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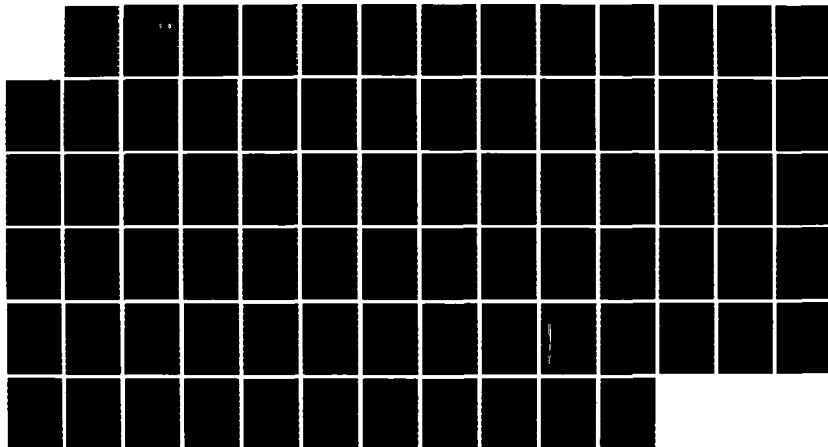
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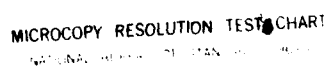
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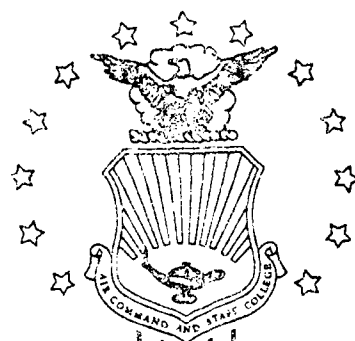


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AIR COMMAND AND STAFF COLLEGE

STUDENT REPORT

JOB ATTITUDES OF AIR NATIONAL
GUARD PERSONNEL

MAJOR MELVIN L. ADAMSON

86-0020

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PREFACE

This paper was developed for the Air Force Leadership and Management Center (LMDC) at Maxwell AFB. It is hoped that the comparison and discussion of demographic and attitudinal data presented in this report will enhance the study of Air Force and Air National Guard personnel in anticipation of the day that they are drawn together as a total force. ANG commanders studying this report will see the job attitude strengths and weaknesses of ANG officers, enlisted, and GS civilians as compared to their Air Force counterparts. The data should help them look for these strengths and weaknesses within their own units. A major function of this report, in addition to assisting ANG commanders, is to document LMDC results as the research and consultation programs are terminated. The paper is written in the style required by LMDC, which generally follows the format of the American Psychological Association.

I would like to thank my advisor, Major Stephen P. Boyer, for his tolerance and positive attitude, which helped me through this paper, and Major Mickey R. Dansby and his people at LMDC for their patience and data for this report.

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TABLE OF CONTENTS

Preface.....	iii
About the Author.....	iv
List of Illustrations.....	vi
Executive Summary.....	viii
CHAPTER ONE--INTRODUCTION.....	1
CHAPTER TWO--LITERATURE REVIEW.....	5
CHAPTER THREE--METHOD	
Introduction.....	10
Instrumentation.....	10
Data Collection.....	11
Subjects.....	12
Procedures.....	13
CHAPTER FOUR--RESULTS	
Examination 1--Analysis of Demographic Information.....	15
Examination 2--Attitudinal Comparison of Air National Guard and Air Force Personnel.....	17
CHAPTER FIVE--DISCUSSION/CONCLUSION/RECOMMENDATION.....	20
REFERENCES.....	28
APPENDICES:	
Appendix A--Demographic Tables A-1 through A-21.....	30
Appendix B--Attitudinal Tables B-1 through B-3.....	42
Appendix C--Organizational Assessment Package Factors and Variables.....	52

