendation:

Restructure the bootcamp experience to engender more realistic expectations.

The recent work of Patterson and Price on the impact of bootcamp on

the recruit suggested that the expectations raised during bootcamp are impossible to meet. Training should include skills and attitudes that are more in line with actual Coast Guard experiences. The transition from bootcamp to the first unit is generally accompanied by the suggestion "forget everything you learned in bootcamp."

G-PTE should seriously consider a major overhaul of the existing bootcamp. Modeling and a variety of other literature suggests that the bootcamp classroom environment is less than ideal for learning. Simply cutting much of what is taught and reducing length of time spent in bootcamp (freeing money for other uses) should be considered. Introducing more experimental modalities (time on board a vessel, visits to different units, etc.) might also be taken into consideration.

In summary, two caveats and one statement. First, since investment clearly correlates with intent and retention, one might be tempted to promote policies that would increase investment. This could be an unfortunate move for the long term health of the Coast Guard. Much literature indicates that increasing investment also increases dependency. There are strong ties between dependency and dissatisfaction, and dependency and a feeling of "non-responsibility." The more dependent one becomes, the less likely one is to accept responsibility for his or her own actions and decisions. The costs of extrinsically rewarding policies could be very high.

Second, if we determine that leadership is an important factor in

retention, we must first find out what leadership means to the people who complain about it; ensure that people are correctly attributing their complaint to the right cause, and then, if we so choose, change the correct variable. There is simply no royal road.

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APPENDICES

APPENDIX I
SURVEY INSTRUMENT

THE FOLLOWING QUESTIONS ARE ABOUT YOU AND YOUR COAST GUARD EXPERIENCE.
FOR THE FIRST THREE QUESTIONS, PLEASE WRITE YOUR ANSWER IN THE SPACE PROVIDED.

Length of time in Coast Guard (please write in years and months).

Examples:

1 2 0 3 (12 years and 3 months)

0 5 1 0 (5 years and 10 months)

YEARS

MONTHS

— —

— —

(1-4)

Age: — — (Please write the number of years)

(5-6)

District: ——— (Please write the number)

(7-8)

-2-

FOR THE FOLLOWING NINE QUESTIONS, PLEASE CIRCLE THE NUMBER IN FRONT OF YOUR ANSWERS.

Example: Hair color:

1. Brown
2. Black
3. Blonde
4. Other

Sex: 1. Male
2. Female

(9)

Present grade:

- | | | | |
|--------|---------|---------|---------|
| 1. E-1 | 6. E-6 | 11. O-2 | 16. O-7 |
| 2. E-2 | 7. E-7 | 12. O-3 | 17. W-1 |
| 3. E-3 | 8. E-8 | 13. O-4 | 18. W-2 |
| 4. E-4 | 9. E-9 | 14. O-5 | 19. W-3 |
| 5. E-5 | 10. O-1 | 15. O-6 | 20. W-4 |

Rating:

- | | | |
|-------------|---------|---------------|
| 00. Officer | 11. ET | 21. PS |
| 01. AD | 12. ETN | 22. QM |
| 02. AE | 13. FI | 23. RD |
| 03. AM | 14. FT | 24. RM |
| 04. ASM | 15. GM | 25. SK |
| 05. AT | 16. HM | 26. SS |
| 06. BM | 17. MK | 27. ST |
| 07. DC | 18. MST | 28. TT |
| 08. DP | 19. MU | 29. YN |
| 09. DT | 20. PA | 30. Non-rated |
| 10. EM | | |

Marital status: 1. Single
2. Married
3. Other

Racial ethnic identity:

(15)

1. Polynesian, Samoan, Hawaiian
2. Chinese, Japanese, Korean
3. Caucasian
4. Spanish descent (Mexican American, Puerto Rican, Cuban American, Chicano, Latino)
5. Malayan, Filipino, Guamanian
6. Black American
7. Native American (Indian tribes, Eskimo, Aleut)

Highest level of education:

(16)

1. completed grade school or less
2. some high school
3. completed high school or GED
4. some college
5. Associate Degree
6. Bachelor's Degree
7. some graduate school
8. Master's Degree
9. beyond Master's Degree

Length of time assigned to present unit:

1. less than three months
2. three months but less than six months
3. six months but less than one year
4. one year but less than two years
5. two years but less than three years
6. three years or more

Have you previously served in another branch of the service?

1. No
2. Yes

Type of unit where you are currently stationed:

- | | |
|-------------------|---------------------|
| 1. WHEC | 10. Radio station |
| 2. WMEC | 11. MSO |
| 3. WPB | 12. Base |
| 4. WLB | 13. Loran |
| 5. Other afloat | 14. Supply and R&D |
| 6. Air station | 15. Training center |
| 7. Group | 16. District office |
| 8. Station | 17. OUTCONUS |
| 9. Support center | |

Please write your social security number in the boxes below. Your number will only be used for future analysis of the data. It WILL NOT BE USED to identify your answers and will only be fed into the computer at Stanford. Once again, no one in the Coast Guard will see your personal answers.

1. CIRCLE THE NUMBER IN FRONT OF THE STATEMENT THAT BEST DESCRIBES HOW YOU WOULD COMPLETE THE FOLLOWING QUOTE.

"If the Coast Guard said I could get out as soon as I want" (30)

1. I'd get out right away.
2. I wouldn't get out immediately but would wait until my earliest convenience (which would be before my enlistment is up).
3. Even if I could get out now, I'd probably stay my current enlistment and then get out.
4. I will probably stay beyond this enlistment, but not until I have 20 years service.
5. I will probably stay until I have 20 years service, but no longer.
6. I will probably stay longer than 20 years, but will get out at my convenience.
7. I will probably stay more than 20 years, and as long as I can thereafter.

2. LOOKING BACK ON WHAT YOU EXPECTED FROM THE COAST GUARD WHEN YOU FIRST JOINED:

TO WHAT EXTENT...

- a. Has the type of work you personally are doing been similar to what you expected?
- b. Have the missions of the commands you have worked for been similar to what you expected?
- c. Has the way you have been treated by those senior to you been similar to what you expected?
- d. Has your overall Coast Guard experience been similar to what you expected?

3. WITH REGARDS TO JOB OPPORTUNITIES OUTSIDE THE COAST GUARD:

TO WHAT EXTENT WOULD IT BE EASY FOR YOU TO FIND JOBS LIKE THE ONE YOU HAVE IN THE COAST GUARD WITH SIMILAR OR BETTER...

- a. Pay and benefits?
- b. Working conditions?
- c. Personnel policies?

4. TO WHAT EXTENT...

- a. Have employers actually approached you and offered you what you would consider a better job than the one you now have in the Coast Guard?
- b. Are your skills such that many employers would hire you for the same or better pay and benefits?
- c. Are the skills you have learned in the Coast Guard so general that it would be difficult for you to find a job outside of the Coast Guard with similar or better pay and benefits?
- d. Are your skills so Coast-Guard-peculiar that it would be difficult for you to find a job outside of the Coast Guard with similar or better pay and benefits?
- e. Do you have job skills that aren't used or appreciated by the Coast Guard that you would like to use, and that are in demand by other employers?
- f. Are you of an age that it would be easy for you to find a job outside the Coast Guard for equal or better pay and benefits?
- g. Overall, do you feel that you have many attractive job alternatives outside of the Coast Guard?

THE FOLLOWING SECTION ASKS QUESTIONS ABOUT HOW SATISFIED YOU ARE WITH VARYING COAST GUARD EXPERIENCES.

WITH REGARD TO YOUR GENERAL COAST GUARD EXPERIENCE...

5. TO WHAT EXTENT ARE YOU SATISFIED WITH.....

- a. The way you have been treated by your detailer?
- b. Transfer policies in general?
- c. The way you were treated at your first Coast Guard duty station?
- d. Your current supervisor's willingness and ability to help you solve work related problems?

6. TO WHAT EXTENT ARE YOU SATISFIED WITH...

- a. Your current supervisor's willingness to change your job (where possible)?
- b. The way you are generally treated by people senior to you?
- c. Coast Guard leadership in general?
- d. Living conditions (housing facilities)?
- e. Living conditions (geographic area)?
- f. Working conditions (equipment and materials)?
- g. The amount of work you are required to do?

7. TO WHAT EXTENT ARE YOU SATISFIED WITH. . . .

- a. The number of hours you have to work?
- b. The challenge of your job?
- c. Your chance for promotion?
- d. The amount of control you have over your work?

8. TO WHAT EXTENT ARE YOU SATISFIED WITH . . .

- a. Your ability to "do things on your own--without interference"?
- b. The prestige and status you receive from being a member of the Coast Guard?
- c. Advancement policies?
- d. GI Bill policies?

9. TO WHAT EXTENT ARE YOU SATISFIED WITH . . .

- a. Medical/dental facilities?
- b. Your ability to work in your rate or area that you are interested in?
- c. Your formal training (school)?
- d. Your informal training (on the job)?
- e. Your actual pay?
- f. The policy of paying different amounts to married and single individuals?
- g. Your benefits?
- h. Reenlistment bonus policies?
- i. Grooming standards?
- j. Being involved in inspections?
- k. Being involved in military ceremonies?

WITH REGARDS TO POST-SERVICE (RETIREMENT) BENEFITS. . .

10. IF YOU WERE STAYING IN THE COAST GUARD UNTIL RETIREMENT, TO WHAT EXTENT ARE YOU SATISFIED WITH YOUR POTENTIAL . . .

- a. Retirement pay?
- b. Medical/dental for self?
- c. Medical/dental for family?
- d. Exchange/commissary privileges?
- e. VA educational benefits?

THE FOLLOWING SECTION ASKS HOW YOU THINK AND FEEL ABOUT YOUR WORK AND THE COAST GUARD. PLEASE INDICATE THE EXTENT TO WHICH YOU ARE SATISFIED WITH EACH AREA.

11. TO WHAT EXTENT ARE YOU SATISFIED WITH . . .

- a. The actual job your current assignment has you doing on a day-to-day basis?
- b. The activities your specialty calls for (when you are working in it)?
- c. The way you are treated by those senior to you?
- d. The kind of Coast Guard assignment you are likely to have in the future?

12. TO WHAT EXTENT ARE YOU SATISFIED WITH . . .

- a. The type of work involved in your specialty?
- b. The respect you receive from those senior to you?
- c. The respect you receive from the people you work with?
- d. The possibility offered in future Coast Guard job assignments?

13. TO WHAT EXTENT ARE YOU SATISFIED WITH . . .

- a. The kind of activities your current job provides you?
- b. The way you are treated by the people you work with?

14. OVERALL, TO WHAT EXTENT ARE YOU SATISFIED WITH. . .

- a. The kind of work performed in your specialty?
- b. The people you work with?
- c. The way those senior to you treat and think of you?
- d. The actual job you are currently performing?
- e. Your future Coast Guard work opportunities?

THE FOLLOWING QUESTIONS ASK FOR YOUR FEELINGS AND OPINIONS ABOUT THE COAST GUARD.

15. TO WHAT EXTENT. . .

- a. Do the rewards, benefits and encouragements you get outweigh the threats and punishments?
- b. Do you put off doing what you are expected to do on the job?
- c. Do you find some people you work with so unreasonable that it's hard to talk with them?
- d. Do you really like the missions and philosophy of the Coast Guard, but dislike personnel policies and practices.?
- e. Do you find the way things ought to be in the Coast Guard, and the way they actually are to be fairly similar?

16. TO WHAT EXTENT . . .

- a. Are you willing to put in a great deal of effort beyond that normally expected in order for the Coast Guard to be successful?
- b. Do those senior to you show interest in what happens to you?
- c. Do you feel a lack of control because of your inability to do much about important Coast Guard policy changes?
- d. Do you have too much invested in the Coast Guard to get out at the end of this enlistment?

17. TO WHAT EXTENT . . .

- a. Are you proud to tell others that you are a member of the Coast Guard?
- b. Do you feel a great sense of pride in knowing that you work for an organization that has humanitarian missions?
- c. Are you currently looking for full-time employment outside the Coast Guard?
- d. Do you say "it's not my job" to avoid tasks or duties?
- e. Do you feel that the "real Coast Guard" is at least somewhat similar to the "ideal Coast Guard", all things considered?
- f. Are Coast Guard rules, policies, and procedures made in your best interest?

g. Are you willing to put in a "hard day's work--and then some" for the Coast Guard?

h. Do you talk with others junior to you about problems they might have with the Coast Guard?

18. TO WHAT EXTENT . . .

a. Do you feel frustrated by your inability to have much effect on important Coast Guard or Service policy changes?

b. Do you sometimes boil inside without letting people on the job know about it?

c. Are you extremely glad that you chose the Coast Guard to work for over the other organizations you were considering at the time you enlisted?

d. Would you find it uncomfortable to look for a job outside the Coast Guard?

e. Does it seem to really matter to the Coast Guard how well you do your job?

19. TO WHAT EXTENT . . .

a. Are you satisfied with your progress in the Coast Guard?

b. Do you feel a great sense of satisfaction in belonging to an organization that saves lives?

c. Do you stand to lose a lot if you get out of the Coast Guard right now?

d. Are your ideas and opinions valued by senior personnel?

e. Do you dislike job hunting in general?

f. Do some people you work with get on your nerves so that you want to do just the opposite of what they want you to do?

g. Is the Coast Guard the best of all organizations for you to work for?

20. TO WHAT EXTENT . . .

a. Do you really "get turned on" by your job but at times get so upset with the way you are treated that you want to quit?

b. Are there many people in senior positions that are much less competent than you?

c. Do you feel a great sense of fulfillment knowing that the Coast Guard serves the public?

d. Do you discuss things you don't like about the Coast Guard with the people you work with?

e. Would it be difficult for you to afford to get out of the Coast Guard at the end of your current enlistment?

21. TO WHAT EXTENT . . .

a. Are you very excited about some parts of the Coast Guard but extremely disappointed in other areas?

b. Do you decide not to do all or part of what you are expected to do on the job?

c. Are you satisfied with your dealings with senior personnel?

d. Do you wonder how certain policies that seem senseless to you were created?

e. Do you have so much invested in retirement benefits that getting out of the Coast Guard before you qualify for retirement would cost you more than you would like?

THE FOLLOWING SECTION CONTAINS PAIRS OF SITUATIONS. PLEASE CIRCLE THE NUMBER IN FRONT OF THE SITUATION THAT YOU WOULD PREFER. (In most cases we are asking you to choose between two undesirable situations. We realize that you might not like either, but we would like you to make a selection as if you had to choose between the two.)

IF I HAD TO MAKE A CHOICE, I WOULD PREFER TO. . .

22. 1. Live outside my preferred geographic area.
2. Work out of my specialty.

23. 1. Work in a less secure job.
2. Work out of my specialty.

24. 1. Get out of the Coast Guard.
2. Work in a less secure job.

25. 1. Work out of my specialty.
2. Get out of the Coast Guard.

26. 1. Work for a poor leader.
2. Live outside my preferred geographic area.

IF I HAD TO MAKE A CHOICE, I WOULD PREFER TO . . .

27. 1. Give up my current standard of living.
2. Work in a less secure job.

28. 1. Get out of the Coast Guard.
2. Work for a poor leader.

- 29.
 - 1. Live outside my preferred geographic area.
 - 2. Give up my current standard of living.
- 30.
 - 1. Work for a poor leader.
 - 2. Work out of my specialty.
- 31.
 - 1. Get out of the Coast Guard.
 - 2. Give up my current standard of living.

IF I HAD TO MAKE A CHOICE, I WOULD PREFER TO . . .

- 32.
 - 1. Work in a less secure job.
 - 2. Live outside my preferred geographic area.
- 33.
 - 1. Work out of my specialty.
 - 2. Give up my current standard of living.
- 34.
 - 1. Give up my current standard of living.
 - 2. Work for a poor leader.
- 35.
 - 1. Live outside my preferred geographic area.
 - 2. Get out of the Coast Guard.
- 36.
 - 1. Work in a less secure job.
 - 2. Work out of my specialty.

37. THE ITEMS IN THE BOX BELOW HAVE BEEN FREQUENTLY GIVEN AS REASONS FOR EITHER STAYING IN OR GETTING OUT OF THE COAST GUARD.

a. Put an "A" in front of the item that has had the greatest impact on your desire to stay in (whether you plan on staying in or not).

b. Put a "B" in front of the item that has had the second greatest impact on your desire to stay in (whether you plan on staying in or not).

c. Put a "C" in front of the item that has had the greatest impact on your desire to get out whether you plan on getting out or not).

d. Put a "D" in front of the item that has had the second greatest impact on your desire to get out whether you plan on getting out or not).

- a. ☐ Pay
- b. ☐ Retirement
- c. ☐ Medical Benefits
- d. ☐ Job Security
- e. ☐ Family Considerations
- f. ☐ Reenlistment Bonus
- g. ☐ Recognition
- h. ☐ Work Itself
- i. ☐ Advancement
- j. ☐ Leadership
- k. ☐ Frequent Change of Station
- l. ☐ Military Regulations
- m. ☐ Training
- n. ☐ Family Housing
- o. ☐ Working Hours
- p. ☐ Travel
- q. ☐ Exchange & Commissary
- r. ☐ Pro/Specialty/Hazard Pay
- s. ☐ Education Opportunity (Off duty)
- t. ☐ Bachelor Quarters

38. Do you feel that you are currently working in your area of specialty?

- 0. No
- 1. Yes

APPENDIX II
FREQUENCY DISTRIBUTION OF SAMPLE

YEARS	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	100			
0	9	9	0.501	0.501
1	116	125	6.455	6.956
2	138	263	7.679	14.636
3	300	643	24.146	38.782
4	175	818	9.738	48.520
5	250	1068	13.912	62.432
6	190	1266	11.010	73.441
7	164	1430	9.126	82.567
8	72	1502	4.007	86.574
9	20	1522	1.113	87.687
10	12	1534	0.668	88.355
11	48	1582	2.671	91.026
12	72	1654	4.007	95.033
13	72	1726	4.007	99.040
14	12	1738	0.668	99.708
15	4	1742	0.223	99.931
16	3	1745	0.167	100.098
17	1	1746	0.056	100.154
18	2	1748	0.111	100.265
19	3	1751	0.167	100.432
20	4	1755	0.223	100.655
21	1	1756	0.056	100.711
22	3	1759	0.167	100.878
23	15	1774	0.835	101.713
24	19	1793	1.057	102.770
25	1	1794	0.056	102.826
26	2	1796	0.111	102.937
31	1	1797	0.056	103.000

SAMPLE FREQUENCY BY YEARS IN SERVICE

AGE	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	77			
18	5	5	0.275	0.275
19	29	34	1.593	1.868
20	69	103	3.791	5.659
21	164	267	9.011	14.670
22	187	454	10.275	24.945
23	221	675	12.143	37.088
24	198	873	10.879	47.967
25	157	1030	8.626	56.593
26	146	1176	8.022	64.615
27	101	1277	5.549	70.165
28	70	1347	3.846	74.011
29	56	1403	3.077	77.088
30	61	1464	3.352	80.440
31	66	1530	3.626	84.066
32	72	1602	3.956	88.022
33	56	1658	3.077	91.099
34	32	1690	1.758	92.857
35	23	1713	1.264	94.121
36	28	1741	1.538	95.659
37	9	1750	0.495	96.154
38	0	1750	0.440	96.593
39	7	1765	0.385	96.978
40	7	1772	0.385	97.363
41	9	1781	0.495	97.857
42	15	1796	0.824	98.681
43	7	1803	0.385	99.066
44	4	1807	0.220	99.286
45	4	1811	0.220	99.505
46	3	1814	0.165	99.670
48	5	1819	0.275	99.945
49	1	1820	0.055	100.000

SAMPLE FREQUENCY BY YEARS OF AGE

DIST	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	136			
1	168	168	9.540	9.540
2	77	245	4.373	13.913
3	227	472	12.890	26.803
5	217	689	12.095	38.898
7	170	855	9.654	48.552
8	150	1005	8.518	57.070
9	172	1177	9.767	66.837
11	69	1246	3.918	70.755
12	132	1378	7.496	78.251
13	167	1545	9.402	87.724
14	83	1628	4.713	92.447
17	105	1733	5.963	98.410
99	28	1761	1.590	100.000

SAMPLE FREQUENCY BY DISTRICT

SEX	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	136			
1	1705	1705	96.820	96.820
2	56	1761	3.180	100.000

SAMPLE FREQUENCY BY SEX

GRADE	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	15			
1	2	2	0.106	0.106
2	22	24	1.169	1.275
3	146	170	7.750	9.032
4	322	492	17.109	26.142
5	555	1047	29.490	55.632
6	602	1649	31.987	87.620
7	177	1826	9.405	97.024
8	18	1844	0.956	97.981
9	21	1865	1.116	99.097
10	17	1882	0.903	100.000

SAMPLE FREQUENCY BY PAYGRADE

RATE	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	29			
0	14	14	0.749	0.749
1	65	79	3.480	4.229
2	23	102	1.231	5.460
3	38	140	2.034	7.495
4	8	148	0.428	7.923
5	47	195	2.516	10.439
6	320	515	17.131	27.570
7	59	574	3.158	30.728
9	10	584	0.535	31.263
10	48	632	2.570	33.833
11	108	740	5.782	39.615
12	7	747	0.375	39.989
14	5	752	0.260	40.257
15	31	783	1.660	41.916
16	56	839	2.998	44.914
17	202	1121	15.096	60.011
18	22	1143	1.178	61.188
19	3	1146	0.161	61.349
20	10	1156	0.535	61.884
22	71	1227	3.801	65.685
23	28	1255	1.499	67.184
24	92	1347	4.925	72.109
25	114	1461	6.103	78.212
26	81	1542	4.336	82.548
27	4	1546	0.214	82.762
28	21	1567	1.124	83.887
29	182	1749	9.743	93.630
30	119	1868	6.370	100.000

SAMPLE FREQUENCY BY RATE

MARITAL	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	17			
1	671	671	35.691	35.691
2	1148	1819	61.064	96.755
3	61	1880	3.245	100.000

SAMPLE FREQUENCY BY MARITAL STATUS

RACE	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	53			
1	5	5	0.271	0.271
2	1	6	0.054	0.325
3	1621	1627	87.907	88.232
4	48	1675	2.603	90.835
5	31	1706	1.601	92.516
6	116	1822	6.291	98.807
7	22	1844	1.193	100.000

SAMPLE FREQUENCY BY RACIAL/ETHNIC IDENTITY

EDU	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	146			
1	8	8	0.457	0.457
2	60	68	3.427	3.883
3	985	1053	56.254	60.137
4	582	1635	33.238	93.375
5	81	1716	4.626	98.001
6	19	1735	1.095	99.096
7	13	1748	0.742	99.829
8	3	1751	0.171	100.000

SAMPLE FREQUENCY BY LEVEL OF EDUCATION

PRIOR	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	137			
1	1439	1439	81.761	81.761
2	321	1760	18.239	100.000

SAMPLE FREQUENCY BY PRIOR SERVICE

UNIT	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	257			
1	86	86	5.244	5.244
2	63	149	3.841	9.085
3	47	196	2.866	11.951
4	70	266	4.268	16.220
5	105	371	6.402	22.622
6	187	558	11.402	34.024
7	148	706	9.024	43.049
8	294	1000	17.927	60.976
9	59	1059	3.598	64.573
10	33	1092	2.012	66.585
11	108	1200	6.585	73.171
12	80	1280	4.878	78.049
13	47	1327	2.866	80.915
14	17	1344	1.037	81.951
15	146	1490	8.902	90.854
16	139	1629	8.476	99.329
17	11	1640	0.671	100.000

SAMPLE FREQUENCY BY TYPE OF UNIT TO WHICH ASSIGNED

SPEC	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	121			
0	562	562	31.644	31.644
1	1214	1776	68.356	100.000

SAMPLE FREQUENCY BY "WORKING IN SPECIALTY"

APPENDIX III
INTENT BY DEMOGRAPHY

Mean intent by YEARS IN SERVICE

YEARS	FREQ	MEAN	STD
.	1797	3.65616	1.66447
0	9	3.55556	2.24227
1	116	3.22124	1.46832
2	138	2.84211	1.33054
3	380	2.94309	1.44820
4	175	3.15152	1.45504
5	250	3.60246	1.63606
6	198	3.85128	1.69701
7	164	4.06211	1.59957
8	72	4.07246	1.58410
9	20	5.16667	1.33945
10	12	4.75000	1.65831
11	48	4.97872	1.07318
12	72	4.92754	1.22857
13	72	4.93056	1.14235
14	12	5.00000	1.34840
15	4	5.25000	0.50000
16	3	5.33333	0.57735
17	1	6.00000	.
18	2	5.50000	0.70711
19	3	5.66667	0.57735
20	4	5.00000	2.30940
21	1	6.00000	.
22	3	6.00000	0.00000
23	15	4.71429	2.46291
24	19	5.27778	1.77584
25	1	6.00000	.
26	2	4.00000	2.82843
31	1	6.00000	.

