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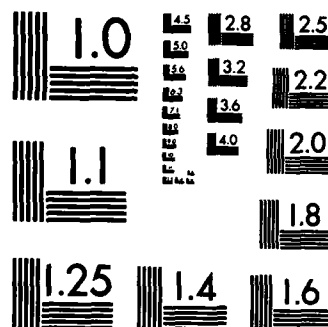
MAKING A TRANSFER: AN ANALYSIS OF QUALITATIVE DATA
RELEVANT TO TRANSFER A. (U) TEXAS A AND M UNIV COLLEGE
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Making a Transfer;
An Analysis of Qualitative Data
Relevant to Transfer Attitudes
and Adjustment

James B. Shaw
Cynthia D. Fisher
Richard W. Woodman

May, 1985

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Texas A&M University

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Following a move to a dissimilar job, time to adjust to the job was more than twice as long as following a transfer to a similar job.

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Making a Transfer:

An Analysis of Qualitative Data Relevant To Transfer Attitudes and Adjustment

> This report discusses
~~Shaw, Fisher, and Woodman~~ (1985) reported the results of a longitudinal study of 143 U.S. Air Force Non-Commissioned Officers (NCO's) in which eight predictors relevant to transfer situations were used to develop a predictive model of Permanent Change of Station (PCS) attitudes and adjustment. Data were collected on eight major independent variable categories; (1) similarity of the new and present locations, (2) transfer history, (3) success in adjusting to past transfers, (4) expectations about the transfer prior to actual move, (5) family situation/attitudes, (6) new assignment "surprise", (7) amount of social support in the new assignment and (8) other relevant variables. Correlational analyses showed moderate to strong relationships between several of the predictors and PCS attitudes and adjustment. Regression analyses developed from these data were highly predictive of post PCS attitudes and adjustment.

As part of this longitudinal study, qualitative data were also collected before and after the move to examine factors related to PCS attitudes and adjustment. Qualitative data collected prior to PCS were analyzed and reported in Shaw, Fisher, and Woodman (1983b). In the present report, qualitative data collected after the PCS occurred is analyzed and a comparison is made between data collected pre- and post-PCS for those questions which were asked at both times. Additionally, a more in-depth analysis of the effect of job similarity on transfer adjustment was made. ~~Shaw et al. (1983b)~~ ^{It} found that job similarity significantly influenced the time needed to adjust to the job in a transfer situation. The greater the similarity of old to new job, the easier the adjustment to the new job. *Key words*

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Method

A total of 143 U.S. Air Force Non-commissioned Officers (NCO's) participated in the study. Data were collected in two phases. The first phase involved administering a questionnaire and interview which contained both fixed-response and open ended items to each of the 143 NCO's prior to departure to their new military assignment. In phase two of the study, a modified version of the survey was mailed to the NCO's approximately three months after each had arrived at his new assignment. Follow-up letters were sent to non-respondents, and a total of 99 of the 143 original participants eventually returned the second survey.

Sample

One hundred forty-three non-commissioned officers (staff, technical, master, and chief master sergeants) originally participated in the study. The individuals were all male, represented 81 different job classifications (AFSC's), and were stationed at one of seven U.S. Air Force bases in Texas, Louisiana, and Arkansas (Brooks AFB, Randolph AFB, Lackland AFB and Bergstrom AFB in Texas; Barksdale AFB and England AFB in Louisiana; and Little Rock AFB in Arkansas). Each of the participants had received notice that he was to make a permanent change of station (PCS). Individuals selected for the sample left for their new assignment sometime between June 1 and December 31, 1983. A stratified sample was selected from a listing provided to the researchers by the USAF which included the names of approximately 3000 USAF personnel scheduled to make a PCS sometime during 1983 or early 1984. Using this data, subjects were selected based upon their past transfer history so that a broad range of individuals, some of whom had been transferred infrequently while others had been transferred frequently, would be included in the sample. It should be noted that number of transfers is usually correlated with number of years of military service. Our

sample selection process attempted to minimize this relationship as much as possible, by including some longer service personnel with few moves.