LIST OF ILLUSTRATIONS

Table 1 --Sample Sizes of Comparison Groups.....	13
Table A-1--Number of Respondents by Personnel Category.....	31
Table A-2--Sex by Personnel Category.....	31
Table A-3--Age by Personnel Category.....	32
Table A-4--Time in Air Force.....	32
Table A-5--Months in Present Career Field.....	33
Table A-6--Months at Present Duty Station.....	33
Table A-7--Months in Present Position.....	34
Table A-8--Ethnic Group.....	34
Table A-9--Marital Status.....	35
Table A-10--Spouse Status ANG.....	35
Table A-11--Spouse Status Air Force.....	36
Table A-12--Educational Level.....	36
Table A-13--Professional Military Education.....	37
Table A-14--Number of People Directly Supervised.....	37
Table A-15--Number of People for Whom Respondent Writes APR/OER/Appraisals.....	38
Table A-15--Supervisor Writes Respondent's APR/OER/Appraisals.....	38
Table A-17--Work Schedule.....	39
Table A-18--Supervisor Holds Group Meetings.....	39
Table A-19--Supervisor Holds Group Meetings to Solve Problems.....	40
Table A-20--Aeronautical Rating and Current Status.....	40

CONTINUED

Table A-21--Career Intent.....	41
Table B-1--ANG Officers versus Air Force Officers.....	43
Table B-2--ANG Enlisted versus Air Force Enlisted.....	46
Table B-3--ANG GS Civilians versus Air Force GS Civilians.....	49



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REPORT NUMBER 86-0020

AUTHOR(S) MAJOR MELVIN L. ADAMSON, ANG

TITLE JOB ATTITUDES OF AIR NATIONAL GUARD PERSONNEL

I. Purpose: To compare demographic and job attitude responses [as measured by the Leadership and Management Development Center's Organizational Assessment Package (OAP) survey] for Air National Guard and Air Force officers, enlisted personnel, and GS civilians.

II. Problem: Under the Total Force Concept the Air National Guard is playing an increasing role in the Air Force mission. Like any other military organization, the Air Guard has a great concern for maintaining and effectively using personnel resources. One of the biggest problems is retention and recruiting of personnel in critical career fields. To assist Air Guard commanders and managers, this paper compares Air National Guard and Air Force officers, enlisted, and GS civilian personnel on demographic and job attitudinal data and discusses the significant differences between groups. The differences pointed out may help commanders and managers look at their units and identify problems, if any, and areas of strength.

III. Data: The research began with a review of information from organizational behavior literature and research papers based on LMDC OAP survey results. This review was made to determine what previous researchers have learned about demographic and work attitudes of Air National Guard personnel.

CONTINUED

Next, the major source of information was examined (the LMDC data base on OAP results). The data from the data base were analyzed by comparing demographic and attitudinal results from the OAP individually for officers, enlisted personnel, and GS civilians in the Air National Guard with the results for their data base counterparts in the active duty Air Force. The t-test was used as the procedure to determine if the Air National Guard personnel differed from Air Force personnel at the 95% statistical confidence level. When a significant difference was found, it was analyzed to look for trends, consistencies, and inconsistencies. Results showed the factor Job Related Training more positive in the Air National Guard officer, enlisted personnel, and GS civilians than it was with their Air Force counterparts. ANG officers and enlisted personnel were more favorable in the factors of Job Related Satisfaction, Task Autonomy, and General Organizational Climate than were Air Force officers and enlisted personnel. Air Force officers and enlisted personnel indicate they have common feelings that their jobs are more repetitive than are the jobs of their ANG counterparts.

IV. Conclusions: This study was done to point out significant job attitude differences between officers, enlisted personnel, and GS civilians in the Air Guard and their counterparts in the Air Force. Those areas where significant differences were found are discussed and analyzed. In the present day Total Force Concept, these findings may give Air Guard commanders information that could save them manhours and yield insight into problems that are leading to retention troubles. This study is limited in the fact that more time is needed to increase the LMDC data base for the Air Guard. Since LMDC's research and consulting functions are being phased out and will no longer build on the ANG data base, the areas of significant differences will be difficult to do follow-up research on. There were a few significantly different comparisons in all personnel categories, with the greater number of differences being in the enlisted personnel category.

In general, ANG officers' and enlisted personnel's job attitudes were more favorable than their Air Force counterparts in the areas of Work Group Process and Work Group Output. In the areas of The Work Itself and Job Enrichment, Air Force officers and enlisted personnel have more favorable job attitudes than their ANG counterparts.

V. Recommendations: The LMDC research and consulting service is being phased out and will no longer be able to provide commanders with their services. The author recommends that commanders interested in the research that has been completed study the LMDC reports to assist them in identifying problems they might have.