Mean intent by TIME

TIME	FREQ	MEAN	STD
.	1797	3.65616	1.66447
1	643	2.98077	1.44441
2	859	3.69904	1.63377
3	295	5.00000	1.32749

Mean intent by DISTRICT

DIST	FREQ	MEAN	STD
.	1761	3.64792	1.66535
1	168	3.54777	1.60307
2	77	3.98611	1.83467
3	227	3.66968	1.60523
5	213	3.71078	1.54400
7	170	3.84118	1.70053
8	150	3.77241	1.68220
9	172	3.40964	1.64436
11	69	3.47761	1.77831
12	132	3.51145	1.70234
13	167	3.55215	1.62220
14	83	3.71951	1.66499
17	105	3.48515	1.76982
99	28	4.28571	1.92175

Mean intent by PAYGRADE

GRADE	FREQ	MEAN	STD
.	1882	3.66995	1.67482
1	2	1.00000	0.00000
2	22	2.70000	1.21828
3	146	2.88652	1.36848
4	322	2.90127	1.45863
5	555	3.32096	1.58377
6	602	4.08205	1.61121
7	177	5.06936	1.11847
8	18	4.72222	2.19104
9	21	5.15789	1.74047
18	17	5.81250	0.54391

Mean intent by MARITAL STATUS

MARITAL	FREQ	MEAN	STD
.	1880	3.66795	1.67652
1	671	3.06288	1.44453
2	1148	4.01973	1.70793
3	61	3.70690	1.57846

Mean intent by EDUCATION LEVEL

EDU	FREQ	MEAN	STD
.	1751	3.69690	1.67097
1	8	4.37500	1.92261
2	60	3.13559	1.64482
3	985	3.68951	1.63453
4	582	3.77032	1.70794
5	81	3.50000	1.77098
6	19	3.94737	1.80966
7	13	3.76923	1.69085
8	3	4.66667	0.57735

Mean intent by UNIT TYPE

UNIT	FREQ	MEAN	STD
.	1640	3.66417	1.66812
1	86	3.55814	1.53089
2	63	3.76190	1.60357
3	47	3.91304	1.69740
4	70	3.54286	1.69984
5	105	3.41346	1.67570
6	187	3.66292	1.67362
7	148	3.62238	1.56459
8	294	3.46154	1.69320
9	59	3.42857	1.55922
10	33	3.51515	1.54356
11	108	3.71569	1.59441
12	80	3.54430	1.78165
13	47	3.93333	1.77610
14	17	4.00000	1.58114
15	146	4.04861	1.66549
16	139	3.93382	1.76468
17	11	3.90909	1.81409

APPENDIX IV
DESCRIPTIVE STATISTICS
SCALES (V1 TO V55) BY DEMOGRAPHY

TABLE 101 OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q2A	N*2	207	105	158	490	381	356	191
	%*3	11.0	5.6	8.4	26.0	20.2	18.9	10.1
	%*4	11.0	16.5	24.9	50.6	71.0	89.9	100.0
Q2B	N	111	117	201	506	382	379	186
	%	5.9	6.2	10.7	26.9	20.3	20.1	9.9
	%	5.9	12.1	22.6	49.7	70.0	90.1	100.0
Q2C	N	233	202	276	464	317	287	104
	%	12.4	10.7	14.7	24.6	16.8	15.2	5.5
	%	12.4	23.1	37.8	62.4	79.2	94.5	100.0
Q2D	N	188	151	245	493	354	344	112
	%	10.0	8.0	13.0	26.1	18.8	18.2	5.9
	%	10.0	18.0	30.9	57.1	75.8	94.1	100.0
Q3A	N	66	83	92	269	292	436	612
	%	3.6	4.5	5.0	14.5	15.8	23.6	33.1
	%	3.6	8.1	13.0	27.6	43.4	66.9	100.0
Q3B	N	79	74	121	292	312	436	527
	%	4.3	4.0	6.6	15.9	16.9	23.7	28.6
	%	4.3	8.3	14.9	30.7	47.7	71.4	100.0
Q3C	N	87	64	99	358	293	420	514
	%	4.7	3.5	5.4	19.5	16.0	22.9	28.0
	%	4.7	8.2	13.6	33.1	49.1	72.0	100.0
Q4A	N	624	122	123	259	217	243	274
	%	33.5	6.6	6.6	13.9	11.7	13.1	14.7
	%	33.5	40.1	46.7	60.6	72.2	85.3	100.0
Q4B	N	109	80	113	362	316	444	450
	%	5.8	4.3	6.0	19.3	16.9	23.7	24.0
	%	5.8	10.1	16.1	35.4	52.3	76.0	100.0
Q4C	N	631	284	238	355	153	106	97
	%	33.9	15.2	12.8	19.0	8.2	5.7	5.2
	%	33.9	49.1	61.9	80.9	89.1	94.8	100.0

*1 Response categories - 1= NOT AT ALL, 4= TO SOME EXTENT, 7= VERY GREAT EXTENT

*2 N represents number of people selecting this response.

*3 % represents the percent of all people responding to this question with this response.

*4 % represents cumulative percentage.

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q4D	N*2	804	260	214	284	130	85	92
	Z*3	43.0	13.9	11.4	15.2	7.0	4.5	4.9
	Z*4	43.0	56.9	68.4	83.6	90.5	95.1	100.0
Q4E	N	257	209	202	433	194	269	303
	Z	13.8	11.2	10.8	23.2	10.4	14.4	16.2
	Z	13.8	25.0	35.8	59.0	69.4	83.8	100.0
Q4F	N	42	47	83	246	259	458	738
	Z	2.2	2.5	4.4	13.1	13.8	24.5	39.4
	Z	2.2	4.8	9.2	22.3	36.1	60.6	100.0
Q4G	N	54	72	118	322	292	434	585
	Z	2.9	3.8	6.3	17.2	15.6	23.1	31.2
	Z	2.9	6.7	13.0	30.2	45.7	68.8	100.0
Q5A	N	240	152	145	323	277	362	285
	Z	13.5	8.5	8.1	18.1	15.5	20.3	16.0
	Z	13.5	22.0	30.1	48.2	63.7	84.0	100.0
Q5B	N	289	220	249	417	280	262	102
	Z	15.9	12.1	13.7	22.9	15.4	14.4	5.6
	Z	15.9	28.0	41.7	64.6	80.0	94.4	100.0
Q5C	N	213	121	161	303	330	438	265
	Z	11.6	6.6	8.8	16.5	18.0	23.9	14.5
	Z	11.6	18.2	27.0	43.6	61.6	85.5	100.0
Q5D	N	200	112	139	253	266	443	418
	Z	10.9	6.1	7.6	13.8	14.5	24.2	22.6
	Z	10.9	17.0	24.6	38.4	53.0	77.2	100.0
Q6A	N	205	150	187	409	297	304	182
	Z	11.8	8.7	10.8	23.6	17.1	17.5	10.5
	Z	11.8	20.5	31.3	54.8	72.0	89.5	100.0
Q6B	N	143	141	199	370	373	425	178
	Z	7.8	7.7	10.9	20.2	20.4	23.2	9.7
	Z	7.8	15.5	26.4	46.6	67.0	90.3	100.0
Q6C	N	363	314	374	426	228	101	33
	Z	19.7	17.1	20.3	23.2	12.4	5.5	1.8
	Z	19.7	30.8	57.2	80.3	92.7	98.2	100.0
Q6D	N	544	289	250	302	185	144	83
	Z	30.3	16.1	13.9	16.8	10.3	8.0	4.6
	Z	30.3	46.4	60.3	77.1	87.4	95.4	100.0
Q6E	N	299	170	191	365	297	296	202
	Z	16.4	9.3	10.5	20.0	16.3	16.4	11.1
	Z	16.4	25.7	30.2	50.6	72.6	88.9	100.0

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q6F	N*2	281	281	293	385	296	216	86
	%*3	15.3	15.3	15.9	20.9	16.1	11.8	4.7
	%*4	15.3	30.6	46.5	67.5	83.6	95.3	100.0
Q6G	N	153	111	169	423	403	398	184
	%	8.3	6.0	9.2	23.0	21.9	21.6	10.0
	%	8.3	14.3	23.5	46.5	68.4	90.0	100.0
Q7A	N	213	162	186	334	353	389	208
	%	11.5	8.8	10.1	18.1	19.1	21.1	11.3
	%	11.5	20.3	30.4	48.5	67.6	88.7	100.0
Q7B	N	168	147	182	327	324	404	293
	%	9.1	8.0	9.9	17.7	17.6	21.9	15.9
	%	9.1	17.1	26.9	44.7	62.2	84.1	100.0
Q7C	N	135	111	142	302	303	494	349
	%	7.4	6.0	7.7	16.4	16.5	26.9	19.0
	%	7.4	13.4	21.1	37.6	54.1	81.0	100.0
Q7D	N	169	161	188	310	295	454	264
	%	9.2	8.7	10.2	16.8	16.0	24.7	14.3
	%	9.2	17.9	28.1	45.0	61.0	85.7	100.0
Q8A	N	171	130	177	347	343	407	276
	%	9.2	7.0	9.6	18.7	18.5	22.0	14.9
	%	9.2	16.3	25.8	44.6	63.1	85.1	100.0
Q8B	N	269	230	285	394	291	218	156
	%	14.6	12.5	15.5	21.4	15.8	11.8	8.5
	%	14.6	27.1	42.5	63.9	79.7	91.5	100.0
Q8C	N	204	138	222	404	384	327	162
	%	11.1	7.5	12.1	21.9	20.9	17.8	8.8
	%	11.1	18.6	30.6	52.6	73.4	91.2	100.0
Q8D	N	442	202	206	326	215	244	196
	%	24.1	11.0	11.3	17.8	11.7	13.3	10.7
	%	24.1	35.2	46.4	64.2	76.0	89.3	100.0
Q9A	N	457	249	240	320	261	195	130
	%	24.7	13.4	13.0	17.3	14.1	10.5	7.0
	%	24.7	38.1	51.1	68.4	82.5	93.0	100.0
Q9B	N	134	99	150	368	400	446	248
	%	7.3	5.4	8.1	19.9	21.7	24.2	13.4
	%	7.3	12.6	20.8	40.7	62.4	86.6	100.0
Q9C	N	163	116	221	369	360	375	185
	%	9.2	6.6	12.5	20.4	20.4	21.2	10.3
	%	9.2	15.8	25.3	44.1	64.5	85.7	100.0

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q9D	N*2	105	110	183	392	449	416	176
	Z*3	5.7	6.0	10.0	21.4	24.5	22.7	9.6
	Z*4	5.7	11.7	21.7	43.1	67.7	90.4	100.0
Q9E	N	625	358	316	303	152	75	18
	Z	33.8	19.4	17.1	16.4	8.2	4.1	1.0
	Z	33.8	53.2	70.3	86.7	95.0	99.0	100.0
Q9G	N	364	322	290	391	252	152	72
	Z	19.8	17.5	15.7	21.2	13.7	8.2	3.9
	Z	19.8	37.2	53.0	74.2	87.8	96.1	100.0
Q9H	N	737	247	199	296	152	118	79
	Z	40.3	13.5	10.9	16.2	8.3	6.5	4.3
	Z	40.3	53.8	64.7	80.9	89.2	95.7	100.0
Q9I	N	449	202	219	416	254	200	106
	Z	24.3	10.9	11.9	22.5	13.8	10.8	5.7
	Z	24.3	35.3	47.1	69.7	83.4	94.3	100.0
Q9I	N	449	202	219	416	254	200	106
	Z	24.3	10.9	11.9	22.5	13.8	10.8	5.7
	Z	24.3	35.3	47.1	69.7	83.4	94.3	100.0
Q9J	N	382	232	233	515	252	147	86
	Z	20.7	12.6	12.6	27.9	13.6	8.0	4.7
	Z	20.7	33.2	45.9	73.7	87.4	95.3	100.0
Q9K	N	429	206	224	509	225	146	89
	Z	23.5	11.3	12.3	27.8	12.3	6.0	4.9
	Z	23.5	34.7	47.0	74.8	87.1	95.1	100.0
Q10A	N	196	205	267	557	262	162	86
	Z	11.3	11.8	15.4	32.1	15.1	9.3	5.0
	Z	11.3	23.1	38.5	70.6	85.7	95.0	100.0
Q10B	N	206	146	227	457	320	221	158
	Z	11.9	8.4	13.1	26.3	18.4	12.7	9.1
	Z	11.9	20.3	33.4	59.7	78.2	90.9	100.0
Q10C	N	489	271	264	319	152	108	90
	Z	28.9	16.0	15.6	18.8	9.0	6.4	5.3
	Z	28.9	44.9	60.5	79.3	88.3	94.7	100.0
Q10D	N	198	141	182	404	288	318	206
	Z	11.4	8.1	10.5	23.3	16.6	18.3	11.9
	Z	11.4	19.5	30.0	53.3	69.8	88.1	100.0
Q10E	N	332	137	173	360	235	301	195
	Z	19.2	7.9	10.0	20.8	13.6	17.4	11.3
	Z	19.2	27.1	37.0	57.6	71.4	88.7	100.0

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q11A	N*2	171	142	221	394	373	377	207
	Z*3	9.1	7.5	11.7	20.9	19.8	20.0	11.0
	Z*4	9.1	16.6	28.3	49.2	69.0	89.0	100.0
Q11A	N	171	142	221	394	373	377	207
	Z	9.1	7.5	11.7	20.9	19.8	20.0	11.0
	Z	9.1	16.6	28.3	49.2	69.0	89.0	100.0
Q11B	N	58	65	123	327	453	518	330
	Z	3.1	3.5	6.6	17.4	24.2	27.6	17.6
	Z	3.1	6.6	13.1	30.6	54.7	82.4	100.0
Q11C	N	164	158	230	365	383	406	171
	Z	8.7	8.4	12.3	19.4	20.4	21.6	9.1
	Z	8.7	17.2	29.4	48.9	69.3	90.9	100.0
Q11D	N	224	170	242	459	343	280	122
	Z	12.2	9.2	13.2	24.9	18.6	15.2	5.6
	Z	12.2	21.4	34.6	59.5	78.2	93.4	100.0
Q12A	N	57	67	109	297	435	552	355
	Z	3.0	3.6	5.8	15.9	23.2	29.5	19.0
	Z	3.0	6.6	12.4	28.3	51.5	81.0	100.0
Q12B	N	176	162	228	388	421	344	153
	Z	9.4	8.7	12.2	20.7	22.5	18.4	8.2
	Z	9.4	18.1	30.2	51.0	73.5	91.8	100.0
Q12C	N	45	77	123	355	498	541	234
	Z	2.4	4.1	6.6	19.0	26.6	28.9	12.5
	Z	2.4	6.5	13.1	32.0	58.6	87.5	100.0
Q12D	N	188	147	273	483	360	302	107
	Z	10.1	7.9	14.7	26.0	19.4	16.2	5.6
	Z	10.1	18.0	32.7	58.7	78.0	94.2	100.0
Q13A	N	128	137	239	516	373	343	138
	Z	6.8	7.3	12.8	27.5	19.9	18.3	7.4
	Z	6.8	14.1	26.9	54.4	74.3	92.6	100.0
Q13B	N	36	72	145	382	473	545	218
	Z	1.9	3.8	7.7	20.4	25.3	29.1	11.7
	Z	1.9	5.6	13.5	33.9	59.2	86.3	100.0
Q14A	N	48	56	130	363	465	522	273
	Z	2.6	3.0	7.0	19.5	25.0	28.1	14.7
	Z	2.6	5.6	12.6	32.1	57.2	85.3	100.0
Q14B	N	32	64	164	341	514	489	168
	Z	1.7	3.4	8.8	23.1	27.5	26.1	8.9
	Z	1.7	5.1	13.9	37.5	65.0	91.1	100.0

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (#1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q14C	N*2	143	149	229	377	430	385	147
	Z*3	7.7	8.0	12.3	20.3	23.1	20.7	7.9
	Z*4	7.7	15.7	28.0	48.3	71.4	92.1	100.0
Q14D	N	129	136	182	361	393	426	244
	Z	6.9	7.3	9.7	19.3	21.0	22.8	13.0
	Z	6.9	14.2	23.9	43.2	64.2	67.0	100.0
Q14E	1	164	161	238	455	377	330	118
	Z	8.9	8.7	12.9	24.7	20.5	17.9	6.4
	Z	8.9	17.6	30.5	55.2	75.7	93.6	100.0
Q15A	N	104	184	255	368	313	266	375
	Z	5.6	9.9	13.7	19.7	16.8	14.3	20.1
	Z	5.6	15.4	29.1	48.8	65.6	79.9	100.0
Q15B	N	652	557	195	213	145	87	27
	Z	34.8	29.7	10.4	11.4	7.7	4.6	1.4
	Z	34.8	64.4	74.8	82.*	93.9	96.6	100.0
Q15C	N	185	219	191	385	256	293	347
	Z	9.9	11.7	10.2	20.5	13.6	15.6	16.5
	Z	9.9	21.5	31.7	52.2	65.9	81.5	100.0
Q15D	N	58	92	126	397	298	370	527
	Z	3.1	4.9	6.6	21.2	15.9	19.6	26.2
	Z	3.1	8.0	14.9	36.1	52.0	71.6	100.0
Q15E	N	521	422	361	373	109	53	42
	Z	27.7	22.4	19.2	19.8	5.8	2.8	2.2
	Z	27.7	50.1	69.3	89.2	94.9	97.5	100.0
Q16A	N	57	52	82	402	372	485	392
	Z	3.1	2.8	4.5	21.8	20.2	26.3	21.3
	Z	3.1	5.9	10.4	32.2	52.4	76.7	100.0
Q16B	N	146	188	231	481	317	342	137
	Z	8.0	10.2	12.5	26.1	17.2	18.5	7.4
	Z	8.0	16.2	30.7	56.6	74.0	92.6	100.0
Q16C	N	90	94	154	435	257	367	443
	Z	4.9	5.1	6.4	23.6	14.0	19.9	24.1
	Z	4.9	10.0	18.4	42.0	56.0	75.9	100.0
Q16D	N	549	173	120	179	106	156	257
	Z	46.1	9.4	6.5	9.7	5.8	8.5	14.0
	Z	46.1	55.5	62.1	71.8	77.6	86.0	100.0
Q17A	N	106	104	131	354	260	359	513
	Z	5.7	5.6	7.1	19.2	15.2	19.4	27.6
	Z	5.7	11.4	16.5	37.6	52.6	72.2	100.0

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q17B	N	46	60	77	257	288	434	687
	%	2.5	3.2	4.2	13.9	15.6	23.5	37.2
	%	2.5	5.7	9.9	23.8	39.4	62.6	100.0
Q17C	N	605	175	134	269	106	151	392
	%	33.0	9.6	7.3	14.7	5.8	8.2	21.4
	%	33.0	42.6	49.9	64.6	70.4	78.6	100.0
Q17D	N	785	497	198	203	80	45	31
	%	42.7	27.0	10.6	11.0	4.4	2.4	1.7
	%	42.7	69.7	80.5	91.5	95.9	98.3	100.0
Q17E	N	259	286	377	573	207	95	34
	%	14.1	15.6	20.6	31.3	11.3	5.2	1.9
	%	14.1	29.8	50.4	81.6	93.0	98.1	100.0
Q17F	N	24	95	203	575	367	316	250
	%	1.3	5.2	11.0	31.3	20.0	17.3	13.9
	%	1.3	6.5	17.5	48.6	68.6	86.1	100.0
Q17G	N	78	81	116	396	342	459	366
	%	4.2	4.4	6.3	21.5	18.6	24.9	20.0
	%	4.2	8.6	14.9	36.5	55.1	80.0	100.0
Q17H	N	47	51	69	309	404	566	399
	%	2.5	2.8	3.7	16.7	21.9	30.7	21.6
	%	2.5	5.3	9.1	25.8	47.7	78.4	100.0
Q18A	N	69	87	179	472	299	355	379
	%	3.8	4.7	9.7	25.7	16.3	19.3	20.6
	%	3.8	8.5	18.2	43.9	60.1	79.4	100.0
Q18B	N	113	151	169	389	324	386	310
	%	6.1	8.2	9.2	21.1	17.6	21.0	16.6
	%	6.1	14.3	23.5	44.6	62.2	83.2	100.0
Q18C	N	109	63	112	272	259	387	628
	%	6.0	3.4	6.1	14.9	14.2	21.1	34.3
	%	6.0	9.4	15.5	30.4	44.5	65.7	100.0
Q18D	N	44	87	105	233	153	263	956
	%	2.4	4.7	5.7	12.7	8.3	14.3	51.9
	%	2.4	7.1	12.6	25.5	33.8	48.1	100.0
Q18E	N	219	299	293	415	240	191	174
	%	11.9	16.3	15.9	22.6	13.5	10.4	9.5
	%	11.9	28.2	44.1	66.7	80.2	90.5	100.0
Q19A	N	292	481	415	350	129	70	101
	%	15.6	26.1	22.5	19.3	7.0	3.8	5.5
	%	15.6	41.9	64.4	83.7	90.7	94.5	100.0