Phase I Survey Instrument

A survey instrument was developed specifically for the present study based upon information collected from (1) preliminary talks with USAF personnel, (2) research done earlier on transfer processes in the U.S. Marine Corps (see Shaw, Fisher, and Woodman, 1983a), and (3) a thorough review of relevant literature on transfers in organizations. The final instrument consisted of three sections with a total of 105 items. The first section of the survey was completed by the individuals and consisted primarily of demographic items. The second section consisted of both fixed-response and open-ended items. The researchers went through each item of the second part of the survey orally with the respondent and recorded the individual's responses to the question. The third section of the survey consisted of fixed-response items which were completed by the individual. Included among the fixed-response items in sections 2 and 3 of the instrument were items measuring job similarity (previous assignment to present assignment) and transfer adjustment.

Phase II Survey Instrument

A number of items were dropped from the Phase I survey (e.g. those which dealt with the anticipation of the upcoming move) and a few items were added to form the Phase II survey. This survey consisted of 63 items (5 demographic items, 8 open-ended items, and 50 fixed-response questions). Only data concerning the open-ended items are presented in this report. Of the eight open-ended items in Phase II, five had also been asked in phase I of the study. A list of the eight items is presented in Table 1. Items 1-5 are those included in both pre- and post- PCS questionnaires. Items 6-8 are unique to phase II of the study. Fixed response items used to measure job similarity and transfer

adjustment were also included in the phase II instrument. These items are discussed in detail below. The items used to measure job similarity and transfer adjustment were essentially identical in both the phase I and phase II questionnaires. Minor wording changes were made in some of the items. An outline of the design of the study is presented in Table 2.

Table 1
Open-ended Items Concerning
Attitude Toward and Ease/Difficulty
of Adjusting To PCS Moves

1. Would you say that your recent move had a positive or negative effect upon your attitudes toward the U.S. Air Force? Explain. (Note: in phase I this item asked about "your transfer experiences" rather than "your recent move.")
2. What factors contributed to the ease or difficulty of your family's adjustment to the community in your present assignment?
3. What factors contributed to the ease or difficulty of learning the technical aspects of your new assignment? (Note: in phase I the phrase "of your job in this assignment" was used rather than "of your new assignment".)
4. What factors contributed to the ease or difficulty of your adjustment to the interpersonal aspects of this assignment?
5. What factors contribute to your satisfaction or dissatisfaction with each of these aspects of your present assignment? (job itself, co-workers, base, housing, community)
6. Do you like your present assignment more or less than you thought you would? Why?
7. What did your sponsor do that was helpful?
8. What could your sponsor have done to be more helpful?

Table 2
Data Collection Outline

<u>Pre-Study</u>	<u>Phase I of Study</u>	<u>Phase II of Study</u>
------------------	-------------------------	--------------------------

Job A -----	Transfer 1 -----	Job B -----	Transfer 2 -----	Job C
-------------	------------------	-------------	------------------	-------

- (1) Qualitative data items 1-5 collected in phase I relate to Jobs A and B, and transfer 1 which occurred prior to any data collection. Data available on 143 NCO's.
- (2) Qualitative data items 1-8 collected in phase II relate to Jobs B and C, and transfer 2 which occurred after the study had begun. Data available on 99 NCO's.
- (3) Similarity and adjustment data collected in phase I relate to the similarity of Jobs A and B and the ease of adjusting to Job B. Data are available for 143 NCO's, 99 of whom also participated in phase II.
- (4) Similarity and adjustment data collected in phase II relate to the similarity of Jobs B and C and the ease of adjusting to Job C. Data are available on 99 NCO's.

Job similarity and adjustment items.