Chapter One

INTRODUCTION

In the past few years, the Air National Guard (ANG) has been tasked to step forward and assume a much greater role in the Total Force Concept. The everyday duties and responsibilities of Air National Guard personnel have risen to the same intense level as their Air Force counterparts. As Major General Conaway, USAF Director, Air National Guard, has stated, "Readiness is the watchword of the Air National Guard and the Air National Guard is at its highest state of readiness" (Conaway, 1985). To maintain a high level of readiness the Air National Guard must sustain a high degree of job satisfaction and motivation. Professionalism at its highest levels is the goal of the Air National Guard. Therefore, it is within the best interests of the Air National Guard to develop leadership qualities and management talents among their key personnel (Roome, 1976).

It is of paramount importance in today's Total Force Concept that the Air National Guard meet the challenge of rapid change in the organizational development process. As Bennis (1969) feels, response to change is a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations. This education strategy could adapt to new technologies, markets, and challenges, and to the dizzy rate of change itself. This rapid rate of change is happening in Air National Guard units as they have modernized in recent years to meet total force requirements. It is important for Air National Guard managers and supervisors to motivate and mold

professional attitudes in their people. If we want to change the attitudes that people have, we need to change the existing relationships that helped them form those attitudes (Scott, Mitchell, & Birnbaum, 1981). To make the correct assessment of what that change should be, commanders and managers must be aware of the work relationships and conditions of their personnel. The purpose of this paper is to assist commanders and managers in the Air National Guard to understand job attitudes of their officers, enlisted, and civilian personnel.

In order to better understand the job attitudes of Air National Guard personnel and how these attitudes compare with those of Air Force personnel, an analysis of the results of the Leadership and Management Development Center's (LMDC, Maxwell Air Force Base, Alabama) Organizational Assessment Package (OAP) survey data will be made. The OAP is a computerized survey developed by LMDC and the Air Force Human Resources Laboratory (AFHRL) at Brooks Air Force Base, Texas. The OAP survey consists of a computer-scored response sheet with a 109-item (16 demographic and 93 attitudinal) questionnaire. The survey is based upon the "contingency" or "situational" approach to management and leadership. The contingency approach advocates that the effectiveness of a leader is dependent upon the environment and situation the leader finds himself/herself in. The OAP survey is used to assist LMDC consultants and traveling teams in identifying a unit's strengths and weaknesses, to provide feedback to Air Force professional military education schools, and to establish a data base to support Air Force-wide research efforts in organizational effectiveness (Short, 1985).

Hostetler (1981) concludes that the Air National Guard, like any other organization has a need to understand the relationship of the people to their

work. He indicates that some of the more important benefits for the Air Guard are the compatibility of systems, jobs, and philosophy with the Air Force. This report makes job attitude comparisons which may help ANG leaders better understand the relationship between ANG and Air Force personnel.

Briefly, some key objectives of the OAP data gathering are to

1. inform commanders and supervisors of current or potential leadership and management problems and strengths;
2. provide inputs to Air Force education and training programs;
3. provide a wide, varied, and creditable data base for research in the fields of management and leadership; and
4. provide an Air Force-wide management information system for decision making.

Using the OAP data collected by LMDC, this report pursues four main objectives:

1. To review relevant background research and organizational behavior literature.
2. To compare OAP-measured demographic characteristics and job attitudes of Air National Guard personnel with the attitudes of corresponding personnel in the active Air Force.
3. To analyze significant attitudinal differences between Air National Guard personnel and Air Force active duty personnel.
4. To develop recommendations for Air National Guard leaders and functional managers.

To achieve the objectives of this report each chapter builds toward the final conclusion, which includes recommendations to Air National Guard commanders based on the OAP survey results. Chapter Two presents a literature

review and highlights those variables that have the most impact on job attitudes. Chapter Three discusses the LMDC/OAP survey instrument used, how the survey was administered, subjects surveyed and the data analysis procedures. Chapter Four presents the results of the demographic and attitudinal survey for Air National Guard officers, enlisted personnel, and civilians as compared to the active duty Air Force personnel. Chapter Five contains a discussion of the results, a conclusion, and a recommendation based on the LMDC OAP survey data.