QUESTION NUMBER		1	2	3	4	5	6	7
Q19B	N	42	33	56	249	300	475	683
	%	2.3	1.8	3.0	13.5	16.3	25.8	37.2
	%	2.3	4.1	7.1	20.7	37.0	62.8	100.0
Q19C	N	585	254	194	269	147	175	218
	%	31.6	13.8	10.5	14.6	8.0	9.5	11.8
	%	31.8	45.5	56.1	70.7	78.7	88.2	100.0
Q19D	N	72	283	384	501	224	191	183
	%	3.9	15.4	20.9	27.3	12.2	10.4	10.0
	%	3.9	19.3	40.2	67.5	79.7	90.0	100.0
Q19E	N	164	174	191	442	203	236	419
	%	9.0	9.5	10.4	24.2	11.1	12.9	22.9
	%	9.0	18.5	28.9	53.1	64.2	77.1	100.0
Q19F	N	336	372	226	374	195	158	176
	%	18.3	20.3	12.3	20.4	10.6	8.6	9.6
	%	18.3	38.5	50.8	71.2	81.8	90.4	100.0
Q19G	N	356	264	267	353	201	222	156
	%	19.6	14.5	14.7	19.4	11.1	12.2	8.6
	%	19.6	34.1	48.8	68.2	79.2	91.4	100.0
Q20A	N	116	156	207	430	282	304	381
	%	6.2	8.3	11.0	22.9	15.0	16.2	20.3
	%	6.2	14.5	25.5	48.5	63.5	79.7	100.0
Q20B	N	44	143	205	471	293	314	387
	%	2.4	7.7	11.0	25.4	15.8	16.9	20.8
	%	2.4	10.1	21.1	46.5	62.3	79.2	100.0
Q20C	N	68	71	134	430	346	449	372
	%	3.6	3.8	7.2	23.0	18.5	24.0	19.9
	%	3.6	7.4	14.6	37.6	56.1	80.1	100.0
Q20D	N	51	101	152	444	353	436	341
	%	2.7	5.4	8.1	23.6	18.8	23.2	18.2
	%	2.7	8.1	16.2	39.8	58.6	81.8	100.0
Q20E	N	745	258	164	268	147	152	138
	%	39.8	13.8	8.8	14.3	7.9	6.1	7.4
	%	39.8	53.6	62.3	76.7	84.5	92.6	100.0
Q21A	N	32	42	117	458	323	437	463
	%	1.7	2.2	6.3	24.5	17.3	23.3	24.7
	%	1.7	4.0	10.2	34.7	51.9	75.3	100.0
Q21B	N	642	574	223	243	90	64	26
	%	34.4	30.8	12.0	13.0	4.8	3.4	1.5
	%	34.4	65.2	77.2	90.2	95.1	98.5	100.0

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q21C	N	190	214	249	513	376	275	58
	%	10.1	11.4	13.3	27.4	20.1	14.7	3.1
	%	10.1	21.5	34.8	62.2	82.2	96.9	100.0
Q21D	N	31	41	63	306	253	438	722
	%	1.7	2.2	4.4	16.3	13.5	23.4	38.5
	%	1.7	3.8	8.3	24.6	38.1	61.5	100.0
Q21E	N	774	228	150	187	110	129	187
	%	43.9	12.9	8.5	10.6	6.2	7.3	10.6
	%	43.9	56.8	65.3	75.9	82.1	89.4	100.0
Q22	N	983	849					
	%	53.7	46.3					
	%	53.7	100.0					
Q23	N	1337	491					
	%	73.1	26.9					
	%	73.1	100.0					
Q24	N	1028	774					
	%	57.0	43.0					
	%	57.0	100.0					
Q25	N	938	890					
	%	51.3	48.7					
	%	51.3	100.0					
Q26	N	426	1398					
	%	23.4	76.6					
	%	23.4	100.0					
Q27	N	586	1226					
	%	32.3	67.7					
	%	32.3	100.0					
Q28	N	1215	610					
	%	66.6	33.4					
	%	66.6	100.0					
Q29	N	1307	517					
	%	71.7	28.3					
	%	71.7	100.0					
Q30	N	393	1431					
	%	21.5	78.5					
	%	21.5	100.0					
Q31	N	1338	481					
	%	73.6	26.4					
	%	73.6	100.0					

FREQUENCY OF RESPONSES TO INDIVIDUAL QUESTIONS (*1)

QUESTION NUMBER		1	2	3	4	5	6	7
Q32		615	1209					
		33.7	66.3					
		33.7	100.0					
Q33	N	1399	427					
	Z	76.6	76.6					
	Z	23.4	100.0					
Q34	N	922	884					
	Z	51.1	51.1					
	Z	48.9	100.0					
Q35	N	913	905					
	Z	50.2	50.2					
	Z	49.8	100.0					
Q36	N	548	1259					
	Z	30.3	69.7					
	Z	30.3	100.0					

GRAND SCALE MEANS - TOTAL SAMPLE

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	1789	4.032	1.135
V2	WILLINGNESS TO EXERT EFFORT	1830	5.092	1.406
V3	SENSE OF HELPLESSNESS	1825	4.903	1.475
V4	INVESTMENT OR SIDE BETS	1711	3.047	1.803
V5	WILLINGNESS TO SEEK EMPLOYMENT	1825	5.097	1.511
V6	CONGRUITY OF REAL AND IDEAL CG	1821	3.021	1.258
V7	SKILL RELEVANCY TO OUTSIDE JOBS	1817	5.021	1.204
V8	SATISFACTION WITH THE JOB ITSELF	1854	4.435	1.543
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	1807	4.100	1.530
V10	SATISFACTION WITH SPECIALTY	1839	5.111	1.300
V11	SATISFACTION WITH PEERS	1845	4.943	1.225
V12	SATISFACTION WITH SUPERVISION	1841	4.326	1.606
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	1794	4.640	1.473
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	1819	5.413	1.346
V15	SATISFACTION WITH TRANSFER POLICIES	1769	4.073	1.689
V16	SATISFACTION WITH SUPERVISORY SUPPORT	1726	4.483	1.715
V17	SATISFACTION WITH WORKLOAD	1840	4.410	1.554
V18	SATISFACTION WITH ADVANCEMENT POLICIES	1812	4.532	1.595
V19	SATISFACTION WITH CONTROL OVER JOB	1801	4.649	1.268
V20	SATISFACTION WITH VA EDUC. BENEFITS	1685	3.793	1.783
V21	SATISFACTION WITH MED/DENT BENEFITS	1653	3.486	1.522
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	1821	3.417	1.527
V23	SATIS. WITH POST SERVICE BENEFITS	1670	3.819	1.309
V24	PERCEPTION OF MARKETABILITY	1834	5.267	1.415
V25	SATISFACTION WITH TREATMENT BY SENIORS	1761	4.080	1.424
V26	EXPECTATIONS DISPARITY	1876	4.226	1.242
V33	SATISFACTION WITH FIRST DUTY STATION	1864	5.096	1.834
V34	SATISFACTION WITH HOUSING	1797	3.033	1.847
V35	SATISFACTION WITH GEOGRAPHIC AREA	1822	4.039	1.942
V36	SATISFACTION WITH EQUIPMENT	1838	3.613	1.747
V37	SATISFACTION WITH TRAINING	1769	4.375	1.723
V38	SATISFACTION WITH ON THE JOB TRAINING	1831	4.596	1.588
V39	SATISFACTION WITH PAY	1847	2.619	1.555
V40	SATISFACTION WITH INTERNAL PAY PARITY	1831	3.524	2.046
V41	SATISFACTION WITH IN SERVICE BENEFITS	1843	3.320	1.729
V42	SATISFACTION WITH REENLISTMENT BONUS	1828	2.753	1.859
V43	PUT OFF WORK?	1876	2.473	1.575
V44	OTHERS HARD TO WORK WITH?	1876	4.373	1.935
V45	LIKE MISSIONS, DISLIKE POLICIES?	1870	5.141	1.653
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	1832	3.610	2.365
V47	AVOID OWNERSHIP OF WORK	1839	2.214	1.461
V48	POLICIES IN YOUR BEST INTEREST?	1838	4.711	1.441
V49	DISCUSS PROBLEMS WITH JUNIORS?	1845	5.312	1.431
V50	SEETHE INSIDE?	1842	4.660	1.751
V51	OTHERS GET ON NERVES?	1837	3.489	1.906
V52	MANY SENIORS LESS COMPETENT	1857	4.786	1.651
V53	DISCUSS DISLIKES WITH OTHERS	1878	4.927	1.560
V54	AVOID FINISHING WORK	1864	2.393	1.480
V55	WONDER HOW POLICIES WERE CREATED?	1874	5.621	1.481

MEAN RESPONSE TO STATES BY INTENT
INTENT=1

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	188	5.032	1.059
V2	WILLINGNESS TO EXERT EFFORT	185	4.170	1.835
V3	SENSE OF HELPLESSNESS	188	5.226	1.601
V4	INVESTMENT OR SIDE BETS	170	1.522	0.821
V5	WILLINGNESS TO SEEK EMPLOYMENT	188	5.801	1.296
V6	CONGRUITY OF REAL AND IDEAL CG	189	2.262	1.183
V7	SKILL RELEVANCY TO OUTSIDE JOBS	184	5.019	0.869
V8	SATISFACTION WITH THE JOB ITSELF	188	3.493	1.638
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	180	2.631	1.378
V10	SATISFACTION WITH SPECIALTY	188	4.358	1.628
V11	SATISFACTION WITH PEERS	186	4.511	1.427
V12	SATISFACTION WITH SUPERVISION	187	3.009	1.658
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	187	3.326	1.500
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	186	4.410	1.546
V15	SATISFACTION WITH TRANSFER POLICIES	184	3.372	1.799
V16	SATISFACTION WITH SUPERVISORY SUPPORT	186	3.605	1.845
V17	SATISFACTION WITH WORKLOAD	190	3.632	1.735
V18	SATISFACTION WITH ADVANCEMENT POLICIES	188	3.598	1.631
V19	SATISFACTION WITH CONTROL OVER JOB	188	3.772	1.321
V20	SATISFACTION WITH VA EDUC. BENEFITS	155	3.758	1.783
V21	SATISFACTION WITH MED/DENT BENEFITS	153	3.074	1.582
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	189	2.365	1.452
V23	SATIS. WITH POST SERVICE BENEFITS	154	3.317	1.419
V24	PERCEPTION OF MARKETABILITY	184	5.755	1.476
V25	SATISFACTION WITH TREATMENT BY SENIORS	182	2.832	1.382
V26	EXPECTATIONS DISPARITY	191	3.242	1.228
V33	SATISFACTION WITH FIRST DUTY STATION	192	0.000	0.000
V34	SATISFACTION WITH HOUSING	183	2.557	1.853
V35	SATISFACTION WITH GEOGRAPHIC AREA	189	3.545	2.275
V36	SATISFACTION WITH EQUIPMENT	190	2.895	1.703
V37	SATISFACTION WITH TRAINING	181	3.751	1.850
V38	SATISFACTION WITH ON THE JOB TRAINING	188	4.027	1.796
V39	SATISFACTION WITH PAY	191	1.990	1.447
V40	SATISFACTION WITH INTERNAL PAY PARITY	190	3.037	2.089
V41	SATISFACTION WITH IN SERVICE BENEFITS	191	2.927	1.608
V42	SATISFACTION WITH REENLISTMENT BONUS	189	2.206	1.724
V43	PUT OFF WORK?	192	2.813	1.936
V44	OTHERS HARD TO WORK WITH?	191	4.864	1.995
V45	LIKE MISSIONS, DISLIKE POLICIES?	190	5.663	1.700
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	187	5.396	2.230
V47	AVOID OWNERSHIP OF WORK	187	2.342	1.669
V48	POLICIES IN YOUR BEST INTEREST?	190	5.611	1.355
V49	DISCUSS PROBLEMS WITH JUNIORS?	190	5.179	1.617
V50	SEETHE INSIDE?	189	4.783	1.968
V51	OTHERS GET ON NERVES?	190	4.037	2.154
V52	MANY SENIORS LESS COMPETENT	189	5.312	1.654
V53	DISCUSS DISLIKES WITH OTHERS	190	5.405	1.626
V54	AVOID FINISHING WORK	189	2.524	1.603
V55	WONDER HOW POLICIES WERE CREATED?	190	5.805	1.690

MEAN RESPONSE TO SCALES BY INTENT
INTENT=2

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	289	4.501	1.008
V2	WILLINGNESS TO EXERT EFFORT	298	4.683	1.420
V3	SENSE OF HELPLESSNESS	298	5.196	1.429
V4	INVESTMENT OR SIDE BETS	273	2.118	1.258
V5	WILLINGNESS TO SEEK EMPLOYMENT	300	5.405	1.318
V6	CONGRUITY OF REAL AND IDEAL CG	293	2.679	1.144
V7	SKILL RELEVANCY TO OUTSIDE JOBS	302	4.955	0.802
V8	SATISFACTION WITH THE JOB ITSELF	303	4.008	1.529
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	290	3.444	1.440
V10	SATISFACTION WITH SPECIALTY	297	4.750	1.290
V11	SATISFACTION WITH PEERS	300	4.723	1.245
V12	SATISFACTION WITH SUPERVISION	300	3.708	1.523
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	287	3.900	1.332
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	293	5.013	1.385
V15	SATISFACTION WITH TRANSFER POLICIES	292	3.777	1.566
V16	SATISFACTION WITH SUPERVISORY SUPPORT	291	4.211	1.790
V17	SATISFACTION WITH WORKLOAD	305	4.003	1.551
V18	SATISFACTION WITH ADVANCEMENT POLICIES	302	4.296	1.537
V19	SATISFACTION WITH CONTROL OVER JOB	297	4.188	1.213
V20	SATISFACTION WITH VA EDUC. BENEFITS	278	3.737	1.709
V21	SATISFACTION WITH MED/DENT BENEFITS	271	3.245	1.531
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	307	2.789	1.447
V23	SATIS. WITH POST SERVICE BENEFITS	269	3.603	1.286
V24	PERCEPTION OF MARKETABILITY	305	5.499	1.431
V25	SATISFACTION WITH TREATMENT BY SENIORS	291	3.503	1.330
V26	EXPECTATIONS DISPARITY	310	3.726	1.094
V33	SATISFACTION WITH FIRST DUTY STATION	311	0.000	0.000
V34	SATISFACTION WITH HOUSING	298	2.701	1.741
V35	SATISFACTION WITH GEOGRAPHIC AREA	299	3.963	1.946
V36	SATISFACTION WITH EQUIPMENT	305	3.370	1.726
V37	SATISFACTION WITH TRAINING	297	4.232	1.684
V38	SATISFACTION WITH ON THE JOB TRAINING	306	4.114	1.606
V39	SATISFACTION WITH PAY	307	2.254	1.412
V40	SATISFACTION WITH INTERNAL PAY PARITY	305	3.262	2.027
V41	SATISFACTION WITH IN SERVICE BENEFITS	306	2.925	1.592
V42	SATISFACTION WITH REENLISTMENT BONUS	304	2.564	1.750
V43	PUT OFF WORK?	308	2.646	1.586
V44	OTHERS HARD TO WORK WITH?	305	4.610	1.525
V45	LIKE MISSIONS, DISLIKE POLICIES?	308	5.666	1.440
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	298	4.933	2.133
V47	AVOID OWNERSHIP OF WORK	299	2.391	1.455
V48	POLICIES IN YOUR BEST INTEREST?	299	5.197	1.247
V49	DISCUSS PROBLEMS WITH JUNIORS?	299	5.395	1.442
V50	SEETHE INSIDE?	301	4.970	1.751
V51	OTHERS GET ON NERVES?	301	3.678	1.871
V52	MANY SENIORS LESS COMPETENT	302	5.103	1.525
V53	DISCUSS DISLIKES WITH OTHERS	307	5.202	1.427
V54	AVOID FINISHING WORK	306	2.386	1.415
V55	WONDER HOW POLICIES WERE CREATED?	308	5.541	1.420

MEAN RESPONSE TO SCALES BY INTENT
INTENT=3

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	452	4.129	1.013
V2	WILLINGNESS TO EXERT EFFORT	466	4.884	1.335
V3	SENSE OF HELPLESSNESS	459	4.955	1.426
V4	INVESTMENT OR SIDE BETS	422	2.300	1.201
V5	WILLINGNESS TO SEEK EMPLOYMENT	463	5.210	1.470
V6	CONGRUITY OF REAL AND IDEAL CG	459	2.976	1.182
V7	SKILL RELEVANCY TO OUTSIDE JOBS	460	4.596	0.919
V8	SATISFACTION WITH THE JOB ITSELF	467	4.350	1.490
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	451	3.889	1.409
V10	SATISFACTION WITH SPECIALTY	458	5.052	1.253
V11	SATISFACTION WITH PEERS	462	4.841	1.258
V12	SATISFACTION WITH SUPERVISION	458	4.235	1.490
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	459	4.608	1.321
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	461	5.419	1.248
V15	SATISFACTION WITH TRANSFER POLICIES	435	4.002	1.621
V16	SATISFACTION WITH SUPERVISORY SUPPORT	437	4.437	1.624
V17	SATISFACTION WITH WORKLOAD	467	4.395	1.484
V18	SATISFACTION WITH ADVANCEMENT POLICIES	459	4.563	1.514
V19	SATISFACTION WITH CONTROL OVER JOB	455	4.568	1.228
V20	SATISFACTION WITH VA EDUC. BENEFITS	399	4.021	1.776
V21	SATISFACTION WITH MED/DENT BENEFITS	394	3.715	1.531
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	457	3.403	1.464
V23	SATIS. WITH POST SERVICE BENEFITS	394	4.002	1.303
V24	PERCEPTION OF MARKETABILITY	466	5.153	1.395
V25	SATISFACTION WITH TREATMENT BY SENIORS	437	3.990	1.315
V26	EXPECTATIONS DISPARITY	476	4.133	1.144
V33	SATISFACTION WITH FIRST DUTY STATION	480	0.000	0.000
V34	SATISFACTION WITH HOUSING	455	2.993	1.851
V35	SATISFACTION WITH GEOGRAPHIC AREA	463	4.013	1.918
V36	SATISFACTION WITH EQUIPMENT	464	3.731	1.775
V37	SATISFACTION WITH TRAINING	450	4.296	1.712
V38	SATISFACTION WITH ON THE JOB TRAINING	467	4.570	1.592
V39	SATISFACTION WITH PAY	467	2.615	1.489
V40	SATISFACTION WITH INTERNAL PAY PARITY	460	3.637	2.053
V41	SATISFACTION WITH IN SERVICE BENEFITS	467	3.585	1.772
V42	SATISFACTION WITH REENLISTMENT BONUS	461	3.052	1.933
V43	PUT OFF WORK?	472	2.479	1.561
V44	OTHERS HARD TO WORK WITH?	473	4.531	1.967
V45	LIKE MISSIONS, DISLIKE POLICIES?	474	5.207	1.610
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	462	4.214	2.281
V47	AVOID OWNERSHIP OF WORK	466	2.391	1.499
V48	POLICIES IN YOUR BEST INTEREST?	464	4.774	1.397
V49	DISCUSS PROBLEMS WITH JUNIORS?	469	5.175	1.506
V50	SEETHE INSIDE?	466	4.807	1.743
V51	OTHERS GET ON NERVES?	463	3.650	1.939
V52	MANY SENIORS LESS COMPETENT	468	4.829	1.654
V53	DISCUSS DISLIKES WITH OTHERS	476	5.153	1.498
V54	AVOID FINISHING WORK	470	2.445	1.473
V55	WONDER HOW POLICIES WERE CREATED?	472	5.680	1.461

MEAN RESPONSE TO SCALES BY INTENT
INTENT=4

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	141	3.930	0.976
V2	WILLINGNESS TO EXERT EFFORT	142	5.380	1.182
V3	SENSE OF HELPLESSNESS	141	4.872	1.427
V4	INVESTMENT OR SIDE BETS	133	2.921	1.346
V5	WILLINGNESS TO SEEK EMPLOYMENT	143	4.906	1.468
V6	CONGRUITY OF REAL AND IDEAL CG	143	3.231	1.164
V7	SKILL RELEVANCY TO OUTSIDE JOBS	145	4.529	0.882
V8	SATISFACTION WITH THE JOB ITSELF	145	4.648	1.303
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	142	4.516	1.278
V10	SATISFACTION WITH SPECIALTY	146	5.226	1.226
V11	SATISFACTION WITH PEERS	146	4.950	1.130
V12	SATISFACTION WITH SUPERVISION	147	4.705	1.290
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	141	5.019	1.176
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	143	5.569	1.113
V15	SATISFACTION WITH TRANSFER POLICIES	140	4.782	1.486
V16	SATISFACTION WITH SUPERVISORY SUPPORT	137	4.763	1.547
V17	SATISFACTION WITH WORKLOAD	145	4.693	1.479
V18	SATISFACTION WITH ADVANCEMENT POLICIES	145	4.703	1.546
V19	SATISFACTION WITH CONTROL OVER JOB	142	4.899	1.153
V20	SATISFACTION WITH VA EDUC. BENEFITS	133	4.004	1.706
V21	SATISFACTION WITH MED/DENT BENEFITS	122	3.639	1.400
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	145	3.409	1.375
V23	SATIS. WITH POST SERVICE BENEFITS	124	3.931	1.242
V24	PERCEPTION OF MARKETABILITY	147	5.111	1.317
V25	SATISFACTION WITH TREATMENT BY SENIORS	140	4.414	1.124
V26	EXPECTATIONS DISPARITY	149	4.461	1.113
V33	SATISFACTION WITH FIRST DUTY STATION	149	0.000	0.000
V34	SATISFACTION WITH HOUSING	141	3.291	1.903
V35	SATISFACTION WITH GEOGRAPHIC AREA	144	4.285	1.708
V36	SATISFACTION WITH EQUIPMENT	146	3.719	1.725
V37	SATISFACTION WITH TRAINING	140	4.643	1.730
V38	SATISFACTION WITH ON THE JOB TRAINING	145	4.724	1.592
V39	SATISFACTION WITH PAY	147	2.796	1.605
V40	SATISFACTION WITH INTERNAL PAY PARITY	145	3.372	2.017
V41	SATISFACTION WITH IN SERVICE BENEFITS	146	3.603	1.642
V42	SATISFACTION WITH REENLISTMENT BONUS	146	2.938	1.884
V43	PUT OFF WORK?	146	2.233	1.400
V44	OTHERS HARD TO WORK WITH?	147	4.435	1.909
V45	LIKE MISSIONS, DISLIKE POLICIES?	146	5.233	1.593
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	143	3.322	2.027
V47	AVOID OWNERSHIP OF WORK	145	2.083	1.346
V48	POLICIES IN YOUR BEST INTEREST?	144	4.576	1.304
V49	DISCUSS PROBLEMS WITH JUNIORS?	144	5.104	1.383
V50	SEETHE INSIDE?	144	4.604	1.702
V51	OTHERS GET ON NERVES?	144	3.458	1.862
V52	MANY SENIORS LESS COMPETENT	146	4.733	1.670
V53	DISCUSS DISLIKES WITH OTHERS	145	5.069	1.368
V54	AVOID FINISHING WORK	145	2.221	1.387
V55	WONDER HOW POLICIES WERE CREATED?	146	5.616	1.304