Due to restrictions upon the length of the survey instrument, job similarity was measured using only a single item, "considering the nature of your present job assignment, and the job you had in your previous assignment, how does your present job compare to your last job?" Individuals responded using a 5 point scale ranging from "not at all similar" to "the same job." Four aspects of adjustment to the new job were measured, each with a single item. In earlier conversations with USAF personnel we had found that the concept of getting "up to speed" in a new job was widely meaningful to individuals in our sample. A single item was used to measure the time it took to get up to speed in the new

job situation. The item was "Overall, it takes a while to get up to speed in a new job. About how long did it take you to feel normally productive in your new job? That is, to reach the performance level that is typical of you?"

Individuals indicated the number of weeks it had taken them to get up to speed. Another item, "How many weeks did it take you to adjust to the interpersonal aspects associated with your new co-workers, superior officers, etc. on this assignment," was used to measure social adjustment to the new job situation.

Two aspects of job adjustment are reported only for data collected in phase II of the study. Role Ambiguity was measured using the ten items comprising the Beehr (1976) and Rizzo, House, and Lirtzman (1970) scales. Ratings were summed across all items with a low score indicating a high level of ambiguity. Coefficient alpha for this scale was .92.

Self-rated performance was also measured in phase II. Respondents were asked to "Please assess your overall performance on the scale provided. Check how well you are actually doing (not your potential or what you could do if you tried harder) compared to other people you know of similar rank who are assigned to the same job." The rating scale consisted of a percentile scale in 5 percentile increments ranging from 5th percentile to the 100th percentile. Anchors were supplied for the 25th, 50th, 75th, 90th, 95th, and 100th percentile, e.g. "of all the people I know working on the same job in the U.S. Air Force, I am currently performing better than 75 percent of them."

Measures of role ambiguity and self-rated performance were in fact taken in phase I. However these were not considered appropriate measures of job adjustment after transfers since (1) for many individuals, the transfer (transfer 1 in Table 2) had occurred several years earlier and/or (2) the job held by the NCO at the time of phase I data collection was sometimes different from the one held immediately after transfer 1.

Results

As in the earlier analysis of qualitative data reported in Shaw, Fisher, and Woodman (1983b), all responses to open-ended questions were first transcribed to index cards (one statement per card per question), then statements relating to a specific question were content analyzed to determine meaningful response categories. Where a question had been asked in phase I and response categories had already been determined in Shaw et al., 1983b, these prior response categories were used if at all possible. For these items, if statements in phase II did not fit into previously derived categories, additional response categories were developed. Once categories were derived, statements made by a particular individual which were associated with a particular question were assigned a category code. For example, one of the categories associated with question #1 (attitudes about the U.S. Air Force) was "Base of Preference." If an individual made a statement which fit into that category and was such that it indicated a positive effect on USAF attitude, then that statement was assigned a code of 1. If the statement indicated a negative impact on USAF attitude it was given a code of 2. If an individual did not make any statements related to this category, a code of 0 was assigned to that individual for that category. Frequency counts were made for each category for each question. The results of these analyses are presented in Table 3. For those questions which were asked both pre- and post-PCS, data from both phases of the study are presented. Only seven of the eight open-ended items are included in Table 3. Item 4, factors affecting adjustment to interpersonal aspects of the assignment, was dropped from the analysis. As had been the case in phase I, statements made relating to this question were too general to allow development of meaningful response categories. Typical statements elicited by this question were "because they were good people", and "I liked them a lot."

Table 3
Frequency Analysis of Open-ended
Transfer Attitude/Adjustment Items

Question 1: Would you say that your recent move had a positive or negative effect upon your attitudes about the U.S. Air Force? (Explain)