Chapter Two

LITERATURE REVIEW

Large organizations such as the Air Force and Air National Guard require many diverse groups of people, who have individual needs and priorities, to work for them. The workers, in turn, depend on large organizations to give them the stability to satisfy their priority needs. Davis (1962) points out, "The organization is the grand strategy created to bring order out of chaos when groups work together." This chapter presents a review of three areas which are included in the data gathered by the OAP survey. The first area is the organization and its relation to the people within it; the second area is job satisfaction; and the third area is the management/supervisory needs of the worker. These key areas provide a basis for understanding the OAP survey and its contribution to LMDC's responsibility to be the education center for leadership and management in the Air Force.

The first area reviewed is the general concept of the organization itself and how this concept relates to the Air National Guard and Air Force personnel. In its simplest form, the traditional concept of the organization is that it is a structure designed to accomplish certain goals and objectives. The Air Guard and Air Force have the same basic goal, which is readiness--to be ready at all times to counter threats to our national security and vital interests around the world. To maintain a high degree of readiness, the Guard must deal with many of the same types of organizational leadership and management problems as the Air Force. New concepts in studying effective

management have advanced the way the organization is looked at. The contingency or situational approach is the approach the LMDC uses to analyze an organization's problems (Short, 1985). To study an organization is to study the people who make up the organization.

Rand McNally and Company (1967) described several parts that make up the organization. One of the parts is the formal arrangement of the organizational functions and the interrelated pattern of jobs that make up the structure of the formal organization. Another part is the informal workers' group associations which have no specific structural tie to the structured work environment. Short and Wilkerson (1983) point out several important factors relating to the work standards set by the informal workers' groups within the organization and why it is important for the Air Force supervisor to be more aware of them. They found standards set by the informal group are directly related to productivity and are not related to the difficulty of accomplishing a goal or task. Positive career intentions relate to people's staying in the Air Force and improving work standards by using a team effort involving both the supervisor and subordinates. A team effort requires worker and supervisor cooperation during times of stress and normal organizational functions. Davis (1962) related cooperation within the organization as the willingness of people to work together in accordance with the organizational plan. One section of the OAP, called the work group process area, assesses the pattern of interaction and activity among group members showing specific communication factors relating to cooperation between supervisors and people within the organization. To be an effective Air National Guard or Air Force organization and reach the goal of total readiness, leaders and managers

within these two organizations should understand the needs and relationships of the people to their organizations.

Regarding understanding the relationships and needs of the people, Hostetler (1981) points out the value of the LMDC consulting team in resolving a problem a wing commander had. The wing commander felt he had a strong recognition program for the outstanding work of his personnel. After the OAP consulting team's initial survey, the team recognized that lack of recognition was a major irritant. Many of the commander's subordinate commanders and supervisors were not supporting an informal recognition program. As a result of the consultant team's analysis of this problem, the wing commander emphasized formal and informal recognition as a key leadership tool.

Just as recognition is important, so is understanding the relationships and needs of people that lead to their desire to achieve job satisfaction. Davis (1962) feels workers are job-satisfied when work is interesting, they are socially accepted and respected by fellow workers, there is opportunity for advancement and job security, and they are treated like human beings. The need for job satisfaction changes depending on the environment or situation the worker is exposed to. The exceptions are those workers who may not need any new motivating experiences; they are satisfied with their situation and the environment they are in (Davis, 1962).

Just as there are factors which lead to job satisfaction, there are those which cause dissatisfaction. Herzberg, Mausner, and Snyderman (1959) found that work rules, policies, administrative procedures and working conditions were dissatisfiers, or "extrinsic factors." On the other hand, these researchers found the workers were satisfied and motivated when the actual task of the job stimulated the feeling of satisfaction. As in all jobs in the

Air Guard and the Air Force, job satisfaction for the workers plays a big part in daily duties of commanders and supervisors.

Short and Wilkerson (1983) found that feedback from supervisors is directly related to morale; that is, the greater the frequency of feedback from supervisors the higher will be the morale of the workers. Through OAP survey data, they found feedback is critical. Supervisors who help subordinates when they need it and praise them when it is deserved are more likely to have subordinates who are motivated, more productive, better satisfied, and more likely to stay in the Air Force. In order to emphasize this point, Hanson's (1983) discussion of the Johari window demonstrates a technique which can be looked upon as a communication model through which the leader or supervisor can give and receive information (feedback) about themselves and others. Kline (1983) points out supervisors and leaders who are responsible will work hard to keep communication channels open throughout the organization. He also explains they do this by attending to the working climate and adjusting their communication behavior to fit the situation. Also, supervisors should listen to practical suggestions and techniques for improving communications within their organizations.