MEAN RESPONSE TO SCALES BY INTENT
INTENT=5

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	371	3.697	0.955
V2	WILLINGNESS TO EXERT EFFORT	380	5.472	1.120
V3	SENSE OF HELPLESSNESS	380	4.737	1.483
V4	INVESTMENT OR SIDE BETS	376	4.357	1.712
V5	WILLINGNESS TO SEEK EMPLOYMENT	376	4.855	1.560
V6	CONGRUITY OF REAL AND IDEAL CG	378	3.198	1.236
V7	SKILL RELEVANCY TO OUTSIDE JOBS	378	4.575	0.932
V8	SATISFACTION WITH THE JOB ITSELF	384	4.728	1.423
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	380	4.561	1.263
V10	SATISFACTION WITH SPECIALTY	384	5.372	1.101
V11	SATISFACTION WITH PEERS	385	5.125	1.083
V12	SATISFACTION WITH SUPERVISION	382	4.764	1.440
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	372	5.033	1.243
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	378	5.681	1.200
V15	SATISFACTION WITH TRANSFER POLICIES	375	4.073	1.621
V16	SATISFACTION WITH SUPERVISORY SUPPORT	351	4.732	1.668
V17	SATISFACTION WITH WORKLOAD	384	4.503	1.493
V18	SATISFACTION WITH ADVANCEMENT POLICIES	376	4.711	1.579
V19	SATISFACTION WITH CONTROL-OVER JOB	373	4.917	1.084
V20	SATISFACTION WITH VA EDUC. BENEFITS	378	3.454	1.763
V21	SATISFACTION WITH MED/DENT BENEFITS	376	3.430	1.493
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	376	3.816	1.383
V23	SATIS. WITH POST SERVICE BENEFITS	377	3.798	1.244
V24	PERCEPTION OF MARKETABILITY	376	5.255	1.382
V25	SATISFACTION WITH TREATMENT BY SENIORS	371	4.480	1.258
V26	EXPECTATIONS DISPARITY	388	4.640	1.110
V33	SATISFACTION WITH FIRST DUTY STATION	391	0.000	0.000
V34	SATISFACTION WITH HOUSING	378	3.130	1.782
V35	SATISFACTION WITH GEOGRAPHIC AREA	383	4.021	1.839
V36	SATISFACTION WITH EQUIPMENT	384	3.581	1.665
V37	SATISFACTION WITH TRAINING	364	4.431	1.690
V38	SATISFACTION WITH ON THE JOB TRAINING	379	4.802	1.382
V39	SATISFACTION WITH PAY	381	2.675	1.508
V40	SATISFACTION WITH INTERNAL PAY PARITY	380	3.516	2.020
V41	SATISFACTION WITH IN SERVICE BENEFITS	382	3.107	1.649
V42	SATISFACTION WITH REENLISTMENT BONUS	379	2.546	1.831
V43	PUT OFF WORK?	388	2.420	1.468
V44	OTHERS HARD TO WORK WITH?	390	4.095	1.879
V45	LIKE MISSIONS, DISLIKE POLICIES?	366	4.904	1.554
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	382	2.301	1.721
V47	AVOID OWNERSHIP OF WORK	383	2.123	1.374
V48	POLICIES IN YOUR BEST INTEREST?	381	4.446	1.390
V49	DISCUSS PROBLEMS WITH JUNIORS?	383	5.538	1.221
V50	SEETHE INSIDE?	380	4.739	1.559
V51	OTHERS GET ON NERVES?	380	3.345	1.809
V52	MANY SENIORS LESS COMPETENT	386	4.536	1.604
V53	DISCUSS DISLIKES WITH OTHERS	389	4.573	1.569
V54	AVOID FINISHING WORK	383	2.397	1.440
V55	WONDER HOW POLICIES WERE CREATED?	387	5.661	1.366

MEAN RESPONSE TO SCALES BY INTENT
INTENT=6

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	246	3.244	1.036
V2	WILLINGNESS TO EXERT EFFORT	257	5.677	1.127
V3	SENSE OF HELPLESSNESS	257	4.560	1.402
V4	INVESTMENT OR SIDE BETS	244	4.337	1.812
V5	WILLINGNESS TO SEEK EMPLOYMENT	253	4.538	1.509
V6	CONGRUITY OF REAL AND IDEAL CG	257	3.508	1.221
V7	SKILL RELEVANCY TO OUTSIDE JOBS	248	4.333	0.920
V8	SATISFACTION WITH THE JOB ITSELF	262	5.085	1.422
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	262	5.130	1.257
V10	SATISFACTION WITH SPECIALTY	263	5.546	1.119
V11	SATISFACTION WITH PEERS	262	5.372	1.047
V12	SATISFACTION WITH SUPERVISION	264	5.139	1.337
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	250	5.577	1.173
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	256	5.984	1.066
V15	SATISFACTION WITH TRANSFER POLICIES	255	4.588	1.617
V16	SATISFACTION WITH SUPERVISORY SUPPORT	241	4.985	1.547
V17	SATISFACTION WITH WORKLOAD	260	5.023	1.271
V18	SATISFACTION WITH ADVANCEMENT POLICIES	257	5.014	1.518
V19	SATISFACTION WITH CONTROL OVER JOB	261	5.284	1.129
V20	SATISFACTION WITH VA EDUC. BENEFITS	258	3.727	1.776
V21	SATISFACTION WITH MED/DENT BENEFITS	252	3.520	1.440
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	259	4.167	1.351
V23	SATIS. WITH POST SERVICE BENEFITS	250	3.907	1.245
V24	PERCEPTION OF MARKETABILITY	255	4.959	1.344
V25	SATISFACTION WITH TREATMENT BY SENIORS	258	4.863	1.221
V26	EXPECTATIONS DISPARITY	262	4.793	1.124
V33	SATISFACTION WITH FIRST DUTY STATION	266	0.000	0.000
V34	SATISFACTION WITH HOUSING	255	3.392	1.834
V35	SATISFACTION WITH GEOGRAPHIC AREA	257	4.327	1.909
V36	SATISFACTION WITH EQUIPMENT	260	4.088	1.661
V37	SATISFACTION WITH TRAINING	256	4.859	1.530
V38	SATISFACTION WITH ON THE JOB TRAINING	261	5.123	1.425
V39	SATISFACTION WITH PAY	265	3.126	1.547
V40	SATISFACTION WITH INTERNAL PAY PARITY	263	3.897	1.977
V41	SATISFACTION WITH IN SERVICE BENEFITS	262	3.546	1.676
V42	SATISFACTION WITH REENLISTMENT BONUS	262	2.885	1.786
V43	PUT OFF WORK?	265	2.309	1.503
V44	OTHERS HARD TO WORK WITH?	265	3.921	1.908
V45	LIKE MISSIONS, DISLIKE POLICIES?	262	4.435	1.680
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	257	1.938	1.555
V47	AVOID OWNERSHIP OF WORK	255	1.863	1.286
V48	POLICIES IN YOUR BEST INTEREST?	256	4.012	1.303
V49	DISCUSS PROBLEMS WITH JUNIORS?	256	5.426	1.299
V50	SEETHE INSIDE?	258	4.112	1.722
V51	OTHERS GET ON NERVES?	257	2.973	1.690
V52	MANY SENIORS LESS COMPETENT	262	4.362	1.609
V53	DISCUSS DISLIKES WITH OTHERS	266	4.485	1.462
V54	AVOID FINISHING WORK	266	2.323	1.542
V55	WONDER HOW POLICIES WERE CREATED?	266	5.244	1.466

MEAN RESPONSE TO SCALES BY INTENT
INTENT=7

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	45	3.151	1.199
V2	WILLINGNESS TO EXERT EFFORT	46	6.228	0.893
V3	SENSE OF HELPLESSNESS	47	4.362	1.647
V4	INVESTMENT OR SIDE BETS	42	4.238	1.702
V5	WILLINGNESS TO SEEK EMPLOYMENT	46	4.587	1.736
V6	CONGRUITY OF REAL AND IDEAL CG	46	4.130	1.462
V7	SKILL RELEVANCY TO OUTSIDE JOBS	46	4.286	1.189
V8	SATISFACTION WITH THE JOB ITSELF	47	5.199	1.466
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	46	5.239	1.204
V10	SATISFACTION WITH SPECIALTY	47	5.801	1.124
V11	SATISFACTION WITH PEERS	48	5.056	1.246
V12	SATISFACTION WITH SUPERVISION	47	5.199	1.457
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	45	5.896	1.306
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	46	6.413	0.829
V15	SATISFACTION WITH TRANSFER POLICIES	46	4.685	1.922
V16	SATISFACTION WITH SUPERVISORY SUPPORT	43	5.023	1.633
V17	SATISFACTION WITH WORKLOAD	46	5.500	1.394
V18	SATISFACTION WITH ADVANCEMENT POLICIES	46	4.935	1.615
V19	SATISFACTION WITH CONTROL OVER JOB	46	5.402	1.176
V20	SATISFACTION WITH VA EDUC. BENEFITS	46	4.641	2.046
V21	SATISFACTION WITH MED/DENT BENEFITS	46	4.348	1.541
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	47	4.752	1.338
V23	SATIS. WITH POST SERVICE BENEFITS	46	4.683	1.359
V24	PERCEPTION OF MARKETABILITY	43	4.977	1.609
V25	SATISFACTION WITH TREATMENT BY SENIORS	44	5.015	1.390
V26	EXPECTATIONS DISPARITY	46	5.027	1.334
V33	SATISFACTION WITH FIRST DUTY STATION	48	0.000	0.000
V34	SATISFACTION WITH HOUSING	44	4.159	2.034
V35	SATISFACTION WITH GEOGRAPHIC AREA	45	4.800	1.735
V36	SATISFACTION WITH EQUIPMENT	46	4.239	1.876
V37	SATISFACTION WITH TRAINING	41	5.098	1.562
V38	SATISFACTION WITH ON THE JOB TRAINING	44	5.432	1.228
V39	SATISFACTION WITH PAY	47	3.830	2.003
V40	SATISFACTION WITH INTERNAL PAY PARITY	46	4.457	1.974
V41	SATISFACTION WITH IN SERVICE BENEFITS	47	4.596	1.777
V42	SATISFACTION WITH REENLISTMENT BONUS	46	3.217	2.289
V43	PUT OFF WORK?	47	2.064	1.552
V44	OTHERS HARD TO WORK WITH?	47	4.021	1.950
V45	LIKE MISSIONS, DISLIKE POLICIES?	46	4.370	1.781
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	46	2.457	2.073
V47	AVOID OWNERSHIP OF WORK	47	1.638	1.436
V48	POLICIES IN YOUR BEST INTEREST?	47	3.404	1.469
V49	DISCUSS PROBLEMS WITH JUNIORS?	47	5.277	1.485
V50	SEETHE INSIDE?	47	3.830	1.925
V51	OTHERS GET ON NERVES?	46	2.804	1.905
V52	MANY SENIORS LESS COMPETENT	45	4.304	1.954
V53	DISCUSS DISLIKES WITH OTHERS	46	3.978	1.972
V54	AVOID FINISHING WORK	45	2.289	1.779
V55	WONDER HOW POLICIES WERE CREATED?	46	4.761	1.876

MEAN RESPONSE TO SCALES
8 OR MORE YEARS IN SERVICE

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	277	3.485	1.062
V2	WILLINGNESS TO EXERT EFFORT	290	5.607	1.176
V3	SENSE OF HELPLESSNESS	288	4.625	1.532
V4	INVESTMENT OR SIDE BETS	270	4.876	1.627
V5	WILLINGNESS TO SEEK EMPLOYMENT	281	4.888	1.462
V6	CONGRUITY OF REAL AND IDEAL CG	288	3.359	1.233
V7	SKILL RELEVANCY TO OUTSIDE JOBS	281	4.575	0.958
V8	SATISFACTION WITH THE JOB ITSELF	289	5.031	1.368
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	287	4.516	1.475
V10	SATISFACTION WITH SPECIALTY	289	5.514	1.022
V11	SATISFACTION WITH PEERS	290	5.407	1.004
V12	SATISFACTION WITH SUPERVISION	290	4.961	1.532
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	278	5.203	1.341
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	289	5.766	1.241
V15	SATISFACTION WITH TRANSFER POLICIES	285	3.947	1.733
V16	SATISFACTION WITH SUPERVISORY SUPPORT	261	4.772	1.662
V17	SATISFACTION WITH WORKLOAD	287	4.638	1.425
V18	SATISFACTION WITH ADVANCEMENT POLICIES	279	4.663	1.577
V19	SATISFACTION WITH CONTROL OVER JOB	281	5.195	1.105
V20	SATISFACTION WITH VA EDUC. BENEFITS	282	3.509	1.782
V21	SATISFACTION WITH MED/DENT BENEFITS	281	3.144	1.484
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	281	3.903	1.452
V23	SATIS. WITH POST SERVICE BENEFITS	283	3.623	1.308
V24	PERCEPTION OF MARKETABILITY	281	4.663	1.322
V25	SATISFACTION WITH TREATMENT BY SENIORS	281	5.382	1.340
V26	EXPECTATIONS DISPARITY	290	4.717	1.179
V33	SATISFACTION WITH FIRST DUTY STATION	295	0.000	0.000
V34	SATISFACTION WITH HOUSING	283	3.067	1.782
V35	SATISFACTION WITH GEOGRAPHIC AREA	288	3.976	1.845
V36	SATISFACTION WITH EQUIPMENT	287	3.885	1.665
V37	SATISFACTION WITH TRAINING	268	4.515	1.530
V38	SATISFACTION WITH ON THE JOB TRAINING	279	4.968	1.358
V39	SATISFACTION WITH PAY	288	2.799	1.591
V40	SATISFACTION WITH INTERNAL PAY PARITY	283	3.442	1.940
V41	SATISFACTION WITH IN SERVICE BENEFITS	286	2.972	1.574
V42	SATISFACTION WITH REENLISTMENT BONUS	286	2.220	1.525
V43	PUT OFF WORK?	292	2.490	1.527
V44	OTHERS HARD TO WORK WITH?	294	3.912	1.843
V45	LIKE MISSIONS, DISLIKE POLICIES?	293	4.833	1.562
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	290	2.721	2.106
V47	AVOID OWNERSHIP OF WORK	292	1.832	1.304
V48	POLICIES IN YOUR BEST INTEREST?	291	4.251	1.422
V49	DISCUSS PROBLEMS WITH JUNIORS?	292	5.531	1.269
V50	SEETHE INSIDE?	289	4.339	1.713
V51	OTHERS GET ON NERVES?	288	3.069	1.748
V52	MANY SENIORS LESS COMPETENT	291	4.454	1.619
V53	DISCUSS DISLIKES WITH OTHERS	293	4.195	1.598
V54	AVOID FINISHING WORK	289	2.267	1.527
V55	WONDER HOW POLICIES WERE CREATED?	292	5.356	1.472

MEAN RESPONSE TO SCALES
UNDER 4 YEARS IN SERVICE

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	597	4.301	1.112
V2	WILLINGNESS TO EXERT EFFORT	614	4.735	1.490
V3	SENSE OF HELPLESSNESS	613	5.012	1.458
V4	INVESTMENT OR SIDE BETS	555	2.137	1.309
V5	WILLINGNESS TO SEEK EMPLOYMENT	620	5.306	1.439
V6	CONGRUITY OF REAL AND IDEAL CG	605	2.891	1.252
V7	SKILL RELEVANCY TO OUTSIDE JOBS	610	4.671	0.903
V8	SATISFACTION WITH THE JOB ITSELF	621	4.084	1.544
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	594	3.843	1.568
V10	SATISFACTION WITH SPECIALTY	609	4.818	1.418
V11	SATISFACTION WITH PEERS	614	4.773	1.314
V12	SATISFACTION WITH SUPERVISION	615	4.008	1.604
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	606	4.373	1.547
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	610	5.214	1.416
V15	SATISFACTION WITH TRANSFER POLICIES	561	3.879	1.704
V16	SATISFACTION WITH SUPERVISORY SUPPORT	583	4.334	1.735
V17	SATISFACTION WITH WORKLOAD	615	4.267	1.606
V18	SATISFACTION WITH ADVANCEMENT POLICIES	606	4.469	1.608
V19	SATISFACTION WITH CONTROL OVER JOB	594	4.315	1.280
V20	SATISFACTION WITH VA EDUC. BENEFITS	523	3.881	1.778
V21	SATISFACTION WITH MED/DENT BENEFITS	510	3.784	1.546
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	612	3.137	1.528
V23	SATIS. WITH POST SERVICE BENEFITS	518	3.974	1.346
V24	PERCEPTION OF MARKETABILITY	620	5.202	1.464
V25	SATISFACTION WITH TREATMENT BY SENIORS	581	3.770	1.436
V26	EXPECTATIONS DISPARITY	638	3.904	1.253
V33	SATISFACTION WITH FIRST DUTY STATION	643	0.000	0.000
V34	SATISFACTION WITH HOUSING	599	2.940	1.895
V35	SATISFACTION WITH GEOGRAPHIC AREA	604	4.022	1.979
V36	SATISFACTION WITH EQUIPMENT	616	3.433	1.742
V37	SATISFACTION WITH TRAINING	586	4.184	1.839
V38	SATISFACTION WITH ON THE JOB TRAINING	619	4.430	1.686
V39	SATISFACTION WITH PAY	623	2.498	1.537
V40	SATISFACTION WITH INTERNAL PAY PARITY	615	3.506	2.071
V41	SATISFACTION WITH IN SERVICE BENEFITS	622	3.550	1.793
V42	SATISFACTION WITH REENLISTMENT BONUS	611	2.975	1.911
V43	PUT OFF WORK?	630	2.560	1.664
V44	OTHERS HARD TO WORK WITH?	627	4.633	1.973
V45	LIKE MISSIONS, DISLIKE POLICIES?	629	5.321	1.682
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	613	4.243	2.342
V47	AVOID OWNERSHIP OF WORK	614	2.401	1.540
V48	POLICIES IN YOUR BEST INTEREST?	617	4.927	1.499
V49	DISCUSS PROBLEMS WITH JUNIORS?	618	5.199	1.531
V50	SEETHE INSIDE?	624	4.798	1.784
V51	OTHERS GET ON NERVES?	620	3.756	1.952
V52	MANY SENIORS LESS COMPETENT	629	4.863	1.657
V53	DISCUSS DISLIKES WITH OTHERS	636	5.269	1.482
V54	AVOID FINISHING WORK	633	2.461	1.477
V55	WONDER HOW POLICIES WERE CREATED?	635	5.729	1.487

MEAN RESPONSE TO SCALES
OVER 4 YEARS BUT UNDER 8 YEARS IN SERVICE

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	818	4.030	1.098
V2	WILLINGNESS TO EXERT EFFORT	828	5.150	1.359
V3	SENSE OF HELPLESSNESS	826	4.942	1.456
V4	INVESTMENT OR SIDE BETS	795	3.027	1.659
V5	WILLINGNESS TO SEEK EMPLOYMENT	826	5.027	1.540
V6	CONGRUITY OF REAL AND IDEAL CG	831	2.955	1.227
V7	SKILL RELEVANCY TO OUTSIDE JOBS	833	4.673	0.938
V8	SATISFACTION WITH THE JOB ITSELF	848	4.466	1.532
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	835	4.143	1.483
V10	SATISFACTION WITH SPECIALTY	846	5.173	1.238
V11	SATISFACTION WITH PEERS	845	4.893	1.182
V12	SATISFACTION WITH SUPERVISION	842	4.315	1.565
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	815	4.642	1.404
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	824	5.424	1.307
V15	SATISFACTION WITH TRANSFER POLICIES	831	4.248	1.635
V16	SATISFACTION WITH SUPERVISORY SUPPORT	792	4.487	1.700
V17	SATISFACTION WITH WORKLOAD	844	4.414	1.546
V18	SATISFACTION WITH ADVANCEMENT POLICIES	834	4.522	1.585
V19	SATISFACTION WITH CONTROL OVER JOB	833	4.673	1.231
V20	SATISFACTION WITH VA EDUC. BENEFITS	797	3.826	1.766
V21	SATISFACTION WITH MED/DENT BENEFITS	779	3.423	1.479
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	836	3.426	1.482
V23	SATIS. WITH POST SERVICE BENEFITS	786	3.798	1.254
V24	PERCEPTION OF MARKETABILITY	841	5.283	1.392
V25	SATISFACTION WITH TREATMENT BY SENIORS	812	4.071	1.376
V26	EXPECTATIONS DISPARITY	850	4.279	1.162
V33	SATISFACTION WITH FIRST DUTY STATION	859	0.000	0.000
V34	SATISFACTION WITH HOUSING	824	3.114	1.814
V35	SATISFACTION WITH GEOGRAPHIC AREA	837	4.105	1.943
V36	SATISFACTION WITH EQUIPMENT	843	3.618	1.735
V37	SATISFACTION WITH TRAINING	823	4.433	1.702
V38	SATISFACTION WITH ON THE JOB TRAINING	839	4.574	1.565
V39	SATISFACTION WITH PAY	841	2.629	1.515
V40	SATISFACTION WITH INTERNAL PAY PARITY	841	3.567	2.036
V41	SATISFACTION WITH IN SERVICE BENEFITS	841	3.246	1.675
V42	SATISFACTION WITH REENLISTMENT BONUS	836	2.773	1.875
V43	PUT OFF WORK?	855	2.409	1.531
V44	OTHERS HARD TO WORK WITH?	856	4.367	1.908
V45	LIKE MISSIONS, DISLIKE POLICIES?	852	5.133	1.643
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	830	3.407	2.331
V47	AVOID OWNERSHIP OF WORK	834	2.197	1.412
V48	POLICIES IN YOUR BEST INTEREST?	832	4.730	1.361
V49	DISCUSS PROBLEMS WITH JUNIORS?	836	5.301	1.396
V50	SEETHE INSIDE?	830	4.676	1.725
V51	OTHERS GET ON NERVES?	830	3.446	1.881
V52	MANY SENIORS LESS COMPETENT	840	4.825	1.629
V53	DISCUSS DISLIKES WITH OTHERS	850	4.927	1.499
V54	AVOID FINISHING WORK	843	2.371	1.447
V55	WONDER HOW POLICIES WERE CREATED?	849	5.630	1.462

VARIABLE		N	MEAN	STANDARD DEVIATION
V1	REPRESENT	9	4.593	1.266
V2	WILLINGNESS TO EXERT EFFORT	9	5.050	2.530
V3	SENSE OF HELPLESSNESS	9	4.589	1.318
V4	INVESTMENT OF SIDE BETS	8	2.686	1.568
V5	WILLINGNESS TO SEEK EMPLOYMENT	9	6.111	0.858
V6	CONGRUITY OF REAL AND IDEAL OG	9	4.000	0.935
V7	SKILL RELEVANCY TO OUTSIDE JOBS	9	5.648	1.132
V8	SATISFACTION WITH THE JOB ITSELF	8	4.000	2.423
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	8	4.292	2.149
V10	SATISFACTION WITH SPECIALTY	9	4.407	1.906
V11	SATISFACTION WITH PEERS	8	5.583	1.109
V12	SATISFACTION WITH SUPERVISION	8	4.542	2.123
V13	COMMITMENT TO THE OG AS AN ORGANIZATION	9	3.963	2.406
V14	COMMITMENT TO OG PHILOSOPHY AND MISSIONS	8	5.292	2.193
V15	SATISFACTION WITH TRANSFER POLICIES	8	3.438	1.499
V16	SATISFACTION WITH SUPERVISORY SUPPORT	8	3.938	2.060
V17	SATISFACTION WITH WORKLOAD	8	3.250	1.832
V18	SATISFACTION WITH ADVANCEMENT POLICIES	8	3.750	2.035
V19	SATISFACTION WITH CONTROL OVER JOB	8	3.750	1.802
V20	SATISFACTION WITH VA EDUC. BENEFITS	9	4.559	1.629
V21	SATISFACTION WITH MED/DENT BENEFITS	9	4.000	1.143
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	9	3.889	1.481
V23	SATIS. WITH POST SERVICE BENEFITS	9	4.422	0.982
V24	PERCEPTION OF MARKETABILITY	9	5.926	1.152
V25	SATISFACTION WITH TREATMENT BY SENIORS	6	3.694	1.812
V26	EXPECTATIONS DISPARITY	9	4.167	1.837
V33	SATISFACTION WITH FIRST DUTY STATION	9	5.333	1.658
V34	SATISFACTION WITH HOUSING	8	2.625	1.506
V35	SATISFACTION WITH GEOGRAPHIC AREA	8	3.625	2.200
V36	SATISFACTION WITH EQUIPMENT	8	4.250	2.435
V37	SATISFACTION WITH TRAINING	9	3.889	1.900
V38	SATISFACTION WITH ON THE JOB TRAINING	9	4.889	1.616
V39	SATISFACTION WITH PAY	9	2.222	1.394
V40	SATISFACTION WITH INTERNAL PAY PARITY	9	3.778	1.716
V41	SATISFACTION WITH IN SERVICE BENEFITS	9	4.111	2.029
V42	SATISFACTION WITH REENLISTMENT BONUS	9	2.111	1.365
V43	PUT OFF WORK?	9	2.889	2.472
V44	OTHERS HARD TO WORK WITH?	9	4.000	2.336
V45	LIKE MISSIONS, DISLIKE POLICIES?	9	4.444	1.944
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	9	3.333	2.598
V47	AVOID OWNERSHIP OF WORK	9	2.333	2.000
V48	POLICIES IN YOUR BEST INTEREST?	9	4.778	1.563
V49	DISCUSS PROBLEMS WITH JUNIORS?	8	6.125	1.126
V50	SEETHE INSIDE?	9	4.667	2.179
V51	OTHERS GET ON NERVES?	9	3.222	2.438
V52	MANY SENIORS LESS COMPETENT	8	5.625	1.408
V53	DISCUSS DISLIKES WITH OTHERS	8	5.500	2.268
V54	AVOID FINISHING WORK	8	2.625	2.446
V55	WONDER HOW POLICIES WERE CREATED?	8	5.375	2.134