	<u>Had a Positive Effect</u>				<u>Had a Negative Effect</u>			
	<u>Phase I</u>		<u>Phase II</u>		<u>Phase I</u>		<u>Phase II</u>	
	<u>f</u>	<u>%</u>	<u>f</u>	<u>%</u>	<u>f</u>	<u>%</u>	<u>f</u>	<u>%</u>
1. Adventure of Moving	59	41.3	20	20.2	2	1.4	1	1.0
2. Base of Preference	23	16.1	17	17.2	11	7.7	1	1.0
3. General Base Concerns	--		1	1.0	--	--	4	4.0
4. Housing Issues	--		0	0	--	--	7	7.1
5. Procedural Issues	2	1.4	5	5.1	12	8.4	4	4.0
6. Family/Social Stability	7	4.9	8	8.1	17	11.9	12	12.1
7. Financial Concerns	1	.7	0	0	12	8.4	6	6.1
8. Job/Career/Training	8	5.6	16	16.2	7	4.9	5	5.1
9. Belongings	1	.7	0	0	3	2.1	2	2.0
10. Miscellaneous	--	--	13	13.1	--	--	7	7.1

Question 2: What factors contributed to the ease or difficulty of your family's adjustment to the community in your present assignment?

	<u>Made Adjustment Easy</u>				<u>Made Adjustment Difficult</u>			
	<u>Phase I</u>		<u>Phase II</u>		<u>Phase I</u>		<u>Phase II</u>	
	<u>f</u>	<u>%</u>	<u>f</u>	<u>%</u>	<u>f</u>	<u>%</u>	<u>f</u>	<u>%</u>
1. Available Service/ Facilities	8	5.6	2	2.0	1	.7	6	6.1
2. Base Procedures	3	2.1	1	1.0	3	2.1	6	6.1
3. Children's Adjustment	5	3.5	5	5.1	8	5.6	11	11.1
4. Climate	1	.7	1	1.0	6	4.2	2	2.0
5. Co-workers	13	9.1	10	10.1	3	2.1	2	2.0
6. Cultural Differences	2	1.4	2	2.0	13	9.1	14	14.1
7. Familiarity with Area	42	29.4	13	13.1	11	7.7	3	3.0
8. Delay/Availability of Belongings	1	.7	0	0	6	4.2	5	5.1
9. Finances	21	14.7	1	1.0	0	0	10	10.1
10. Friends Left	2	1.4	0	0	6	4.2	3	3.0
11. Housing	11	7.7	8	8.1	24	16.8	20	20.2
12. Job	10	7.0	3	3.0	8	5.6	7	7.1
13. Spouse Adjustment (General)	1	.7	3	3.0	18	12.6	11	11.1
14. Spouse's Job	3	2.1	2	2.0	6	4.2	6	6.1
15. Social/Interpersonal Factors	5	3.5	18	18.2	2	1.4	12	12.1
16. Sponsor Program	6	4.2	4	4.0	2	1.4	3	3.0
17. Medical Reasons	1	.7	1	1.0	5	3.5	0	0
18. Miscellaneous	--	--	4	4.0	--	--	8	8.1

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the other hand, individual differences such as extraversion may play a large role in social adjustment. Thus, the job similarity effect is quite weak.

In summary, our analysis of the effects of job similarity on job adjustment in transfer situations points very clearly to the importance of this factor. In phase I low similarity respondents reported that it had taken them nearly four months longer to adjust than individuals who had transferred to highly similar jobs. In phase II, this difference was two months. If we were able to place a dollar value upon this lost productivity, it would certainly be considerable. Organizations, both military and non-military, would be well advised to consider job similarity issues when making personnel transfers.

which the mean response of individuals in phase II of the study on a item that asked, "how helpful was your sponsor in easing your move to this new location" (1 very helpful, 2 = somewhat helpful, 3 = a little helpful, and 4 = not helpful at all) was 2.33.

Job similarity and adjustment. Numerous authors have suggested that post-transfer adjustment may be affected by the level of similarity between the new job and old (Brett & Werbel, 1980; Katz, 1980; and Mansfield, 1972). Louis (1982) states that "the more elements that are different in the new role or situation, and the more they are different from previous roles, the more the transitioner potentially has to cope with..." (p. 331). The data presented in Table 4 strongly support this contention. The support for this idea is provided with two somewhat different types of data. In phase I, individuals were looking back at a transfer situation that often taken place 3 or 4 years earlier. Thus, the data is retrospective in nature. Data collected in phase II, on the other hand, represents a very immediate transfer situation. Respondents had made their transfer only a few months previously and the process of adjustment had occurred only in the past few weeks, and for some NCO's was continuing at the time they responded to the survey. The consistency across the two types of data is striking. Individuals in low similarity transfer situations took over twice as long to get up to speed in their new jobs, and in phase II experienced significantly more role ambiguity than respondents who had made high similarity transfers. This data is consistent with some of the conclusions drawn from Question 3 of the qualitative data.