Supervisors and leaders who are trying to improve communications within their areas of responsibility can do so by matching their behavior as leaders to the task or maturity levels of their workers (Gries, 1983). Gries (1983) concluded that all the elements, variables, and concepts in Hersey and Blanchard's Situational Leadership Theory appear appropriate and sound. Situational Leadership is appropriate for use by Air Force and Air Guard managers and supervisors in their constantly changing situations.

Air National Guard and Air Force commanders and supervisors must deal with the mission changes and changing situations. Koontz (1983) implied that with current theory there is a clear message that effective leaders must design a management system that takes into account the expectations of subordinates, the different motives of individuals, and a clear individual role definition for the workers.

There has been a lot of discussion of the management and leadership relationships with the worker. How does a manager match his style to the environment? Fiedler (as cited in Scott, Mitchell & Birnbaum, 1981) has a training manual out called Leader Matching which helps the leader assess his/her own leadership style, understand contingency notions of leadership effectiveness, comprehend the type of setting, and change the situation to match his/her leadership style. This book could help in relating to the manager what type leader they might be.

This review has discussed the organization as it relates to the needs of the people, job satisfaction, and the manager/supervisor relationship with the worker. There are many popular approaches that try and find the best worker-management relationship. Contingency Theory is one good approach. Using the results of the OAP survey (which is based on the Contingency Theory), this report shows the results of the comparisons between ANG and Air Force officers, enlisted, and GS civilian personnel. By considering job attitudes of ANG personnel, ANG leaders may be able to improve the climate within their organizations and enhance effectiveness. The next chapter presents the method used to measure and analyze job attitudes for the present study.

Chapter Three

METHOD

INTRODUCTION

The purpose of this study is to provide Air National Guard commanders with an analysis of the data provided by the LMDC's OAP survey. The OAP data base provides a means to identify relative job attitude strengths and weaknesses within the Air National Guard as compared to active duty Air Force. The data from this report may be used to strengthen the Air National Guard's organizational effectiveness.

INSTRUMENTATION

The instrument used to gather the data for this report was the LMDC's OAP survey (see Appendix C). The survey package consists of a 109-item booklet and a computer-scored response sheet. Responses are based on a scale of 1 to 7 with 1 generally indicating strong disagreement or dissatisfaction with the item or statement and 7 indicating strong agreement or satisfaction. The OAP is made up of seven sections/modules. The first section is the BACKGROUND INFORMATION, which collects demographic information. The second section, JOB INVENTORY, pertains to the respondent's job. JOB DESIRES is the third section, and it deals with desired job characteristics. The fourth section measures leadership/managerial traits of the respondent's supervisor and is labeled SUPERVISION. The fifth section is WORK GROUP EFFECTIVENESS (WORK GROUP PRODUCTIVITY) which deals with quantity and quality of work produced by

the respondent's work group. A sixth section, ORGANIZATION CLIMATE, concentrates on the respondent's relationships with his or her squadron or staff agency. The last section is JOB RELATED SATISFACTION, which gives the respondent's overall picture of the work environment (Short, 1985). The reliabilities of the OAP factors have been shown to be acceptable to excellent (Short and Hamilton, 1981).

DATA COLLECTION

All data for the present report were gathered as a part of LMDC's management consultation process. LMDC receives requests from commanders in the field to visit their units to study their organizations. When LMDC receives a formal request, the requestor is contacted by a consultant to explain the services LMDC can and cannot provide. Once a mutual agreement for consulting services is confirmed, an LMDC team is dispatched to the organization. Upon arriving at the unit, the LMDC team administers the OAP to all members of the unit that are present for duty. The OAP administration may take up to five workdays. No names are attached to the responses, and all results are kept confidential between the commander and the LMDC team. This paper deals only with these initial OAP responses, even though the LMDC team returns to the organization to readminister the OAP again after several months to analyze the effects of training and counseling efforts by the consultants. The consultants return home and statistically analyze the OAP survey and interview responses. This analysis is compared to data collected before the consulting process to determine the change in the unit. Based upon this review, the LMDC submits a written report back to the unit commander. The report compares the pre- and post-consultation data and ends the formal activities in support of the unit (Short, 1985).