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	109	4.261	1.218
V2	WILLINGNESS TO EXERT EFFORT	114	4.921	1.354
V3	SENSE OF HELPLESSNESS	112	4.906	1.431
V4	INVESTMENT OR SIDE BETS	106	2.212	1.408
V5	WILLINGNESS TO SEEK EMPLOYMENT	114	5.294	1.582
V6	CONGRUITY OF REAL AND IDEAL CG	113	3.204	1.374
V7	SKILL RELEVANCY TO OUTSIDE JOBS	113	4.876	1.076
V8	SATISFACTION WITH THE JOB ITSELF	114	4.082	1.465
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	112	4.250	1.602
V10	SATISFACTION WITH SPECIALTY	106	4.899	1.296
V11	SATISFACTION WITH PEERS	112	4.628	1.382
V12	SATISFACTION WITH SUPERVISION	113	4.021	1.615
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	111	4.279	1.631
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	114	5.348	1.329
V15	SATISFACTION WITH TRANSFER POLICIES	91	3.489	1.657
V16	SATISFACTION WITH SUPERVISORY SUPPORT	100	4.205	1.794
V17	SATISFACTION WITH WORKLOAD	112	4.375	1.555
V18	SATISFACTION WITH ADVANCEMENT POLICIES	112	4.665	1.562
V19	SATISFACTION WITH CONTROL OVER JOB	106	4.465	1.262
V20	SATISFACTION WITH VA EDUC. BENEFITS	96	3.260	1.777
V21	SATISFACTION WITH MED/DENT BENEFITS	96	3.962	1.704
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	111	3.345	1.578
V23	SATIS. WITH POST SERVICE BENEFITS	94	4.149	1.490
V24	PERCEPTION OF MARKETABILITY	113	5.280	1.497
V25	SATISFACTION WITH TREATMENT BY SENIORS	106	3.796	1.453
V26	EXPECTATIONS DISPARITY	116	3.875	1.301
V33	SATISFACTION WITH FIRST DUTY STATION	115	4.835	1.845
V34	SATISFACTION WITH HOUSING	108	2.750	1.840
V35	SATISFACTION WITH GEOGRAPHIC AREA	109	3.761	2.072
V36	SATISFACTION WITH EQUIPMENT	111	3.243	1.749
V37	SATISFACTION WITH TRAINING	101	4.218	1.921
V38	SATISFACTION WITH ON THE JOB TRAINING	113	4.504	1.833
V39	SATISFACTION WITH PAY	115	2.522	1.552
V40	SATISFACTION WITH INTERNAL PAY PARITY	110	3.991	2.079
V41	SATISFACTION WITH IN SERVICE BENEFITS	113	3.628	1.886
V42	SATISFACTION WITH REENLISTMENT BONUS	110	3.382	2.085
V43	PUT OFF WORK?	115	2.391	1.736
V44	OTHERS HARD TO WORK WITH?	115	4.826	1.939
V45	LIKE MISSIONS, DISLIKE POLICIES?	115	5.209	1.755
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	112	2.893	2.195
V47	AVOID OWNERSHIP OF WORK	113	2.416	1.705
V48	POLICIES IN YOUR BEST INTEREST?	113	4.717	1.745
V49	DISCUSS PROBLEMS WITH JUNIORS?	114	5.079	1.619
V50	SEETHE INSIDE?	115	4.722	1.852
V51	OTHERS GET ON NERVES?	115	3.617	1.922
V52	MANY SENIORS LESS COMPETENT	114	4.702	1.734
V53	DISCUSS DISLIKES WITH OTHERS	115	4.983	1.670
V54	AVOID FINISHING WORK	115	2.304	1.494
V55	WONDER HOW POLICIES WERE CREATED?	112	5.670	1.503

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	128	4.336	1.110
V2	WILLINGNESS TO EXERT EFFORT	132	4.667	1.472
V3	SENSE OF HELPLESSNESS	133	4.962	1.430
V4	INVESTMENT OR SIDE BETS	122	1.799	1.015
V5	WILLINGNESS TO SEEK EMPLOYMENT	134	5.619	1.231
V6	CONGRUITY OF REAL AND IDEAL CG	133	2.872	1.116
V7	SKILL RELEVANCY TO OUTSIDE JOBS	126	4.967	1.040
V8	SATISFACTION WITH THE JOB ITSELF	131	4.158	1.482
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	128	3.977	1.466
V10	SATISFACTION WITH SPECIALTY	130	4.859	1.557
V11	SATISFACTION WITH PEERS	128	4.760	1.367
V12	SATISFACTION WITH SUPERVISION	131	3.847	1.608
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	131	4.438	1.525
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	134	5.266	1.323
V15	SATISFACTION WITH TRANSFER POLICIES	120	4.058	1.700
V16	SATISFACTION WITH SUPERVISORY SUPPORT	127	4.472	1.699
V17	SATISFACTION WITH WORKLOAD	133	4.451	1.550
V18	SATISFACTION WITH ADVANCEMENT POLICIES	129	4.388	1.683
V19	SATISFACTION WITH CONTROL OVER JOB	127	4.287	1.309
V20	SATISFACTION WITH VA EDUC. BENEFITS	112	3.121	1.635
V21	SATISFACTION WITH MED/DENT BENEFITS	110	4.018	1.436
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	131	3.239	1.538
V23	SATIS. WITH POST SERVICE BENEFITS	112	4.066	1.346
V24	PERCEPTION OF MARKETABILITY	133	5.075	1.429
V25	SATISFACTION WITH TREATMENT BY SENIORS	126	3.763	1.487
V26	EXPECTATIONS DISPARITY	134	3.864	1.250
V33	SATISFACTION WITH FIRST DUTY STATION	134	5.000	1.802
V34	SATISFACTION WITH HOUSING	134	2.978	1.870
V35	SATISFACTION WITH GEOGRAPHIC AREA	131	4.275	1.889
V36	SATISFACTION WITH EQUIPMENT	134	3.597	1.623
V37	SATISFACTION WITH TRAINING	128	4.375	1.895
V38	SATISFACTION WITH ON THE JOB TRAINING	133	4.301	1.719
V39	SATISFACTION WITH PAY	133	2.466	1.454
V40	SATISFACTION WITH INTERNAL PAY PARITY	133	3.466	2.098
V41	SATISFACTION WITH IN SERVICE BENEFITS	134	3.269	1.651
V42	SATISFACTION WITH REENLISTMENT BONUS	131	3.160	1.695
V43	PUT OFF WORK?	132	2.485	1.594
V44	OTHERS HARD TO WORK WITH?	132	4.636	1.982
V45	LIKE MISSIONS, DISLIKE POLICIES?	133	5.301	1.741
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	135	3.859	2.074
V47	AVOID OWNERSHIP OF WORK	134	2.366	1.379
V48	POLICIES IN YOUR BEST INTEREST?	133	4.932	1.463
V49	DISCUSS PROBLEMS WITH JUNIORS?	134	5.231	1.491
V50	SEETHE INSIDE?	134	4.918	1.777
V51	OTHERS GET ON NERVES?	133	3.662	1.866
V52	MANY SENIORS LESS COMPETENT	134	4.612	1.565
V53	DISCUSS DISLIKES WITH OTHERS	136	5.412	1.406
V54	AVOID FINISHING WORK	136	2.426	1.386
V55	WONDER HOW POLICIES WERE CREATED?	136	5.816	1.351

MEAN RESPONSE TO STATEMENTS BY TIME IN SERVICE
YEARS = 3

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VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	351	4.288	1.077
V2	WILLINGNESS TO EXERT EFFORT	359	4.692	1.503
V3	SENSE OF HELPLESSNESS	359	5.067	1.482
V4	INVESTMENT OR SIDE BETS	319	2.227	1.350
V5	WILLINGNESS TO SEEK EMPLOYMENT	363	5.175	1.455
V6	CONGRUITY OF REAL AND IDEAL CG	350	2.769	1.241
V7	SKILL RELEVANCY TO OUTSIDE JOBS	362	4.979	1.169
V8	SATISFACTION WITH THE JOB ITSELF	368	4.060	1.574
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	346	3.651	1.554
V10	SATISFACTION WITH SPECIALTY	364	4.789	1.391
V11	SATISFACTION WITH PEERS	366	4.803	1.274
V12	SATISFACTION WITH SUPERVISION	363	4.050	1.588
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	355	4.390	1.506
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	354	5.149	1.458
V15	SATISFACTION WITH TRANSFER POLICIES	342	3.930	1.711
V16	SATISFACTION WITH SUPERVISORY SUPPORT	348	4.330	1.727
V17	SATISFACTION WITH WORKLOAD	362	4.189	1.629
V18	SATISFACTION WITH ADVANCEMENT POLICIES	357	4.454	1.584
V19	SATISFACTION WITH CONTROL OVER JOB	353	4.292	1.263
V20	SATISFACTION WITH VA EDUC. BENEFITS	306	4.335	1.683
V21	SATISFACTION WITH MED/DENT BENEFITS	295	3.632	1.530
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	361	3.017	1.501
V23	SATIS. WITH POST SERVICE BENEFITS	303	3.873	1.303
V24	PERCEPTION OF MARKETABILITY	365	5.206	1.472
V25	SATISFACTION WITH TREATMENT BY SENIORS	343	3.766	1.412
V26	EXPECTATIONS DISPARITY	379	3.920	1.227
V33	SATISFACTION WITH FIRST DUTY STATION	374	4.850	1.899
V34	SATISFACTION WITH HOUSING	349	2.991	1.932
V35	SATISFACTION WITH GEOGRAPHIC AREA	356	4.017	1.973
V36	SATISFACTION WITH EQUIPMENT	363	3.413	1.762
V37	SATISFACTION WITH TRAINING	348	4.112	1.794
V38	SATISFACTION WITH ON THE JOB TRAINING	364	4.442	1.629
V39	SATISFACTION WITH PAY	366	2.508	1.570
V40	SATISFACTION WITH INTERNAL PAY PARITY	363	3.366	2.052
V41	SATISFACTION WITH IN SERVICE BENEFITS	366	3.615	1.803
V42	SATISFACTION WITH REENLISTMENT BONUS	361	2.806	1.908
V43	PUT OFF WORK?	374	2.631	1.645
V44	OTHERS HARD TO WORK WITH?	371	4.588	1.971
V45	LIKE MISSIONS, DISLIKE POLICIES?	372	5.384	1.630
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	357	4.835	2.271
V47	AVOID OWNERSHIP OF WORK	358	2.411	1.536
V48	POLICIES IN YOUR BEST INTEREST?	362	4.994	1.426
V49	DISCUSS PROBLEMS WITH JUNIORS?	362	5.204	1.523
V50	SEETHE INSIDE?	366	4.781	1.760
V51	OTHERS GET ON NERVES?	363	3.848	1.981
V52	MANY SENIORS LESS COMPETENT	373	4.987	1.658
V53	DISCUSS DISLIKES WITH OTHERS	377	5.300	1.423
V54	AVOID FINISHING WORK	374	2.519	1.482
V55	WONDER HOW POLICIES WERE CREATED?	379	5.723	1.517

MEAN RESPONSE TO SCALAS BY TIME IN SERVICE
YEARS = 4

149

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	163	4.221	1.133
V2	WILLINGNESS TO EXERT EFFORT	169	4.852	1.490
V3	SENSE OF HELPLESSNESS	169	4.932	1.540
V4	INVESTMENT OR SIDE BETS	157	2.374	1.320
V5	WILLINGNESS TO SEEK EMPLOYMENT	168	5.179	1.430
V6	CONGRUITY OF REAL AND IDEAL CG	172	2.840	1.267
V7	SKILL RELEVANCY TO OUTSIDE JOBS	169	5.022	1.140
V8	SATISFACTION WITH THE JOB ITSELF	170	4.382	1.436
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	167	3.654	1.474
V10	SATISFACTION WITH SPECIALTY	170	5.014	1.272
V11	SATISFACTION WITH PEERS	171	4.832	1.250
V12	SATISFACTION WITH SUPERVISION	171	4.010	1.666
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	165	4.525	1.424
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	170	5.294	1.301
V15	SATISFACTION WITH TRANSFER POLICIES	158	4.095	1.670
V16	SATISFACTION WITH SUPERVISORY SUPPORT	157	4.414	1.753
V17	SATISFACTION WITH WORKLOAD	167	4.320	1.557
V18	SATISFACTION WITH ADVANCEMENT POLICIES	164	4.710	1.549
V19	SATISFACTION WITH CONTROL OVER JOB	162	4.527	1.227
V20	SATISFACTION WITH VA EDUC. BENEFITS	150	4.423	1.709
V21	SATISFACTION WITH MED/DENT BENEFITS	145	3.895	1.457
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	156	3.183	1.577
V23	SATIS. WITH POST SERVICE BENEFITS	151	4.102	1.208
V24	PERCEPTION OF MARKETABILITY	172	5.240	1.452
V25	SATISFACTION WITH TREATMENT BY SENIORS	158	3.739	1.484
V26	EXPECTATIONS DISPARITY	172	4.073	1.220
V33	SATISFACTION WITH FIRST DUTY STATION	171	5.140	1.806
V34	SATISFACTION WITH HOUSING	162	3.185	1.636
V35	SATISFACTION WITH GEOGRAPHIC AREA	167	4.108	1.942
V36	SATISFACTION WITH EQUIPMENT	166	3.554	1.784
V37	SATISFACTION WITH TRAINING	164	4.463	1.777
V38	SATISFACTION WITH ON THE JOB TRAINING	165	4.412	1.526
V39	SATISFACTION WITH PAY	167	2.665	1.515
V40	SATISFACTION WITH INTERNAL PAY PARITY	166	3.747	2.052
V41	SATISFACTION WITH IN SERVICE BENEFITS	166	3.753	1.652
V42	SATISFACTION WITH REENLISTMENT BONUS	165	2.927	1.892
V43	PUT OFF WORK?	174	2.443	1.575
V44	OTHERS HARD TO WORK WITH?	175	4.429	1.925
V45	LIKE MISSIONS, DISLIKE POLICIES?	174	5.155	1.671
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	169	3.716	2.582
V47	AVOID OWNERSHIP OF WORK	172	2.188	1.595
V48	POLICIES IN YOUR BEST INTEREST?	168	4.851	1.378
V49	DISCUSS PROBLEMS WITH JUNIORS?	172	5.081	1.469
V50	SEETHE INSIDE?	171	4.719	1.770
V51	OTHERS GET ON NERVES?	163	3.726	1.978
V52	MANY SENIORS LESS COMPETENT	172	4.953	1.574
V53	DISCUSS DISLIKES WITH OTHERS	173	5.139	1.484
V54	AVOID FINISHING WORK	171	2.497	1.485
V55	WONDER HOW POLICIES WERE CREATED?	172	5.698	1.499

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 5

150

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	243	4.039	1.077
V2	WILLINGNESS TO EXERT EFFORT	245	5.000	1.360
V3	SENSE OF HELPLESSNESS	245	5.022	1.372
V4	INVESTMENT OR SIDE BETS	236	2.921	1.544
V5	WILLINGNESS TO SEEK EMPLOYMENT	245	5.059	1.507
V6	CONGRUITY OF REAL AND IDEAL CG	246	3.020	1.109
V7	SKILL RELEVANCY TO OUTSIDE JOBS	244	4.900	1.227
V8	SATISFACTION WITH THE JOB ITSELF	247	4.466	1.544
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	247	4.042	1.461
V10	SATISFACTION WITH SPECIALTY	247	5.116	1.285
V11	SATISFACTION WITH PEERS	247	4.876	1.185
V12	SATISFACTION WITH SUPERVISION	245	4.307	1.565
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	242	4.741	1.377
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	243	5.401	1.341
V15	SATISFACTION WITH TRANSFER POLICIES	246	4.526	1.619
V16	SATISFACTION WITH SUPERVISORY SUPPORT	230	4.502	1.595
V17	SATISFACTION WITH WORKLOAD	246	4.457	1.490
V18	SATISFACTION WITH ADVANCEMENT POLICIES	243	4.504	1.585
V19	SATISFACTION WITH CONTROL OVER JOB	243	4.688	1.222
V20	SATISFACTION WITH VA EDUC. BENEFITS	230	3.783	1.740
V21	SATISFACTION WITH MED/DENT BENEFITS	226	3.372	1.490
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	240	3.353	1.425
V23	SATIS. WITH POST SERVICE BENEFITS	229	3.771	1.235
V24	PERCEPTION OF MARKETABILITY	244	5.152	1.440
V25	SATISFACTION WITH TREATMENT BY SENIORS	238	4.129	1.399
V26	EXPECTATIONS DISPARITY	249	4.253	1.142
V33	SATISFACTION WITH FIRST DUTY STATION	248	4.782	1.888
V34	SATISFACTION WITH HOUSING	240	3.175	1.884
V35	SATISFACTION WITH GEOGRAPHIC AREA	244	4.172	1.851
V36	SATISFACTION WITH EQUIPMENT	248	3.532	1.700
V37	SATISFACTION WITH TRAINING	241	4.402	1.656
V38	SATISFACTION WITH ON THE JOB TRAINING	245	4.510	1.666
V39	SATISFACTION WITH PAY	245	2.698	1.544
V40	SATISFACTION WITH INTERNAL PAY PARITY	245	3.416	2.036
V41	SATISFACTION WITH IN SERVICE BENEFITS	244	3.258	1.708
V42	SATISFACTION WITH REENLISTMENT BONUS	244	3.020	1.917
V43	PUT OFF WORK?	248	2.573	1.606
V44	OTHERS HARD TO WORK WITH?	248	4.286	1.877
V45	LIKE MISSIONS, DISLIKE POLICIES?	249	5.056	1.608
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	248	3.194	2.232
V47	AVOID OWNERSHIP OF WORK	247	2.227	1.348
V48	POLICIES IN YOUR BEST INTEREST?	247	4.822	1.365
V49	DISCUSS PROBLEMS WITH JUNIORS?	247	5.360	1.345
V50	SEETHE INSIDE?	245	4.706	1.719
V51	OTHERS GET ON NERVES?	246	3.370	1.811
V52	MANY SENIORS LESS COMPETENT	242	4.901	1.664
V53	DISCUSS DISLIKES WITH OTHERS	245	5.069	1.465
V54	AVOID FINISHING WORK	242	2.331	1.372
V55	WONDER HOW POLICIES WERE CREATED?	245	5.653	1.492

MEAN RESPONSE TO STATES BY TIME IN SERVICE
YEARS = 6

151

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	189	3.979	1.148
V2	WILLINGNESS TO EXERT EFFORT	190	5.313	1.241
V3	SENSE OF HELPLESSNESS	189	4.810	1.540
V4	INVESTMENT OR SIDE BETS	184	3.107	1.684
V5	WILLINGNESS TO SEEK EMPLOYMENT	187	4.976	1.532
V6	CONGRUITY OF REAL AND IDEAL CG	189	3.056	1.319
V7	SKILL RELEVANCY TO OUTSIDE JOBS	194	5.117	1.232
V8	SATISFACTION WITH THE JOB ITSELF	198	4.485	1.542
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	194	4.314	1.503
V10	SATISFACTION WITH SPECIALTY	198	5.227	1.256
V11	SATISFACTION WITH PEERS	197	4.978	1.131
V12	SATISFACTION WITH SUPERVISION	194	4.454	1.564
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	187	4.594	1.441
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	189	5.416	1.361
V15	SATISFACTION WITH TRANSFER POLICIES	195	4.131	1.636
V16	SATISFACTION WITH SUPERVISORY SUPPORT	185	4.562	1.795
V17	SATISFACTION WITH WORKLOAD	197	4.566	1.544
V18	SATISFACTION WITH ADVANCEMENT POLICIES	196	4.589	1.594
V19	SATISFACTION WITH CONTROL OVER JOB	197	4.690	1.204
V20	SATISFACTION WITH VA EDUC. BENEFITS	190	3.739	1.713
V21	SATISFACTION WITH MED/DENT BENEFITS	187	3.378	1.545
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	197	3.496	1.537
V23	SATIS. WITH POST SERVICE BENEFITS	186	3.767	1.304
V24	PERCEPTION OF MARKETABILITY	196	5.253	1.362
V25	SATISFACTION WITH TREATMENT BY SENIORS	191	4.245	1.326
V26	EXPECTATIONS DISPARITY	195	4.468	1.192
V33	SATISFACTION WITH FIRST DUTY STATION	196	5.265	1.826
V34	SATISFACTION WITH HOUSING	191	3.099	1.814
V35	SATISFACTION WITH GEOGRAPHIC AREA	195	4.210	2.049
V36	SATISFACTION WITH EQUIPMENT	196	3.760	1.820
V37	SATISFACTION WITH TRAINING	192	4.521	1.656
V38	SATISFACTION WITH ON THE JOB TRAINING	196	4.821	1.448
V39	SATISFACTION WITH PAY	197	2.609	1.579
V40	SATISFACTION WITH INTERNAL PAY PARITY	198	3.616	2.039
V41	SATISFACTION WITH IN SERVICE BENEFITS	198	3.157	1.710
V42	SATISFACTION WITH REENLISTMENT BONUS	196	2.724	1.888
V43	PUT OFF WORK?	198	2.318	1.503
V44	OTHERS HARD TO WORK WITH?	198	4.187	1.965
V45	LIKE MISSIONS, DISLIKE POLICIES?	197	5.178	1.597
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	190	3.416	2.254
V47	AVOID OWNERSHIP OF WORK	190	2.011	1.297
V48	POLICIES IN YOUR BEST INTEREST?	191	4.675	1.360
V49	DISCUSS PROBLEMS WITH JUNIORS?	191	5.398	1.447
V50	SEETHE INSIDE?	188	4.606	1.736
V51	OTHERS GET ON NERVES?	190	3.516	1.913
V52	MANY SENIORS LESS COMPETENT	194	4.711	1.666
V53	DISCUSS DISLIKES WITH OTHERS	197	4.919	1.489
V54	AVOID FINISHING WORK	196	2.316	1.447
V55	WONDER HOW POLICIES WERE CREATED?	197	5.487	1.567