The weak effects of similarity on social adjustment time are easily explained. It seems that a newcomer who did not share the same work background and jargon as his coworkers (e.g., who had made a dissimilar transfer) would have somewhat more difficulty in becoming socially accepted into the group. On

seems considerable (mean = \$1698.). Second, adequate financial planning prior to the move seems critical. Aiding individuals in determining when and how to properly plan financially for a PCS would appear helpful. This would also suggest that adequate notice must be given prior to a PCS so that financial planning can occur. When adequate notice time is not given, help in dealing with financial problems would be even more critical.

On question 3 concerning the adjustment to technical aspects of the job, the results support data presented earlier in Shaw, Fisher and Woodman (1983b). That is, adjustment to the job is affected by the similarity of the new job to the old. In many cases where individuals had moved to dissimilar jobs, they indicated that they felt inadequately trained and/or had not had sufficient experience to perform the new job. This would suggest that special care be taken to prepare individuals who are making a PCS which involves a different job assignment.

Data on questions 5 and 6 to a large extent simply verify data collected in the previous questions. In question 6, one interesting piece of information might be that only 11.1% of the respondents found their new assignment "as expected." This would indicate the need for more pre-PCS information about the new assignment and community.

Finally in questions 7 and 8 concerning the sponsor program, it would appear that the most important information provided by the sponsor relates to general community/base, housing, transportation, and the job. Eight percent of the respondents indicated, however, that the sponsor had provided no useful information. From question 2 discussed earlier, it would appear that while the sponsor program is seen as generally helpful, it does not play a key role in influencing the ease or difficulty of adjusting to a new PCS assignment. This conclusion is also supported by data presented earlier in Shaw et al. (1985) in

mentioned this factor as contributing to a negative USAF attitude. This may have been because most of the individuals in the survey had received their base of preference or at least an acceptable base assignment. This might indicate that for the present group of USAF personnel, the base of preference program had worked reasonably well. Somewhat interesting was the relatively low number of individuals who mentioned housing as contributing to USAF attitude. Although this factor shows up with some frequency in questions related to adjustment, it does not seem to have affected the individuals' overall attitude toward the USAF.

Concerning adjustment to the new community, the importance that familiarity with the new area plays in aiding adjustment would seem to argue for greater emphasis on programs that allow individuals about to move the opportunity to see and become familiar with the new location. As indicated by the response frequencies associated with the sponsor program, it would seem that this program alone is not sufficient to aid in introducing PCS personnel to their new assignments. Community adjustment is also affected by the availability of reasonably priced, adequate quality housing. This is certainly not a new finding, but it does reiterate the importance of housing issues to adjustment in a new assignment. If we can assume that an individual has a given amount of energy, the more spent dealing with non-work related housing issues, the less energy available to use in adjusting to the work situation. The longer the time to adjust to the work, the greater the potential decrease in productivity and the greater the loss to the USAF.

Although somewhat less frequent than one might have expected, financial issues were cited as affecting the ease or difficulty of adjustment to the move. From the individual statements which went into this category, two key issues relating to finances appeared. First, the amount of financial burden

Phase II

Weeks to Get Up To Speed	14.98	6.52	10.41	.002
Weeks To Adjust To Co-Workers	8.36	4.60	2.47	.12
Rated Experienced Role Ambiguity ²	46.96	56.83	13.57	.001
Self-Rated Performance	70.49	79.00	3.62	.06

¹ In each sample, N varied across dependent variables due to missing data for some individuals. For phase I, N = 65 for the low similarity group while N = 45 for the high similarity group. For phase II, N = 51 for the low similarity group and N = 30 for the high similarity group.