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 7

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	152	3.916	1.051
V2	WILLINGNESS TO EXERT EFFORT	154	5.321	1.318
V3	SENSE OF HELPLESSNESS	153	4.941	1.420
V4	INVESTMENT OR SIDE BETS	149	3.419	1.822
V5	WILLINGNESS TO SEEK EMPLOYMENT	155	4.819	1.588
V6	CONGRUITY OF REAL AND IDEAL CG	153	2.876	1.187
V7	SKILL RELEVANCY TO OUTSIDE JOBS	157	5.179	1.177
V8	SATISFACTION WITH THE JOB ITSELF	162	4.527	1.573
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	157	4.335	1.452
V10	SATISFACTION WITH SPECIALTY	160	5.360	1.160
V11	SATISFACTION WITH PEERS	159	4.857	1.142
V12	SATISFACTION WITH SUPERVISION	161	4.489	1.388
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	153	4.617	1.342
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	152	5.520	1.211
V15	SATISFACTION WITH TRANSFER POLICIES	160	4.241	1.435
V16	SATISFACTION WITH SUPERVISORY SUPPORT	157	4.548	1.670
V17	SATISFACTION WITH WORKLOAD	162	4.383	1.536
V18	SATISFACTION WITH ADVANCEMENT POLICIES	159	4.425	1.575
V19	SATISFACTION WITH CONTROL OVER JOB	159	4.745	1.211
V20	SATISFACTION WITH VA EDUC. BENEFITS	160	3.512	1.753
V21	SATISFACTION WITH MED/DENT BENEFITS	155	3.288	1.542
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	161	3.708	1.333
V23	SATIS. WITH POST SERVICE BENEFITS	154	3.665	1.212
V24	PERCEPTION OF MARKETABILITY	159	5.486	1.313
V25	SATISFACTION WITH TREATMENT BY SENIORS	157	4.162	1.254
V26	EXPECTATIONS DISPARITY	163	4.371	1.079
V33	SATISFACTION WITH FIRST DUTY STATION	161	5.242	1.763
V34	SATISFACTION WITH HOUSING	160	3.181	1.700
V35	SATISFACTION WITH GEOGRAPHIC AREA	159	4.176	1.871
V36	SATISFACTION WITH EQUIPMENT	161	3.646	1.633
V37	SATISFACTION WITH TRAINING	157	4.535	1.647
V38	SATISFACTION WITH ON THE JOB TRAINING	161	4.553	1.557
V39	SATISFACTION WITH PAY	161	2.602	1.366
V40	SATISFACTION WITH INTERNAL PAY PARITY	162	3.494	1.975
V41	SATISFACTION WITH IN SERVICE BENEFITS	161	3.037	1.479
V42	SATISFACTION WITH REENLISTMENT BONUS	160	2.587	1.760
V43	PUT OFF WORK?	163	2.202	1.375
V44	OTHERS HARD TO WORK WITH?	163	4.564	1.843
V45	LIKE MISSIONS, DISLIKE POLICIES?	161	5.112	1.616
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	154	3.461	2.310
V47	AVOID OWNERSHIP OF WORK	155	2.077	1.375
V48	POLICIES IN YOUR BEST INTEREST?	155	4.477	1.331
V49	DISCUSS PROBLEMS WITH JUNIORS?	155	5.277	1.322
V50	SEETHE INSIDE?	155	4.574	1.690
V51	OTHERS GET ON NERVES?	155	3.206	1.723
V52	MANY SENIORS LESS COMPETENT	161	4.733	1.532
V53	DISCUSS DISLIKES WITH OTHERS	163	4.699	1.491
V54	AVOID FINISHING WORK	163	2.331	1.440
V55	WONDER HOW POLICIES WERE CREATED?	163	5.779	1.202

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 6

153

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	71	3.938	1.023
V2	WILLINGNESS TO EXERT EFFORT	70	5.571	1.231
V3	SENSE OF HELPLESSNESS	70	5.050	1.384
V4	INVESTMENT OR SIDE BETS	69	3.819	1.740
V5	WILLINGNESS TO SEEK EMPLOYMENT	71	5.141	1.572
V6	CONGRUITY OF REAL AND IDEAL CG	71	2.908	1.342
V7	SKILL RELEVANCY TO OUTSIDE JOBS	69	5.126	1.318
V8	SATISFACTION WITH THE JOB ITSELF	71	4.474	1.626
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	70	4.276	1.501
V10	SATISFACTION WITH SPECIALTY	71	5.183	1.073
V11	SATISFACTION WITH PEERS	71	4.939	1.253
V12	SATISFACTION WITH SUPERVISION	71	4.305	1.620
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	68	4.760	1.491
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	70	5.629	1.244
V15	SATISFACTION WITH TRANSFER POLICIES	72	3.972	1.913
V16	SATISFACTION WITH SUPERVISORY SUPPORT	63	4.246	1.750
V17	SATISFACTION WITH WORKLOAD	72	4.132	1.716
V18	SATISFACTION WITH ADVANCEMENT POLICIES	72	4.181	1.634
V19	SATISFACTION WITH CONTROL OVER JOB	72	4.743	1.384
V20	SATISFACTION WITH VA EDUC. BENEFITS	67	3.627	1.898
V21	SATISFACTION WITH MED/DENT BENEFITS	66	3.025	1.370
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	72	3.412	1.532
V23	SATIS. WITH POST SERVICE BENEFITS	66	3.597	1.294
V24	PERCEPTION OF MARKETABILITY	70	5.467	1.298
V25	SATISFACTION WITH TREATMENT BY SENIORS	68	3.939	1.356
V26	EXPECTATIONS DISPARITY	71	4.141	1.116
V33	SATISFACTION WITH FIRST DUTY STATION	72	5.389	1.716
V34	SATISFACTION WITH HOUSING	71	2.634	1.742
V35	SATISFACTION WITH GEOGRAPHIC AREA	72	3.431	2.027
V36	SATISFACTION WITH EQUIPMENT	72	3.611	1.749
V37	SATISFACTION WITH TRAINING	69	3.986	1.890
V38	SATISFACTION WITH ON THE JOB TRAINING	72	4.542	1.592
V39	SATISFACTION WITH PAY	71	2.423	1.574
V40	SATISFACTION WITH INTERNAL PAY PARITY	70	3.700	2.053
V41	SATISFACTION WITH IN SERVICE BENEFITS	72	2.750	1.616
V42	SATISFACTION WITH REENLISTMENT BONUS	71	2.113	1.737
V43	PUT OFF WORK?	72	2.486	1.547
V44	OTHERS HARD TO WORK WITH?	72	4.542	1.891
V45	LIKE MISSIONS, DISLIKE POLICIES?	71	5.268	1.656
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	69	3.203	2.246
V47	AVOID OWNERSHIP OF WORK	70	2.143	1.457
V48	POLICIES IN YOUR BEST INTEREST?	71	4.817	1.268
V49	DISCUSS PROBLEMS WITH JUNIORS?	71	5.423	1.390
V50	SEETHE INSIDE?	71	4.873	1.698
V51	OTHERS GET ON NERVES?	71	3.380	2.080
V52	MANY SENIORS LESS COMPETENT	71	4.775	1.750
V53	DISCUSS DISLIKES WITH OTHERS	72	4.472	1.565
V54	AVOID FINISHING WORK	71	2.451	1.628
V55	WONDER HOW POLICIES WERE CREATED?	72	5.444	1.491

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 9

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	19	3.832	1.278
V2	WILLINGNESS TO EXERT EFFORT	20	4.625	1.521
V3	SENSE OF HELPLESSNESS	20	4.625	1.266
V4	INVESTMENT OR SIDE BETS	20	4.850	1.689
V5	WILLINGNESS TO SEEK EMPLOYMENT	20	4.875	1.459
V6	CONGRUITY OF REAL AND IDEAL CG	20	3.500	1.100
V7	SKILL RELEVANCY TO OUTSIDE JOBS	19	5.193	1.412
V8	SATISFACTION WITH THE JOB ITSELF	20	4.633	1.615
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	20	4.167	1.420
V10	SATISFACTION WITH SPECIALTY	20	5.050	1.061
V11	SATISFACTION WITH PEERS	20	5.017	1.121
V12	SATISFACTION WITH SUPERVISION	20	3.883	1.704
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	20	5.033	1.434
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	20	5.100	1.774
V15	SATISFACTION WITH TRANSFER POLICIES	19	3.921	1.953
V16	SATISFACTION WITH SUPERVISORY SUPPORT	18	4.472	2.166
V17	SATISFACTION WITH WORKLOAD	19	4.553	1.383
V18	SATISFACTION WITH ADVANCEMENT POLICIES	18	4.806	1.758
V19	SATISFACTION WITH CONTROL OVER JOB	19	4.746	1.429
V20	SATISFACTION WITH VA EDUC. BENEFITS	18	4.361	1.976
V21	SATISFACTION WITH MED/DENT BENEFITS	19	3.930	1.578
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	19	3.684	1.668
V23	SATIS. WITH POST SERVICE BENEFITS	20	4.040	1.176
V24	PERCEPTION OF MARKETABILITY	19	5.211	1.441
V25	SATISFACTION WITH TREATMENT BY SENIORS	19	3.939	1.462
V26	EXPECTATIONS DISPARITY	20	4.587	1.024
V33	SATISFACTION WITH FIRST DUTY STATION	19	5.947	1.747
V34	SATISFACTION WITH HOUSING	19	3.368	2.060
V35	SATISFACTION WITH GEOGRAPHIC AREA	19	4.105	2.233
V36	SATISFACTION WITH EQUIPMENT	19	3.789	1.584
V37	SATISFACTION WITH TRAINING	18	4.278	1.994
V38	SATISFACTION WITH ON THE JOB TRAINING	18	5.111	1.367
V39	SATISFACTION WITH PAY	19	3.421	2.036
V40	SATISFACTION WITH INTERNAL PAY PARITY	19	4.421	1.742
V41	SATISFACTION WITH IN SERVICE BENEFITS	19	3.421	1.924
V42	SATISFACTION WITH REENLISTMENT BONUS	18	1.944	1.305
V43	PUT OFF WORK?	20	2.700	1.658
V44	OTHERS HARD TO WORK WITH?	20	3.900	2.315
V45	LIKE MISSIONS, DISLIKE POLICIES?	20	4.900	1.804
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	20	2.050	1.504
V47	AVOID OWNERSHIP OF WORK	20	2.150	1.137
V48	POLICIES IN YOUR BEST INTEREST?	19	4.579	1.465
V49	DISCUSS PROBLEMS WITH JUNIORS?	20	5.350	1.348
V50	SEETHE INSIDE?	20	4.850	1.814
V51	OTHERS GET ON NERVES?	20	3.200	1.704
V52	MANY SENIORS LESS COMPETENT	20	4.050	1.791
V53	DISCUSS DISLIKES WITH OTHERS	20	4.150	1.899
V54	AVOID FINISHING WORK	20	1.950	1.317
V55	WONDER HOW POLICIES WERE CREATED?	20	5.570	1.209

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 10

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VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	12	3.783	1.231
V2	WILLINGNESS TO EXERT EFFORT	12	5.583	1.443
V3	SENSE OF HELPLESSNESS	12	4.708	1.840
V4	INVESTMENT OR SIDE BETS	12	3.729	1.889
V5	WILLINGNESS TO SEEK EMPLOYMENT	11	5.045	1.724
V6	CONGRUITY OF REAL AND IDEAL CG	12	3.750	0.622
V7	SKILL RELEVANCY TO OUTSIDE JOBS	12	5.014	1.706
V8	SATISFACTION WITH THE JOB ITSELF	12	4.667	1.564
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	12	4.139	1.732
V10	SATISFACTION WITH SPECIALTY	12	5.111	1.473
V11	SATISFACTION WITH PEERS	12	5.389	1.043
V12	SATISFACTION WITH SUPERVISION	12	4.556	1.713
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	11	4.848	2.263
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	12	5.111	1.641
V15	SATISFACTION WITH TRANSFER POLICIES	12	3.625	2.035
V16	SATISFACTION WITH SUPERVISORY SUPPORT	10	3.550	2.266
V17	SATISFACTION WITH WORKLOAD	12	4.542	1.802
V18	SATISFACTION WITH ADVANCEMENT POLICIES	12	3.708	2.350
V19	SATISFACTION WITH CONTROL OVER JOB	12	4.778	1.436
V20	SATISFACTION WITH VA EDUC. BENEFITS	12	3.167	2.026
V21	SATISFACTION WITH MED/DENT BENEFITS	12	3.472	1.514
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	12	4.000	1.758
V23	SATIS. WITH POST SERVICE BENEFITS	12	3.500	1.508
V24	PERCEPTION OF MARKETABILITY	12	5.278	1.895
V25	SATISFACTION WITH TREATMENT BY SENIORS	12	4.236	1.606
V26	EXPECTATIONS DISPARITY	12	4.438	1.659
V33	SATISFACTION WITH FIRST DUTY STATION	12	5.333	1.826
V34	SATISFACTION WITH HOUSING	12	2.417	1.730
V35	SATISFACTION WITH GEOGRAPHIC AREA	12	3.833	5.443
V36	SATISFACTION WITH EQUIPMENT	12	3.667	2.103
V37	SATISFACTION WITH TRAINING	12	4.250	1.765
V38	SATISFACTION WITH ON THE JOB TRAINING	12	4.750	1.658
V39	SATISFACTION WITH PAY	12	2.333	1.670
V40	SATISFACTION WITH INTERNAL PAY PARITY	12	3.000	2.174
V41	SATISFACTION WITH IN SERVICE BENEFITS	12	2.500	1.784
V42	SATISFACTION WITH REENLISTMENT BONUS	12	2.500	2.195
V43	PUT OFF WORK?	12	2.417	1.311
V44	OTHERS HARD TO WORK WITH?	12	4.250	1.545
V45	LIKE MISSIONS, DISLIKE POLICIES?	12	4.667	0.778
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	12	3.750	2.454
V47	AVOID OWNERSHIP OF WORK	12	2.167	1.528
V48	POLICIES IN YOUR BEST INTEREST?	12	3.917	1.881
V49	DISCUSS PROBLEMS WITH JUNIORS?	12	5.500	1.168
V50	SEETHE INSIDE?	12	5.167	1.403
V51	OTHERS GET ON NERVES?	12	3.250	2.179
V52	MANY SENIORS LESS COMPETENT	12	5.250	1.545
V53	DISCUSS DISLIKES WITH OTHERS	12	3.833	1.586
V54	AVOID FINISHING WORK	12	2.083	1.311
V55	WONDER HOW POLICIES WERE CREATED?	12	5.917	1.676

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 11

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	46	3.487	0.919
V2	WILLINGNESS TO EXERT EFFORT	48	5.250	1.125
V3	SENSE OF HELPLESSNESS	48	4.583	1.342
V4	INVESTMENT OR SIDE BETS	46	5.239	1.340
V5	WILLINGNESS TO SEEK EMPLOYMENT	47	4.798	1.440
V6	CONGRUITY OF REAL AND IDEAL CG	48	3.229	0.887
V7	SKILL RELEVANCY TO OUTSIDE JOBS	45	4.967	1.217
V8	SATISFACTION WITH THE JOB ITSELF	48	4.951	1.157
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	48	4.562	1.257
V10	SATISFACTION WITH SPECIALTY	47	5.369	1.091
V11	SATISFACTION WITH PEERS	48	5.340	0.961
V12	SATISFACTION WITH SUPERVISION	47	4.823	1.424
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	45	5.170	1.026
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	48	5.472	1.111
V15	SATISFACTION WITH TRANSFER POLICIES	48	4.260	1.571
V16	SATISFACTION WITH SUPERVISORY SUPPORT	42	4.333	1.873
V17	SATISFACTION WITH WORKLOAD	48	4.698	1.308
V18	SATISFACTION WITH ADVANCEMENT POLICIES	47	4.670	1.404
V19	SATISFACTION WITH CONTROL OVER JOB	45	5.000	0.988
V20	SATISFACTION WITH VA EDUC. BENEFITS	46	2.750	1.541
V21	SATISFACTION WITH MED/DENT BENEFITS	45	2.778	1.148
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	45	3.785	1.380
V23	SATIS. WITH POST SERVICE BENEFITS	45	3.080	0.986
V24	PERCEPTION OF MARKETABILITY	46	5.348	1.379
V25	SATISFACTION WITH TREATMENT BY SENIORS	47	4.571	1.217
V26	EXPECTATIONS DISPARITY	48	4.677	1.231
V33	SATISFACTION WITH FIRST DUTY STATION	46	5.283	1.601
V34	SATISFACTION WITH HOUSING	47	3.191	1.637
V35	SATISFACTION WITH GEOGRAPHIC AREA	48	3.646	1.451
V36	SATISFACTION WITH EQUIPMENT	48	3.354	1.391
V37	SATISFACTION WITH TRAINING	45	4.622	1.353
V38	SATISFACTION WITH ON THE JOB TRAINING	46	4.552	1.449
V39	SATISFACTION WITH PAY	46	2.565	1.361
V40	SATISFACTION WITH INTERNAL PAY PARITY	45	3.156	1.770
V41	SATISFACTION WITH IN SERVICE BENEFITS	46	2.587	1.275
V42	SATISFACTION WITH REENLISTMENT BONUS	46	2.370	1.323
V43	PUT OFF WORK?	48	2.708	1.487
V44	OTHERS HARD TO WORK WITH?	48	3.875	1.746
V45	LIKE MISSIONS, DISLIKE POLICIES?	48	4.771	1.462
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	48	2.000	1.762
V47	AVOID OWNERSHIP OF WORK	48	1.938	1.210
V48	POLICIES IN YOUR BEST INTEREST?	48	4.354	1.021
V49	DISCUSS PROBLEMS WITH JUNIORS?	48	5.521	1.111
V50	SEETHE INSIDE?	48	4.208	1.663
V51	OTHERS GET ON NERVES?	48	3.021	1.564
V52	MANY SENIORS LESS COMPETENT	48	4.458	1.487
V53	DISCUSS DISLIKES WITH OTHERS	48	4.542	1.458
V54	AVOID FINISHING WORK	48	2.250	1.422
V55	WONDER HOW POLICIES WERE CREATED?	48	5.292	1.473

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 12

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	68	3.438	0.917
V2	WILLINGNESS TO EXERT EFFORT	71	5.599	1.044
V3	SENSE OF HELPLESSNESS	70	4.514	1.432
V4	INVESTMENT OR SIDE BETS	69	5.025	1.441
V5	WILLINGNESS TO SEEK EMPLOYMENT	70	4.793	1.423
V6	CONGRUITY OF REAL AND IDEAL CG	70	3.343	1.232
V7	SKILL RELEVANCY TO OUTSIDE JOBS	70	5.002	1.278
V8	SATISFACTION WITH THE JOB ITSELF	70	5.086	1.384
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	69	4.773	1.391
V10	SATISFACTION WITH SPECIALTY	71	5.554	0.976
V11	SATISFACTION WITH PEERS	70	5.424	0.920
V12	SATISFACTION WITH SUPERVISION	71	5.070	1.434
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	68	5.054	1.388
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	70	5.848	1.107
V15	SATISFACTION WITH TRANSFER POLICIES	69	3.884	1.705
V16	SATISFACTION WITH SUPERVISORY SUPPORT	64	4.922	1.515
V17	SATISFACTION WITH WORKLOAD	70	4.371	1.321
V18	SATISFACTION WITH ADVANCEMENT POLICIES	68	4.588	1.533
V19	SATISFACTION WITH CONTROL OVER JOB	68	5.255	0.990
V20	SATISFACTION WITH VA EDUC. BENEFITS	67	3.470	1.854
V21	SATISFACTION WITH MED/DENT BENEFITS	67	3.224	1.456
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	67	3.960	1.319
V23	SATIS. WITH POST SERVICE BENEFITS	69	3.606	1.359
V24	PERCEPTION OF MARKETABILITY	70	5.476	1.246
V25	SATISFACTION WITH TREATMENT BY SENIORS	68	4.799	1.250
V26	EXPECTATIONS DISPARITY	69	4.630	1.028
V33	SATISFACTION WITH FIRST DUTY STATION	72	5.389	1.716
V34	SATISFACTION WITH HOUSING	70	3.171	1.624
V35	SATISFACTION WITH GEOGRAPHIC AREA	70	4.014	1.845
V36	SATISFACTION WITH EQUIPMENT	70	4.314	1.664
V37	SATISFACTION WITH TRAINING	62	4.484	1.423
V38	SATISFACTION WITH ON THE JOB TRAINING	67	4.985	1.148
V39	SATISFACTION WITH PAY	69	2.812	1.407
V40	SATISFACTION WITH INTERNAL PAY PARITY	69	3.116	1.891
V41	SATISFACTION WITH IN SERVICE BENEFITS	69	3.087	1.569
V42	SATISFACTION WITH REENLISTMENT BONUS	69	2.391	1.673
V43	PUT OFF WORK?	72	2.458	1.443
V44	OTHERS HARD TO WORK WITH?	72	3.675	1.661
V45	LIKE MISSIONS, DISLIKE POLICIES?	72	4.903	1.465
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	69	2.304	1.817
V47	AVOID OWNERSHIP OF WORK	71	2.014	1.535
V48	POLICIES IN YOUR BEST INTEREST?	71	4.197	1.261
V49	DISCUSS PROBLEMS WITH JUNIORS?	71	5.197	1.348
V50	SEE THE INSIDE?	70	4.371	1.617
V51	OTHERS GET ON NERVES?	70	3.129	1.641
V52	MANY SENIORS LESS COMPETENT	71	4.465	1.747
V53	DISCUSS DISLIKES WITH OTHERS	71	4.155	1.499
V54	AVOID FINISHING WORK	70	2.429	1.470
V55	WONDER HOW POLICIES WERE CREATED?	70	5.114	1.556

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 13

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VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	67	3.567	1.062
V2	WILLINGNESS TO EXERT EFFORT	70	5.779	1.031
V3	SENSE OF HELPLESSNESS	70	4.871	1.637
V4	INVESTMENT OR SIDE BETS	71	5.127	1.516
V5	WILLINGNESS TO SEEK EMPLOYMENT	67	4.858	1.456
V6	CONGRUITY OF REAL AND IDEAL CG	70	3.236	1.353
V7	SKILL RELEVANCY TO OUTSIDE JOBS	68	5.020	1.567
V8	SATISFACTION WITH THE JOB ITSELF	71	4.873	1.501
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	71	4.479	1.464
V10	SATISFACTION WITH SPECIALTY	70	5.671	0.767
V11	SATISFACTION WITH PEERS	72	5.259	1.095
V12	SATISFACTION WITH SUPERVISION	71	5.019	1.614
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	68	5.123	1.246
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	71	5.770	1.298
V15	SATISFACTION WITH TRANSFER POLICIES	69	3.841	1.621
V16	SATISFACTION WITH SUPERVISORY SUPPORT	62	4.863	1.515
V17	SATISFACTION WITH WORKLOAD	69	4.623	1.386
V18	SATISFACTION WITH ADVANCEMENT POLICIES	70	4.821	1.445
V19	SATISFACTION WITH CONTROL OVER JOB	70	5.121	1.068
V20	SATISFACTION WITH VA EDUC. BENEFITS	71	3.127	1.649
V21	SATISFACTION WITH MED/DENT BENEFITS	70	2.929	1.293
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	69	3.812	1.522
V23	SATIS. WITH POST SERVICE BENEFITS	69	3.525	1.287
V24	PERCEPTION OF MARKETABILITY	69	5.444	1.324
V25	SATISFACTION WITH TREATMENT BY SENIORS	68	4.623	1.364
V26	EXPECTATIONS DISPARITY	71	4.658	1.244
V33	SATISFACTION WITH FIRST DUTY STATION	70	5.229	2.114
V34	SATISFACTION WITH HOUSING	68	2.971	1.916
V35	SATISFACTION WITH GEOGRAPHIC AREA	70	4.186	1.883
V36	SATISFACTION WITH EQUIPMENT	69	3.754	1.744
V37	SATISFACTION WITH TRAINING	67	4.343	1.562
V38	SATISFACTION WITH ON THE JOB TRAINING	68	4.926	1.262
V39	SATISFACTION WITH PAY	72	2.653	1.540
V40	SATISFACTION WITH INTERNAL PAY PARITY	70	3.643	2.007
V41	SATISFACTION WITH IN SERVICE BENEFITS	72	2.736	1.444
V42	SATISFACTION WITH REENLISTMENT BONUS	71	2.056	1.443
V43	PUT OFF WORK?	70	2.557	1.575
V44	OTHERS HARD TO WORK WITH?	72	4.097	2.050
V45	LIKE MISSIONS, DISLIKE POLICIES?	71	5.099	1.551
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	72	2.667	2.130
V47	AVOID OWNERSHIP OF WORK	72	1.750	1.297
V48	POLICIES IN YOUR BEST INTEREST?	72	4.458	1.627
V49	DISCUSS PROBLEMS WITH JUNIORS?	72	5.667	1.138
V50	SEETHE INSIDE?	71	4.495	1.655
V51	OTHERS GET ON NERVES?	71	3.141	1.254
V52	MANY SENIORS LESS COMPETENT	71	4.521	1.714
V53	DISCUSS DISLIKES WITH OTHERS	72	4.194	1.658
V54	AVOID FINISHING WORK	69	2.377	1.601
V55	WONDER HOW POLICIES WERE CREATED?	72	5.639	1.417

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 14

159

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	10	3.700	1.167
V2	WILLINGNESS TO EXERT EFFORT	12	6.000	1.128
V3	SENSE OF HELPLESSNESS	11	4.136	1.583
V4	INVESTMENT OR SIDE BETS	9	5.083	1.484
V5	WILLINGNESS TO SEEK EMPLOYMENT	11	5.500	1.414
V6	CONGRUITY OF REAL AND IDEAL CG	11	3.136	1.120
V7	SKILL RELEVANCY TO OUTSIDE JOBS	11	5.970	0.690
V8	SATISFACTION WITH THE JOB ITSELF	10	5.667	1.197
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	10	4.767	1.277
V10	SATISFACTION WITH SPECIALTY	10	6.000	0.816
V11	SATISFACTION WITH PEERS	10	5.567	0.969
V12	SATISFACTION WITH SUPERVISION	10	4.700	1.882
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	11	5.424	1.156
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	11	6.212	0.934
V15	SATISFACTION WITH TRANSFER POLICIES	12	4.000	1.758
V16	SATISFACTION WITH SUPERVISORY SUPPORT	12	5.458	1.117
V17	SATISFACTION WITH WORKLOAD	12	4.542	1.698
V18	SATISFACTION WITH ADVANCEMENT POLICIES	11	5.000	1.517
V19	SATISFACTION WITH CONTROL OVER JOB	11	5.697	1.229
V20	SATISFACTION WITH VA EDUC. BENEFITS	11	3.182	1.617
V21	SATISFACTION WITH MED/DENT BENEFITS	11	3.485	1.471
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	11	3.727	1.685
V23	SATIS. WITH POST SERVICE BENEFITS	11	3.873	1.269
V24	PERCEPTION OF MARKETABILITY	12	5.444	1.395
V25	SATISFACTION WITH TREATMENT BY SENIORS	10	4.300	1.621
V26	EXPECTATIONS DISPARITY	12	4.896	1.025
V33	SATISFACTION WITH FIRST DUTY STATION	11	6.455	0.820
V34	SATISFACTION WITH HOUSING	12	2.833	1.642
V35	SATISFACTION WITH GEOGRAPHIC AREA	12	3.083	1.621
V36	SATISFACTION WITH EQUIPMENT	12	3.917	1.730
V37	SATISFACTION WITH TRAINING	10	4.800	1.932
V38	SATISFACTION WITH ON THE JOB TRAINING	11	5.727	1.272
V39	SATISFACTION WITH PAY	11	2.909	1.758
V40	SATISFACTION WITH INTERNAL PAY PARITY	11	2.636	2.014
V41	SATISFACTION WITH IN SERVICE BENEFITS	11	3.000	1.414
V42	SATISFACTION WITH REENLISTMENT BONUS	11	2.091	1.700
V43	PUT OFF WORK?	11	1.545	0.522
V44	OTHERS HARD TO WORK WITH?	11	4.000	2.049
V45	LIKE MISSIONS, DISLIKE POLICIES?	11	4.455	1.916
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	12	2.083	2.065
V47	AVOID OWNERSHIP OF WORK	12	1.833	1.542
V48	POLICIES IN YOUR BEST INTEREST?	12	4.417	1.311
V49	DISCUSS PROBLEMS WITH JUNIORS?	12	6.000	1.414
V50	SEETHE INSIDE?	11	4.909	1.375
V51	OTHERS GET ON NERVES?	11	2.818	1.722
V52	MANY SENIORS LESS COMPETENT	11	4.091	1.136
V53	DISCUSS DISLIKES WITH OTHERS	11	4.636	2.063
V54	AVOID FINISHING WORK	11	2.000	1.342
V55	WONDER HOW POLICIES WERE CREATED?	11	5.182	1.401

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 23

160

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	15	3.360	1.231
V2	WILLINGNESS TO EXERT EFFORT	15	5.633	1.470
V3	SENSE OF HELPLESSNESS	15	4.167	1.819
V4	INVESTMENT OR SIDE BETS	9	2.722	1.926
V5	WILLINGNESS TO SEEK EMPLOYMENT	15	5.267	1.237
V6	CONGRUITY OF REAL AND IDEAL CG	15	3.467	1.470
V7	SKILL RELEVANCY TO OUTSIDE JOBS	14	4.286	1.347
V8	SATISFACTION WITH THE JOB ITSELF	14	5.262	1.445
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	14	4.048	1.947
V10	SATISFACTION WITH SPECIALTY	15	5.356	1.257
V11	SATISFACTION WITH PEERS	14	5.452	1.159
V12	SATISFACTION WITH SUPERVISION	15	2.166	1.706
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	14	5.381	1.478
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	15	6.133	0.815
V15	SATISFACTION WITH TRANSFER POLICIES	15	4.200	1.888
V16	SATISFACTION WITH SUPERVISORY SUPPORT	14	4.536	1.770
V17	SATISFACTION WITH WORKLOAD	15	5.100	1.478
V18	SATISFACTION WITH ADVANCEMENT POLICIES	13	4.462	2.015
V19	SATISFACTION WITH CONTROL OVER JOB	15	5.333	1.345
V20	SATISFACTION WITH VA EDUC. BENEFITS	14	4.893	1.274
V21	SATISFACTION WITH MED/DENT BENEFITS	14	3.190	1.518
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	15	4.489	1.671
V23	SATIS. WITH POST SERVICE BENEFITS	14	4.114	1.117
V24	PERCEPTION OF MARKETABILITY	14	4.643	1.588
V25	SATISFACTION WITH TREATMENT BY SENIORS	15	4.789	1.636
V26	EXPECTATIONS DISPARITY	15	4.700	1.370
V33	SATISFACTION WITH FIRST DUTY STATION	14	4.929	1.639
V34	SATISFACTION WITH HOUSING	13	3.846	1.864
V35	SATISFACTION WITH GEOGRAPHIC AREA	15	4.467	2.167
V36	SATISFACTION WITH EQUIPMENT	15	4.333	1.291
V37	SATISFACTION WITH TRAINING	13	4.385	1.660
V38	SATISFACTION WITH ON THE JOB TRAINING	13	5.462	1.198
V39	SATISFACTION WITH PAY	15	3.067	1.580
V40	SATISFACTION WITH INTERNAL PAY PARITY	14	2.571	1.453
V41	SATISFACTION WITH IN SERVICE BENEFITS	14	4.000	1.617
V42	SATISFACTION WITH REENLISTMENT BONUS	15	2.133	1.356
V43	PUT OFF WORK?	15	2.400	1.844
V44	OTHERS HARD TO WORK WITH?	15	3.200	1.821
V45	LIKE MISSIONS, DISLIKE POLICIES?	15	4.533	1.959
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	15	5.600	1.805
V47	AVOID OWNERSHIP OF WORK	15	1.200	0.414
V48	POLICIES IN YOUR BEST INTEREST?	15	3.800	1.612
V49	DISCUSS PROBLEMS WITH JUNIORS?	15	5.400	1.502
V50	SEETHE INSIDE?	15	2.800	1.146
V51	OTHERS GET ON NERVES?	15	2.667	1.952
V52	MANY SENIORS LESS COMPETENT	14	3.714	1.590
V53	DISCUSS DISLIKES WITH OTHERS	15	3.667	1.676
V54	AVOID FINISHING WORK	15	2.000	1.604
V55	WONDER HOW POLICIES WERE CREATED?	15	4.667	1.589

MEAN RESPONSE TO SCALES BY TIME IN SERVICE
YEARS = 24

161

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	16	2.875	1.090
V2	WILLINGNESS TO EXERT EFFORT	17	6.147	0.954
V3	SENSE OF HELPLESSNESS	17	4.912	1.679
V4	INVESTMENT OR SIDE BETS	12	3.271	1.236
V5	WILLINGNESS TO SEEK EMPLOYMENT	15	4.533	1.552
V6	CONGRUITY OF REAL AND IDEAL CG	17	4.029	1.615
V7	SKILL RELEVANCY TO OUTSIDE JOBS	19	4.912	1.056
V8	SATISFACTION WITH THE JOB ITSELF	19	5.263	1.046
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	18	4.759	1.803
V10	SATISFACTION WITH SPECIALTY	19	5.684	1.080
V11	SATISFACTION WITH PEERS	19	5.877	0.862
V12	SATISFACTION WITH SUPERVISION	19	5.667	0.956
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	16	6.271	0.791
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	17	6.627	0.706
V15	SATISFACTION WITH TRANSFER POLICIES	17	4.588	1.670
V16	SATISFACTION WITH SUPERVISORY SUPPORT	17	5.294	1.592
V17	SATISFACTION WITH WORKLOAD	18	5.306	1.856
V18	SATISFACTION WITH ADVANCEMENT POLICIES	17	5.412	1.079
V19	SATISFACTION WITH CONTROL OVER JOB	18	5.731	0.846
V20	SATISFACTION WITH VA EDUC. BENEFITS	18	4.194	1.545
V21	SATISFACTION WITH MED/DENT BENEFITS	18	3.389	2.137
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	18	4.130	1.373
V23	SATIS. WITH POST SERVICE BENEFITS	18	4.267	1.679
V24	PERCEPTION OF MARKETABILITY	17	5.314	1.090
V25	SATISFACTION WITH TREATMENT BY SENIORS	18	5.481	0.806
V26	EXPECTATIONS DISPARITY	19	5.066	1.299
V33	SATISFACTION WITH FIRST DUTY STATION	19	5.737	1.695
V34	SATISFACTION WITH HOUSING	18	3.278	1.934
V35	SATISFACTION WITH GEOGRAPHIC AREA	18	4.444	1.504
V36	SATISFACTION WITH EQUIPMENT	18	4.278	1.526
V37	SATISFACTION WITH TRAINING	17	5.118	1.219
V38	SATISFACTION WITH ON THE JOB TRAINING	19	5.158	1.573
V39	SATISFACTION WITH PAY	19	3.105	2.105
V40	SATISFACTION WITH INTERNAL PAY PARITY	18	4.111	2.111
V41	SATISFACTION WITH IN SERVICE BENEFITS	19	3.474	1.954
V42	SATISFACTION WITH REENLISTMENT BONUS	19	2.684	1.257
V43	PUT OFF WORK?	19	2.684	1.916
V44	OTHERS HARD TO WORK WITH?	19	4.263	1.695
V45	LIKE MISSIONS, DISLIKE POLICIES?	19	4.632	1.499
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	17	3.471	1.736
V47	AVOID OWNERSHIP OF WORK	17	1.353	0.493
V48	POLICIES IN YOUR BEST INTEREST?	17	3.647	1.601
V49	DISCUSS PROBLEMS WITH JUNIORS?	17	6.059	1.298
V50	SEETHE INSIDE?	17	3.941	2.193
V51	OTHERS GET ON NERVES?	16	3.438	2.065
V52	MANY SENIORS LESS COMPETENT	19	4.368	1.342
V53	DISCUSS DISLIKES WITH OTHERS	19	4.105	1.595
V54	AVOID FINISHING WORK	19	2.421	1.865
V55	WONDER HOW POLICIES WERE CREATED?	19	5.211	1.546

MEAN RESPONSE TO SCALES BY PAYGRADE
E-2

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	19	5.116	1.007
V2	WILLINGNESS TO EXERT EFFORT	20	4.275	1.936
V3	SENSE OF HELPLESSNESS	20	4.425	1.583
V4	INVESTMENT OR SIDE BETS	17	2.000	1.677
V5	WILLINGNESS TO SEEK EMPLOYMENT	20	5.875	1.266
V6	CONGRUITY OF REAL AND IDEAL CG	20	2.800	1.681
V7	SKILL RELEVANCY TO OUTSIDE JOBS	18	4.509	1.309
V8	SATISFACTION WITH THE JOB ITSELF	20	2.683	1.295
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	19	2.842	1.264
V10	SATISFACTION WITH SPECIALTY	16	2.917	1.427
V11	SATISFACTION WITH PEERS	20	3.767	1.727
V12	SATISFACTION WITH SUPERVISION	20	2.667	1.761
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	19	3.930	1.673
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	20	4.783	1.620
V15	SATISFACTION WITH TRANSFER POLICIES	13	2.962	1.761
V16	SATISFACTION WITH SUPERVISORY SUPPORT	19	2.711	1.593
V17	SATISFACTION WITH WORKLOAD	19	3.553	1.779
V18	SATISFACTION WITH ADVANCEMENT POLICIES	18	3.528	1.761
V19	SATISFACTION WITH CONTROL OVER JOB	16	2.958	1.672
V20	SATISFACTION WITH VA EDUC. BENEFITS	11	3.955	1.795
V21	SATISFACTION WITH MED/DENT BENEFITS	13	3.897	1.524
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	18	3.019	1.540
V23	SATIS. WITH POST SERVICE BENEFITS	13	3.831	1.701
V24	PERCEPTION OF MARKETABILITY	19	4.737	2.026
V25	SATISFACTION WITH TREATMENT BY SENIORS	17	2.814	1.429
V26	EXPECTATIONS DISPARITY	21	2.690	0.974
V33	SATISFACTION WITH FIRST DUTY STATION	21	3.571	1.989
V34	SATISFACTION WITH HOUSING	19	2.632	2.290
V35	SATISFACTION WITH GEOGRAPHIC AREA	19	3.526	2.547
V36	SATISFACTION WITH EQUIPMENT	19	3.000	1.633
V37	SATISFACTION WITH TRAINING	13	2.000	1.683
V38	SATISFACTION WITH ON THE JOB TRAINING	20	3.850	2.183
V39	SATISFACTION WITH PAY	20	2.150	1.496
V40	SATISFACTION WITH INTERNAL PAY PARITY	18	3.389	2.279
V41	SATISFACTION WITH IN SERVICE BENEFITS	18	3.556	1.617
V42	SATISFACTION WITH REENLISTMENT BONUS	18	2.778	2.211
V43	PUT OFF WORK?	21	2.762	1.921
V44	OTHERS HARD TO WORK WITH?	21	4.952	2.037
V45	LIKE MISSIONS, DISLIKE POLICIES?	21	4.810	2.294
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	19	4.895	2.447
V47	AVOID OWNERSHIP OF WORK	20	2.900	2.222
V48	POLICIES IN YOUR BEST INTEREST?	20	5.250	1.773
V49	DISCUSS PROBLEMS WITH JUNIORS?	20	4.000	2.362
V50	SEETHE INSIDE?	20	5.150	1.899
V51	OTHERS GET ON NERVES?	20	5.300	2.055
V52	MANY SENIORS LESS COMPETENT	21	5.000	2.000
V53	DISCUSS DISLIKES WITH OTHERS	21	5.048	2.133
V54	AVOID FINISHING WORK	21	3.095	1.814
V55	WONDER HOW POLICIES WERE CREATED?	21	5.333	1.906

MEAN RESPONSE TO SCALES BY PAYGRADE
E-3

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	140	4.601	1.302
V2	WILLINGNESS TO EXERT EFFORT	142	4.743	1.629
V3	SENSE OF HELPLESSNESS	142	5.039	1.598
V4	INVESTMENT OR SIDE BETS	132	2.081	1.381
V5	WILLINGNESS TO SEEK EMPLOYMENT	142	5.384	1.671
V6	CONGRUITY OF REAL AND IDEAL CG	142	2.954	1.446
V7	SKILL RELEVANCY TO OUTSIDE JOBS	142	4.758	1.143
V8	SATISFACTION WITH THE JOB ITSELF	142	3.784	1.578
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	139	3.830	1.784
V10	SATISFACTION WITH SPECIALTY	134	4.510	1.625
V11	SATISFACTION WITH PEERS	140	4.650	1.379
V12	SATISFACTION WITH SUPERVISION	141	3.657	1.757
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	141	4.333	1.709
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	143	5.277	1.535
V15	SATISFACTION WITH TRANSFER POLICIES	106	3.495	1.816
V16	SATISFACTION WITH SUPERVISORY SUPPORT	125	4.128	1.857
V17	SATISFACTION WITH WORKLOAD	141	4.152	1.622
V18	SATISFACTION WITH ADVANCEMENT POLICIES	141	3.840	1.817
V19	SATISFACTION WITH CONTROL OVER JOB	133	4.040	1.308
V20	SATISFACTION WITH VA EDUC. BENEFITS	117	4.167	1.953
V21	SATISFACTION WITH MED/DENT BENEFITS	115	4.200	1.851
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	139	3.324	1.646
V23	SATIS. WITH POST SERVICE BENEFITS	115	4.357	1.601
V24	PERCEPTION OF MARKETABILITY	141	4.879	1.656
V25	SATISFACTION WITH TREATMENT BY SENIORS	136	3.485	1.539
V26	EXPECTATIONS DISPARITY	146	3.608	1.334
V33	SATISFACTION WITH FIRST DUTY STATION	145	4.569	2.031
V34	SATISFACTION WITH HOUSING	137	2.876	1.942
V35	SATISFACTION WITH GEOGRAPHIC AREA	138	3.949	2.066
V36	SATISFACTION WITH EQUIPMENT	141	3.241	1.859
V37	SATISFACTION WITH TRAINING	125	3.600	2.064
V38	SATISFACTION WITH ON THE JOB TRAINING	142	4.289	1.893
V39	SATISFACTION WITH PAY	143	2.573	1.629
V40	SATISFACTION WITH INTERNAL PAY PARITY	140	3.864	2.232
V41	SATISFACTION WITH IN SERVICE BENEFITS	142	4.007	1.996
V42	SATISFACTION WITH REENLISTMENT BONUS	135	3.311	2.075
V43	PUT OFF WORK?	144	2.590	1.764
V44	OTHERS HARD TO WORK WITH?	145	4.910	1.982
V45	LIKE MISSIONS, DISLIKE POLICIES?	144	5.222	1.784
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	140	3.950	2.456
V47	AVOID OWNERSHIP OF WORK	142	2.845	1.768
V48	POLICIES IN YOUR BEST INTEREST?	142	4.645	1.803
V49	DISCUSS PROBLEMS WITH JUNIORS?	142	5.169	1.726
V50	SEETHE INSIDE?	144	4.924	1.889
V51	OTHERS GET ON NERVES?	143	4.147	2.042
V52	MANY SENIORS LESS COMPETENT	142	5.106	1.627
V53	DISCUSS DISLIKES WITH OTHERS	145	5.269	1.630
V54	AVOID FINISHING WORK	144	2.525	1.519
V55	WONDER HOW POLICIES WERE CREATED?	142	5.752	1.567

MEAN RESPONSE TO SCALES BY PAYGRADE
E-4

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	305	4.440	1.112
V2	WILLINGNESS TO EXERT EFFORT	312	4.644	1.426
V3	SENSE OF HELPLESSNESS	314	4.920	1.531
V4	INVESTMENT OR SIDE BETS	282	2.182	1.313
V5	WILLINGNESS TO SEEK EMPLOYMENT	316	5.320	1.458
V6	CONGRUITY OF REAL AND IDEAL CG	307	2.764	1.165
V7	SKILL RELEVANCY TO OUTSIDE JOBS	308	4.921	1.138
V8	SATISFACTION WITH THE JOB ITSELF	312	4.279	1.529
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	304	3.751	1.563
V10	SATISFACTION WITH SPECIALTY	314	4.894	1.351
V11	SATISFACTION WITH PEERS	309	4.834	1.345
V12	SATISFACTION WITH SUPERVISION	309	3.935	1.586
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	311	4.315	1.553
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	309	5.209	1.378
V15	SATISFACTION WITH TRANSFER POLICIES	298	3.878	1.652
V16	SATISFACTION WITH SUPERVISORY SUPPORT	305	4.269	1.688
V17	SATISFACTION WITH WORKLOAD	313	4.248	1.563
V18	SATISFACTION WITH ADVANCEMENT POLICIES	309	4.375	1.554
V19	SATISFACTION WITH CONTROL OVER JOB	308	4.406	1.317
V20	SATISFACTION WITH VA EDUC. BENEFITS	269	3.911	1.754
V21	SATISFACTION WITH MED/DENT BENEFITS	259	3.714	1.420
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	312	3.075	1.527
V23	SATIS. WITH POST SERVICE BENEFITS	260	3.939	1.269
V24	PERCEPTION OF MARKETABILITY	310	5.112	1.514
V25	SATISFACTION WITH TREATMENT BY SENIORS	295	3.718	1.444
V26	EXPECTATIONS DISPARITY	319	3.847	1.150
V33	SATISFACTION WITH FIRST DUTY STATION	318	4.874	1.828
V34	SATISFACTION WITH HOUSING	307	2.915	1.875
V35	SATISFACTION WITH GEOGRAPHIC AREA	306	3.938	1.992
V36	SATISFACTION WITH EQUIPMENT	312	3.324	1.730
V37	SATISFACTION WITH TRAINING	308	4.539	1.664
V38	SATISFACTION WITH ON THE JOB TRAINING	314	4.436	1.618
V39	SATISFACTION WITH PAY	317	2.502	1.509
V40	SATISFACTION WITH INTERNAL PAY PARITY	313	3.572	2.064
V41	SATISFACTION WITH IN SERVICE BENEFITS	317	3.508	1.753
V42	SATISFACTION WITH REENLISTMENT BONUS	315	2.952	1.832
V43	PUT OFF WORK?	318	2.657	1.558
V44	OTHERS HARD TO WORK WITH?	316	4.462	2.068
V45	LIKE MISSIONS, DISLIKE POLICIES?	318	5.434	1.647
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	313	4.169	2.405
V47	AVOID OWNERSHIP OF WORK	312	2.394	1.531
V48	POLICIES IN YOUR BEST INTEREST?	315	5.006	1.448
V49	DISCUSS PROBLEMS WITH JUNIORS?	315	5.111	1.496
V50	SEETHE INSIDE?	319	4.646	1.803
V51	OTHERS GET ON NERVES?	317	3.729	1.980
V52	MANY SENIORS LESS COMPETENT	312	4.952	1.657
V53	DISCUSS DISLIKES WITH OTHERS	320	5.116	1.459
V54	AVOID FINISHING WORK	318	2.506	1.468
V55	WONDER HOW POLICIES WERE CREATED?	319	5.746	1.495