² A high score indicates low ambiguity.

Discussion

Qualitative data.

In terms of factors related to PCS moves and attitude toward the USAF, no real surprises were found in the present analysis. Data collected in both phase I and II were quite consistent. Perhaps the most interesting factor cited was "adventure of moving." In our interviews in phase I, this factor seemed to be related to a personality characteristic in the individual. Many of these individuals had joined the USAF because of the frequent moves and the adventure of seeing new parts of the country and world. To insure a successful PCS move, it may be more fruitful to concentrate on developing methods to identify this type of adventurous personality and to place this type of individual in USAF occupations requiring frequent moves rather than concentrating on the procedural aspects of the PCS itself.

While base of preference was frequently mentioned as affecting USAF attitude, it is interesting to note that only one of 99 respondents in phase II

"very similar," or "similar" to their previous job were classified as having been involved in high similarity transfers. Individuals who rated their job as "not similar at all" to their previous job were classified as having been involved in low job similarity transfers. Individuals who rated their jobs as "slightly similar" were dropped from the analyses. Additionally some individuals were dropped in some analyses due to missing data on particular variables.

Two sets of one-way ANOVA's were performed to examine the effect that level of job similarity had on each of the four dependent variables. The results of these analyses are presented in Table 4. In phase I and II strong effects for level of job similarity were found on the number of weeks it took to get up to speed. In phase II, there was also a main effect of job similarity upon rated role ambiguity and self rated performance, indicating that after three months of experience, newcomers to dissimilar jobs were much less clear about what they were supposed to do and thought they were doing it less well than newcomers to similar jobs. Effects of job similarity on time to adjust socially were weaker and less consistent than the other effects.

Table 4

Group Means and ANOVA Results showing the Effect of Job Similarity
on Four Measures of Job Adjustment

	<u>Low Similarity</u>	<u>High Similarity</u>	<u>F</u>	<u>p</u>
<u>Phase I. Total Sample¹</u>				
Weeks To Get Up To Speed	31.57	12.22	16.10	.0001
Weeks To Adjust To Co-Workers	9.58	5.27	4.87	.03

important factor. In terms of housing, as one might expect, the quality, condition, and cost were the dominant determinants of satisfaction/dissatisfaction.

Question 6. No factors really stood out in determining whether individuals liked their new PCS assignment more or less than expected. Job conditions, base facilities and the community attitude toward to military were most often cited as making the new assignment less desirable than expected. Note that 60 people liked the new location less than expected, while only 31 liked it more than expected.

Question 7. In terms of the sponsor program, information provided by the sponsor that was helpful in nature included information on housing, transportation, temporary accommodations, the job, and general information about the base and community.

Question 8. Individuals felt that the sponsor could have provided more information on housing and the job.

Job similarity and adjustment data. Shaw et al. (1983b) had found that adjustment to a new job after a transfer was easier if the job in the new assignment was relatively similar to that in the old. Of the original phase I sample of 143 NCO's, only 99 had similarity and adjustment data collected in both phases I and II of the study. The remaining NCO's only had data relating to the similarity of their pre-transfer job to a previous assignment, and adjustment data for that pre-transfer job. For the data on job similarity collected in phase I (similarity between Jobs A & B, see Table 2), descriptive statistics were calculated for the total sample of 143 NCO's. For the data on job similarity collected in phase II (similarity between jobs B & C, see Table 2), descriptive statistics were calculated for the sample of 99 NCO's. Across both phases of the study individuals who had rated their new jobs as "the same,"

In phase I, financial issues were also cited as contributing to the ease of adjustment to a location. This factor was mentioned primarily by individuals who had adequately planned ahead and set aside financial resources to make the PCS adjustment easier.

For both phases I and II, housing, cultural differences, and spouse adjustment were cited most often as having made a PCS difficult. In phase II, individuals also mentioned social/interpersonal factors, and children's adjustment as making the PCS difficult. Individuals mentioning this factor as contributing to adjustment difficulty indicated that the social environment at their new assignment had not been supportive in nature.