MEAN RESPONSE TO SCALES BY PAYGRADE
E-5

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	522	4.164	1.036
V2	WILLINGNESS TO EXERT EFFORT	532	4.353	1.440
V3	SENSE OF HELPLESSNESS	531	5.011	1.409
V4	INVESTMENT OR SIDE BETS	491	2.626	1.486
V5	WILLINGNESS TO SEEK EMPLOYMENT	532	5.058	1.481
V6	CONGRUITY OF REAL AND IDEAL CG	533	2.932	1.193
V7	SKILL RELEVANCY TO OUTSIDE JOBS	536	4.974	1.145
V8	SATISFACTION WITH THE JOB ITSELF	544	4.265	1.468
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	525	3.970	1.401
V10	SATISFACTION WITH SPECIALTY	543	4.959	1.210
V11	SATISFACTION WITH PEERS	541	4.752	1.187
V12	SATISFACTION WITH SUPERVISION	541	4.144	1.551
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	522	4.450	1.402
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	531	5.320	1.333
V15	SATISFACTION WITH TRANSFER POLICIES	530	4.185	1.673
V16	SATISFACTION WITH SUPERVISORY SUPPORT	509	4.441	1.685
V17	SATISFACTION WITH WORKLOAD	539	4.366	1.586
V18	SATISFACTION WITH ADVANCEMENT POLICIES	531	4.521	1.549
V19	SATISFACTION WITH CONTROL OVER JOB	528	4.515	1.180
V20	SATISFACTION WITH VA EDUC. BENEFITS	484	4.098	1.725
V21	SATISFACTION WITH MED/DENT BENEFITS	472	3.706	1.507
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	537	3.186	1.506
V23	SATIS. WITH POST SERVICE BENEFITS	476	3.943	1.299
V24	PERCEPTION OF MARKETABILITY	541	5.272	1.349
V25	SATISFACTION WITH TREATMENT BY SENIORS	514	3.927	1.375
V26	EXPECTATIONS DISPARITY	546	4.109	1.194
V33	SATISFACTION WITH FIRST DUTY STATION	547	5.004	1.823
V34	SATISFACTION WITH HOUSING	527	3.148	1.890
V35	SATISFACTION WITH GEOGRAPHIC AREA	535	4.153	1.961
V36	SATISFACTION WITH EQUIPMENT	539	3.683	1.786
V37	SATISFACTION WITH TRAINING	526	4.376	1.700
V38	SATISFACTION WITH ON THE JOB TRAINING	537	4.512	1.563
V39	SATISFACTION WITH PAY	542	2.561	1.544
V40	SATISFACTION WITH INTERNAL PAY PARITY	540	3.522	2.043
V41	SATISFACTION WITH IN SERVICE BENEFITS	541	3.547	1.749
V42	SATISFACTION WITH REENLISTMENT BONUS	539	2.770	1.846
V43	PUT OFF WORK?	549	2.539	1.572
V44	OTHERS HARD TO WORK WITH?	548	4.462	1.896
V45	LIKE MISSIONS, DISLIKE POLICIES?	547	5.285	1.578
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	535	3.991	2.342
V47	AVOID OWNERSHIP OF WORK	537	2.387	1.445
V48	POLICIES IN YOUR BEST INTEREST?	536	4.871	1.378
V49	DISCUSS PROBLEMS WITH JUNIORS?	538	5.206	1.425
V50	SEETHE INSIDE?	537	4.708	1.759
V51	OTHERS GET ON NERVES?	533	3.681	1.864
V52	MANY SENIORS LESS COMPETENT	542	4.793	1.632
V53	DISCUSS DISLIKES WITH OTHERS	546	5.242	1.455
V54	AVOID FINISHING WORK	543	2.444	1.443
V55	WONDER HOW POLICIES WERE CREATED?	546	5.679	1.470

MEAN RESPONSE TO SCALES BY PAYGRADE
E-6

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	573	3.750	1.021
V2	WILLINGNESS TO EXERT EFFORT	581	5.369	1.204
V3	SENSE OF HELPLESSNESS	580	4.884	1.426
V4	INVESTMENT OR SIDE BETS	571	3.448	1.786
V5	WILLINGNESS TO SEEK EMPLOYMENT	580	5.001	1.491
V6	CONGRUITY OF REAL AND IDEAL CG	579	3.151	1.228
V7	SKILL RELEVANCY TO OUTSIDE JOBS	578	5.173	1.224
V8	SATISFACTION WITH THE JOB ITSELF	594	4.655	1.496
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	581	4.371	1.492
V10	SATISFACTION WITH SPECIALTY	590	5.368	1.179
V11	SATISFACTION WITH PEERS	591	5.082	1.117
V12	SATISFACTION WITH SUPERVISION	587	4.633	1.478
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	568	4.795	1.396
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	578	5.501	1.266
V15	SATISFACTION WITH TRANSFER POLICIES	582	4.210	1.655
V16	SATISFACTION WITH SUPERVISORY SUPPORT	559	4.593	1.718
V17	SATISFACTION WITH WORKLOAD	587	4.524	1.483
V18	SATISFACTION WITH ADVANCEMENT POLICIES	581	4.716	1.513
V19	SATISFACTION WITH CONTROL OVER JOB	579	4.849	1.169
V20	SATISFACTION WITH VA EDUC. BENEFITS	568	3.566	1.768
V21	SATISFACTION WITH MED/DENT BENEFITS	560	3.224	1.430
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	581	3.607	1.436
V23	SATIS. WITH POST SERVICE BENEFITS	566	3.682	1.234
V24	PERCEPTION OF MARKETABILITY	586	5.388	1.345
V25	SATISFACTION WITH TREATMENT BY SENIORS	566	4.329	1.311
V26	EXPECTATIONS DISPARITY	596	4.537	1.141
V33	SATISFACTION WITH FIRST DUTY STATION	591	5.288	1.757
V34	SATISFACTION WITH HOUSING	572	3.117	1.797
V35	SATISFACTION WITH GEOGRAPHIC AREA	584	4.089	1.558
V36	SATISFACTION WITH EQUIPMENT	585	3.696	1.671
V37	SATISFACTION WITH TRAINING	570	4.511	1.687
V38	SATISFACTION WITH ON THE JOB TRAINING	586	4.734	1.505
V39	SATISFACTION WITH PAY	585	2.728	1.592
V40	SATISFACTION WITH INTERNAL PAY PARITY	584	3.481	2.007
V41	SATISFACTION WITH IN SERVICE BENEFITS	588	3.020	1.589
V42	SATISFACTION WITH REENLISTMENT BONUS	584	2.709	1.659
V43	PUT OFF WORK?	597	2.332	1.456
V44	OTHERS HARD TO WORK WITH?	599	4.254	1.585
V45	LIKE MISSIONS, DISLIKE POLICIES?	593	4.992	1.610
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	581	3.124	2.223
V47	AVOID OWNERSHIP OF WORK	584	2.003	1.303
V48	POLICIES IN YOUR BEST INTEREST?	582	4.486	1.301
V49	DISCUSS PROBLEMS WITH JUNIORS?	585	5.462	1.276
V50	SEETHE INSIDE?	582	4.589	1.654
V51	OTHERS GET ON NERVES?	585	3.203	1.786
V52	MANY SENIORS LESS COMPETENT	595	4.753	1.645
V53	DISCUSS DISLIKES WITH OTHERS	599	4.751	1.517
V54	AVOID FINISHING WORK	593	2.333	1.456
V55	WONDER HOW POLICIES WERE CREATED?	598	5.987	1.430

MEAN RESPONSE TO SCALES BY PAYGRADE
E-7

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	161	3.456	1.015
V2	WILLINGNESS TO EXERT EFFORT	173	5.757	1.157
V3	SENSE OF HELPLESSNESS	169	4.669	1.536
V4	INVESTMENT OR SIDE BETS	164	5.002	1.697
V5	WILLINGNESS TO SEEK EMPLOYMENT	168	4.932	1.555
V6	CONGRUITY OF REAL AND IDEAL CG	170	3.262	1.335
V7	SKILL RELEVANCY TO OUTSIDE JOBS	167	5.125	1.391
V8	SATISFACTION WITH THE JOB ITSELF	172	4.998	1.575
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	171	4.413	1.451
V10	SATISFACTION WITH SPECIALTY	171	5.589	1.084
V11	SATISFACTION WITH PEERS	174	5.352	1.013
V12	SATISFACTION WITH SUPERVISION	173	4.961	1.520
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	165	5.036	1.299
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	169	5.718	1.316
V15	SATISFACTION WITH TRANSFER POLICIES	173	3.997	1.732
V16	SATISFACTION WITH SUPERVISORY SUPPORT	149	5.037	1.530
V17	SATISFACTION WITH WORKLOAD	173	4.621	1.473
V18	SATISFACTION WITH ADVANCEMENT POLICIES	171	4.825	1.556
V19	SATISFACTION WITH CONTROL OVER JOB	170	5.190	1.195
V20	SATISFACTION WITH VA EDUC. BENEFITS	171	3.222	1.735
V21	SATISFACTION WITH MED/DENT BENEFITS	168	3.085	1.408
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	168	4.004	1.500
V23	SATIS. WITH POST SERVICE BENEFITS	170	3.476	1.242
V24	PERCEPTION OF MARKETABILITY	170	5.431	1.361
V25	SATISFACTION WITH TREATMENT BY SENIORS	168	4.664	1.315
V26	EXPECTATIONS DISPARITY	174	4.793	1.118
V33	SATISFACTION WITH FIRST DUTY STATION	173	5.538	1.770
V34	SATISFACTION WITH HOUSING	170	2.859	1.679
V35	SATISFACTION WITH GEOGRAPHIC AREA	172	3.791	1.877
V36	SATISFACTION WITH EQUIPMENT	174	3.805	1.762
V37	SATISFACTION WITH TRAINING	163	4.301	1.556
V38	SATISFACTION WITH ON THE JOB TRAINING	167	4.874	1.398
V39	SATISFACTION WITH PAY	172	2.651	1.473
V40	SATISFACTION WITH INTERNAL PAY PARITY	169	3.213	1.937
V41	SATISFACTION WITH IN SERVICE BENEFITS	170	2.753	1.542
V42	SATISFACTION WITH REENLISTMENT BONUS	170	2.171	1.603
V43	PUT OFF WORK?	175	2.320	1.554
V44	OTHERS HARD TO WORK WITH?	175	3.960	1.776
V45	LIKE MISSIONS, DISLIKE POLICIES?	175	4.823	1.688
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	173	2.572	2.091
V47	AVOID OWNERSHIP OF WORK	173	1.705	1.257
V48	POLICIES IN YOUR BEST INTEREST?	172	4.494	1.489
V49	DISCUSS PROBLEMS WITH JUNIORS?	174	5.644	1.211
V50	SEE THE INSIDE?	170	4.347	1.676
V51	OTHERS GET ON NERVES?	169	2.905	1.747
V52	MANY SENIORS LESS COMPETENT	173	4.845	1.647
V53	DISCUSS DISLIKES WITH OTHERS	174	4.121	1.621
V54	AVOID FINISHING WORK	172	2.227	1.541
V55	WONDER HOW POLICIES WERE CREATED?	173	5.439	1.460

MEAN RESPONSE TO SCALES BY PAYGRADE
E-6

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	17	3.435	1.073
V2	WILLINGNESS TO EXERT EFFORT	17	6.176	0.883
V3	SENSE OF HELPLESSNESS	17	4.765	1.512
V4	INVESTMENT OR SIDE BETS	9	3.694	2.410
V5	WILLINGNESS TO SEEK EMPLOYMENT	16	5.125	1.310
V6	CONGRUITY OF REAL AND IDEAL CG	17	3.324	1.357
V7	SKILL RELEVANCY TO OUTSIDE JOBS	18	4.639	1.689
V8	SATISFACTION WITH THE JOB ITSELF	17	5.471	1.155
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	17	4.078	1.644
V10	SATISFACTION WITH SPECIALTY	18	5.722	1.098
V11	SATISFACTION WITH PEERS	17	5.627	1.142
V12	SATISFACTION WITH SUPERVISION	18	5.093	1.494
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	16	5.333	1.344
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	17	6.333	0.656
V15	SATISFACTION WITH TRANSFER POLICIES	18	3.972	1.728
V16	SATISFACTION WITH SUPERVISORY SUPPORT	17	4.618	1.341
V17	SATISFACTION WITH WORKLOAD	18	4.861	1.270
V18	SATISFACTION WITH ADVANCEMENT POLICIES	16	4.656	1.938
V19	SATISFACTION WITH CONTROL OVER JOB	18	5.509	1.164
V20	SATISFACTION WITH VA EDUC. BENEFITS	17	4.559	1.435
V21	SATISFACTION WITH MED/DENT BENEFITS	17	3.157	1.633
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	18	4.222	1.252
V23	SATIS. WITH POST SERVICE BENEFITS	17	3.859	1.392
V24	PERCEPTION OF MARKETABILITY	16	5.625	1.591
V25	SATISFACTION WITH TREATMENT BY SENIORS	18	4.769	1.365
V26	EXPECTATIONS DISPARITY	18	4.986	1.196
V33	SATISFACTION WITH FIRST DUTY STATION	18	5.278	1.873
V34	SATISFACTION WITH HOUSING	16	2.813	1.797
V35	SATISFACTION WITH GEOGRAPHIC AREA	18	4.222	2.016
V36	SATISFACTION WITH EQUIPMENT	18	4.167	1.339
V37	SATISFACTION WITH TRAINING	15	4.200	1.146
V38	SATISFACTION WITH ON THE JOB TRAINING	16	5.375	1.668
V39	SATISFACTION WITH PAY	18	2.611	1.685
V40	SATISFACTION WITH INTERNAL PAY PARITY	17	3.118	1.654
V41	SATISFACTION WITH IN SERVICE BENEFITS	18	3.000	1.495
V42	SATISFACTION WITH REENLISTMENT BONUS	18	1.944	1.349
V43	PUT OFF WORK?	18	2.167	1.757
V44	OTHERS HARD TO WORK WITH?	18	3.722	1.776
V45	LIKE MISSIONS, DISLIKE POLICIES?	18	4.333	1.749
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	17	4.824	2.157
V47	AVOID OWNERSHIP OF WORK	17	1.294	0.588
V48	POLICIES IN YOUR BEST INTEREST?	17	4.235	1.480
V49	DISCUSS PROBLEMS WITH JUNIORS?	17	5.765	1.393
V50	SEE THE INSIDE?	17	4.235	1.437
V51	OTHERS GET ON NERVES?	17	2.353	1.835
V52	MANY SENIORS LESS COMPETENT	18	4.722	1.447
V53	DISCUSS DISLIKES WITH OTHERS	18	4.500	1.823
V54	AVOID FINISHING WORK	18	1.833	1.543
V55	WONDER HOW POLICIES WERE CREATED?	18	2.167	1.383

MEAN RESPONSE TO SCALES BY PAY GRADE
E-9

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	20	3.130	1.174
V2	WILLINGNESS TO EXERT EFFORT	20	6.150	0.961
V3	SENSE OF HELPLESSNESS	20	4.300	1.983
V4	INVESTMENT OR SIDE BETS	15	3.467	1.463
V5	WILLINGNESS TO SEEK EMPLOYMENT	19	4.632	1.526
V6	CONGRUITY OF REAL AND IDEAL CG	20	3.775	1.455
V7	SKILL RELEVANCY TO OUTSIDE JOBS	20	4.750	1.018
V8	SATISFACTION WITH THE JOB ITSELF	21	5.286	0.939
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	19	4.368	1.839
V10	SATISFACTION WITH SPECIALTY	21	5.540	1.222
V11	SATISFACTION WITH PEERS	21	5.651	0.826
V12	SATISFACTION WITH SUPERVISION	21	5.127	1.462
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	20	6.033	1.092
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	20	6.033	1.164
V15	SATISFACTION WITH TRANSFER POLICIES	20	4.075	1.935
V16	SATISFACTION WITH SUPERVISORY SUPPORT	19	5.395	1.487
V17	SATISFACTION WITH WORKLOAD	20	5.400	1.675
V18	SATISFACTION WITH ADVANCEMENT POLICIES	17	5.029	1.866
V19	SATISFACTION WITH CONTROL OVER JOB	20	5.792	0.885
V20	SATISFACTION WITH VA EDUC. BENEFITS	21	4.119	1.234
V21	SATISFACTION WITH MED/DENT BENEFITS	21	2.921	1.906
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	20	4.117	1.583
V23	SATIS. WITH POST SERVICE BENEFITS	21	3.829	1.531
V24	PERCEPTION OF MARKETABILITY	20	4.817	1.034
V25	SATISFACTION WITH TREATMENT BY SENIORS	20	4.883	1.479
V26	EXPECTATIONS DISPARITY	21	4.798	1.489
V33	SATISFACTION WITH FIRST DUTY STATION	20	5.600	1.465
V34	SATISFACTION WITH HOUSING	20	3.150	1.981
V35	SATISFACTION WITH GEOGRAPHIC AREA	20	3.900	2.024
V36	SATISFACTION WITH EQUIPMENT	20	4.700	1.455
V37	SATISFACTION WITH TRAINING	20	5.250	1.372
V38	SATISFACTION WITH ON THE JOB TRAINING	21	5.238	1.546
V39	SATISFACTION WITH PAY	21	3.000	1.397
V40	SATISFACTION WITH INTERNAL PAY PARITY	21	3.810	2.379
V41	SATISFACTION WITH IN SERVICE BENEFITS	20	3.300	1.609
V42	SATISFACTION WITH REENLISTMENT BONUS	21	1.905	1.338
V43	PUT OFF WORK?	21	2.238	1.670
V44	OTHERS HARD TO WORK WITH?	21	2.952	1.746
V45	LIKE MISSIONS, DISLIKE POLICIES?	21	4.619	1.746
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	20	4.250	2.023
V47	AVOID OWNERSHIP OF WORK	20	1.400	0.940
V48	POLICIES IN YOUR BEST INTEREST?	20	4.000	1.777
V49	DISCUSS PROBLEMS WITH JUNIORS?	20	5.650	1.755
V50	SEETHE INSIDE?	20	5.000	1.806
V51	OTHERS GET ON NERVES?	20	2.750	1.595
V52	MANY SENIORS LESS COMPETENT	21	4.429	1.720
V53	DISCUSS DISLIKES WITH OTHERS	21	3.952	1.530
V54	AVOID FINISHING WORK	21	2.476	0.984
V55	WONDER HOW POLICIES WERE CREATED?	21	5.095	1.411

MEAN RESPONSE TO SCALES BY PAYGRADE
W-2

VARIABLE	LABEL	N	MEAN	STANDARD DEVIATION
V1	RESENTMENT	16	2.862	0.897
V2	WILLINGNESS TO EXERT EFFORT	17	5.941	0.846
V3	SENSE OF HELPLESSNESS	17	4.206	1.275
V4	INVESTMENT OR SIDE BETS	16	5.828	0.879
V5	WILLINGNESS TO SEEK EMPLOYMENT	17	4.059	1.540
V6	CONGRUITY OF REAL AND IDEAL CG	17	3.647	1.222
V7	SKILL RELEVANCY TO OUTSIDE JOBS	16	5.531	0.852
V8	SATISFACTION WITH THE JOB ITSELF	17	5.157	1.349
V9	SATISFACTION WITH FUTURE ASSIGNMENTS	17	5.392	1.022
V10	SATISFACTION WITH SPECIALTY	17	5.304	0.906
V11	SATISFACTION WITH PEERS	17	6.078	0.618
V12	SATISFACTION WITH SUPERVISION	17	5.863	0.890
V13	COMMITMENT TO THE CG AS AN ORGANIZATION	16	5.542	1.344
V14	COMMITMENT TO CG PHILOSOPHY AND MISSIONS	17	6.078	1.222
V15	SATISFACTION WITH TRANSFER POLICIES	16	4.594	1.429
V16	SATISFACTION WITH SUPERVISORY SUPPORT	13	5.269	1.013
V17	SATISFACTION WITH WORKLOAD	17	4.118	1.506
V18	SATISFACTION WITH ADVANCEMENT POLICIES	17	5.147	1.498
V19	SATISFACTION WITH CONTROL OVER JOB	17	5.576	0.991
V20	SATISFACTION WITH VA EDUC. BENEFITS	17	2.794	1.705
V21	SATISFACTION WITH MED/DENT BENEFITS	17	2.843	1.100
V22	SATIS. WITH INSPECT, GROOMING, CEREMONY	17	4.353	1.525
V23	SATIS. WITH POST SERVICE BENEFITS	17	3.294	1.013
V24	PERCEPTION OF MARKETABILITY	16	5.729	0.836
V25	SATISFACTION WITH TREATMENT BY SENIORS	17	5.431	0.902
V26	EXPECTATIONS DISPARITY	17	4.941	1.063
V33	SATISFACTION WITH FIRST DUTY STATION	17	6.412	0.939
V34	SATISFACTION WITH HOUSING	17	2.412	1.326
V35	SATISFACTION WITH GEOGRAPHIC AREA	17	4.000	1.581
V36	SATISFACTION WITH EQUIPMENT	17	3.529	1.807
V37	SATISFACTION WITH TRAINING	17	4.353	1.539
V38	SATISFACTION WITH ON THE JOB TRAINING	16	5.125	0.957
V39	SATISFACTION WITH PAY	17	2.941	1.197
V40	SATISFACTION WITH INTERNAL PAY PARITY	17	3.824	1.776
V41	SATISFACTION WITH IN SERVICE BENEFITS	17	2.824	1.286
V42	SATISFACTION WITH REENLISTMENT BONUS	16	2.875	1.360
V43	PUT OFF WORK?	17	2.804	1.510
V44	OTHERS HARD TO WORK WITH?	17	3.809	1.625
V45	LIKE MISSIONS, DISLIKE POLICIES?	17	4.176	1.551
V46	CURRENTLY LOOKING FOR FULL-TIME JOB	17	1.553	0.862
V47	AVOID OWNERSHIP OF WORK	17	1.509	0.624
V48	POLICIES IN YOUR BEST INTEREST?	17	3.765	1.251
V49	DISCUSS PROBLEMS WITH JUNIORS?	17	6.116	0.781
V50	SEETHE INSIDE?	17	4.118	1.554
V51	OTHERS GET ON NERVES?	17	2.765	1.232
V52	MANY SENIORS LESS COMPETENT	17	3.882	1.495
V53	DISCUSS DISLIKES WITH OTHERS	17	4.176	1.629
V54	AVOID FINISHING WORK	17	1.941	0.786
V55	WONDER HOW POLICIES WERE CREATED?	17	4.708	1.704