Question 3. As might be expected, having the same job in the new assignment contributed to an easy adjustment to the technical aspects of the new job situation, while having a different job made this adjustment process more difficult. Training/experience figured prominently in both the ease and difficulty in adjusting to the job. In looking at individual statements in this category, those who had received adequate training/experience for the job in the new assignment adjusted easily, while inadequate training/experience contributed to a difficult adjustment.

Question 5. In terms of factors contributing to job satisfaction/dissatisfaction, the only prominent factor to emerge was responsibility/autonomy. Being able to easily interact with able, motivated co-workers appears most important in producing co-worker satisfaction. Having co-workers who lacked ability/motivation contributed most to dissatisfaction with co-workers. For both the base and community, the availability (or lack thereof) of activities and services was a prominent factor contributing to satisfaction/dissatisfaction. For determining community satisfaction/dissatisfaction, the community's attitude toward the military was also an

QUESTION 8: What could your sponsor have done to be more helpful?

	<u>f</u>	<u>%</u>
1. Housing Information/Acquisition	8	8.1
2. Transportation	5	5.1
3. Greet Upon Arrival	5	5.1
4. Temporary Accomodations	4	4.0
5. Acquaint with Job/Locale	8	8.1
6. General Information	4	4.0
7. Friendship/Attention	5	5.1
8. Financial Information	2	2.0
9. Information on What to Bring	3	3.0
10. Miscellaneous	8	8.1
11. Had no Sponsor	4	4.0

Question 1. For both phases I and II the adventure of moving and base of preference (i.e. being given their desired PCS location) were most frequently mentioned as having positive effects upon attitude toward the USAF. In phase II "job/career/training" was also mentioned as a positive factor. Individuals who had a PCS which moved them into a better job, provided better training, or represented a career advancement indicated that these factors contributed to a positive attitude toward the USAF.

Factors contributing to a negative USAF attitude were family/social stability, procedural issues (phase I), housing issues (phase II), financial concerns, and base of preference (i.e. not getting the desired PCS location). The disruption of family/social patterns was important particularly for individuals with children. Other data related to financial issues collected in phase II of the study and reported in Shaw, Fisher and Woodman (1985) indicated that non-reimbursed expenses resulting from a PCS averaged almost \$1700.00. In phase I, procedural issues relating to the paperwork necessary to make a PCS were major contributors to negative affect towards the USAF. In phase II, the concern for procedural issues became less prevalent and was replaced by concern over housing issues.

Question 2. In both phases I and II, familiarity with the area, social/interpersonal factors, and co-workers contributed to the family's ease of adjustment to the new community. All three of the factors really dealt with the issue of finding a supportive, familiar social environment in which to adjust.

Community:

1. Attitude Toward Military	18	12.6	13	13.1	2	1.4	14	14.1
2. Available Activities	11	7.7	8	8.1	2	1.4	3	3.0
3. Crime	0	0	0	0	5	3.5	1	1.0
4. Place to Retire	--	--	3	3.0	--	--	0	0
5. Pace of Life	--	--	1	1.0	--	--	3	3.1
6. Miscellaneous	--	--	7	7.1	--	--	9	9.1

Question 6: Why do you like your present assignment more or less than you thought you would?

	<u>Like More</u>		<u>Like Less</u>	
	<u>f</u>	<u>%</u>	<u>f</u>	<u>%</u>
1. Climate	2	2.0	3	3.0
2. Community Attitude Towards Military	2	2.0	7	7.1
3. Conditions on the Job	3	3.0	8	8.1
4. Financial Concerns	0	0	5	5.1
5. Housing Conditions	1	1.0	4	4.0
6. Base Facilities/Services	2	2.0	9	9.1
7. Housing/Work Location (Commute)	1	1.0	3	3.0
8. Base Procedures	2	2.0	5	5.1
9. Recreational/Extracurricular Activities	6	6.1	3	3.0
10. Culture	2	2.0	3	3.0
11. Neighbors	4	4.0	0	0
12. Geography/Landscape	5	5.1	3	3.0
13. Miscellaneous	1	1.0	7	7.1
14. As Expected (f=11; %=11.1)				

Question 7: What did your sponsor do that was helpful?

	<u>f</u>	<u>%</u>
1. Housing Information	13	13.1
2. Transportation	21	21.2
3. Greeted Upon Arrival	11	11.1
4. Temporary Accommodations	9	9.1
5. Job/Locale Information	22	22.2
6. Arranged for Receipt of Mail	5	5.1
7. General Information	23	23.2
8. Friendship	10	10.1
9. Made Introductions	6	6.1
10. Miscellaneous	9	9.1
11. Had No Sponsor	2	2.0
12. Nothing	8	8.1

Question 3: What factors contributed to the ease or difficulty of learning the technical aspects of your new assignment?

	Made Easy				Made Difficult			
	Phase I		Phase II		Phase I		Phase II	
	f	%	f	%	f	%	f	%
1. Co-workers	13	9.1	12	12.1	9	6.3	2	2.0
2. Different Job	2	1.4	0	0	19	13.3	17	17.2
3. Personal Characteristics	10	7.0	2	2.0	3	2.1	0	0
4. Job Responsibility	2	1.4	2	2.0	3	2.1	1	1.0
5. Job Simplicity	8	5.6	2	2.0	0	0	1	1.0
6. Same Job	52	36.4	20	20.2	0	0	0	0
7. Training/Experience	13	9.1	29	29.3	18	12.6	8	8.1
8. Job/Task Uniqueness	2	1.4	1	1.0	1	.7	6	6.1
9. Workload	1	.7	0	0	5	3.5	2	2.0
10. Miscellaneous	3	2.1	8	8.1	7	4.9	4	4.0

Questions 5: What factors contribute to your satisfaction or dissatisfaction with each of these aspects of your present assignment? (job itself, co-workers, base, housing, community)

	Satisfaction				Dissatisfaction			
	Phase I		Phase II		Phase I		Phase II	
	f	%	f	%	f	%	f	%
Job:								
1. Career Field Congruence	7	4.9	7	7.1	2	1.4	3	3.0
2. Qualifications Congruence	1	.7	4	4.0	6	4.2	1	1.0
3. Workload	1	.7	2	2.0	4	2.8	5	5.1
4. Responsibility/Autonomy	13	9.1	11	11.1	5	3.5	13	13.1
5. Job Variety	1	.7	2	2.0	3	2.1	1	1.0
6. Miscellaneous	12	8.4	30	30.3	8	5.6	10	10.1
CoWorkers:								
1. Ability/Motivation	26	18.2	13	13.1	8	5.6	7	7.1
2. Ease of Interaction	10	7.0	14	14.1	1	.7	5	5.1
3. Quality of Supervisor	2	1.4	1	1.0	8	5.6	4	4.0
4. Miscellaneous	4	2.8	3	3.0	5	3.5	5	5.1
Base:								
1. Cleanliness	4	2.8	0	0	0	0	2	2.0
2. Services/Facilities	13	9.1	12	12.1	7	4.9	16	16.2
3. Location	5	3.5	6	6.1	4	2.8	5	5.1
4. Recreational Activities	2	1.4	1	1.0	3	2.1	2	2.0
5. Size/Layout	2	1.4	4	4.0	3	2.1	8	8.1
6. Miscellaneous	3	2.1	2	2.0	7	4.9	9	9.1
Housing:								
1. Able To Own	9	6.3	1	1.0	0	0	0	0
2. Condition/Quality	1	.7	9	9.1	12	8.4	22	22.2
3. Cost	5	3.5	5	5.1	7	4.9	12	12.1
4. Location	8	5.6	2	2.0	1	.7	5	5.1
5. Size	3	2.1	4	4.0	6	4.2	8	8.1
6. Availability	--	--	0	0	--	--	20	20.2

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