A data base of OAP results is maintained at Maxwell AFB, Alabama. Two data files are maintained; one is a history file which contains data prior to 30 September 1981, and the other is the active file containing data gathered after 1 October 1981. In the present report, data came from the initial data gatherings for the period 1 October 1981 to 16 September 1985.

SUBJECTS

Now that the OAP data collection has been discussed, the subjects who supplied the data for this report are identified. The subjects whose responses to the OAP were analyzed are Air National Guard (ANG) officers, enlisted, and GS civilian personnel and their counterparts in the active duty Air Force.

The primary mission of the ANG is to maintain a state of readiness that will ensure successful active force augmentation. One of the key players in the successful ANG mission is the Air National Guard technician. The ANG technicians differ from their Air Force counterparts because they are civilian workers who must maintain military membership in the ANG to retain employment. The ANG technician force exists to teach and train the part-time members of the Air National Guard. A typical ANG unit operates from day to day just like a small Air Force unit so that, when mobilized, it will augment the Air Force and blend in with very little change or adjustment necessary (Hostetler, 1981).

The sample sizes of the comparison groups in this study are presented in Table 1. See Appendix A for additional demographic information.

Table 1

Sample Sizes of Comparison Groups

	Officers		Enlisted		Civilians	
	Male	Female	Male	Female	Male	Female
ANG	209	9	1,745	236	1,057	88
Air Force	12,415	1,563	68,784	8,024	23,637	9,767

PROCEDURES

The survey results were analyzed in demographic and attitudinal comparisons of information for Air National Guard officers, enlisted, and GS civilian personnel with the corresponding information for active duty Air Force personnel. Demographic comparisons were made using the SPSS-x computer program "Crosstabs" and attitudinal comparisons were made using the SPSS-x Users' Guide "t-test" program. The t-test procedure was used to determine whether ANG personnel's attitudes differed from those of Air Force personnel at the 95% statistical confidence level (i.e., $\alpha = .05$) on 21 job attitude factors measured by the OAP. The OAP factors were compared in the following four areas of organizational functioning:

1. Work Itself. In this area the task properties (technologies) and environmental conditions of the job are dealt with. Perceptions of task characteristics are measured.

2. Job Enrichment. This is the area in which the characteristics of the job itself are measured, such as how interesting, meaningful, challenging, and responsible it is.

3. Work Group Process. Factors in this area measure the pattern of activity and interactions among the group members, showing how effective supervisors are in accomplishing the work.

4. Work Group Output. This area contains measurements of task performance, group development, and effects on group members such as changes in positions, attitudes, skills, and effects on adjustment.

The results of these demographic and attitudinal comparisons are shown in Chapter Four.

Chapter Four

RESULTS

This chapter discusses the results of the demographic comparisons and attitudinal analyses in the four areas of organizational functioning as described in Chapter Three. Results of the analysis of the demographic information are summarized; full demographic data are shown in Appendix A, Tables A-1 through A-21. This chapter also presents a summary of attitudinal differences found between the surveyed groups. Appendix B gives complete results of the attitudinal comparisons.

EXAMINATION 1: ANALYSIS OF DEMOGRAPHIC INFORMATION

Appendix A (Tables A-1 through A-21) presents detailed descriptive information about ANG personnel who responded to the LMDC OAP survey. The typical ANG officer is 36 to 40 years old, with more than 12 years in service, more than 36 months at his or her present duty station, more than 36 months in his or her career field, and more than 36 months in his or her present position. There are 94% white ANG officers and 2% black. Most ANG officers are married and 51% of the spouses are civilian employed. About 50% of ANG officers have only bachelor's degrees and 33% have master's degrees or higher. Only about 19% of ANG officers supervise 9 or more people. About 80% of ANG officers write performance reports. Sixty-six percent of the ANG officers will likely make the ANG a career.

About half of ANG enlisted members are 26 to 30 years old and have more than 12 years time in service, while over 63% have more than 36 months in their present career fields. Nearly 57% have greater than 36 months at their present duty stations, with 38% having over 36 months in their present positions. There are 81% white enlisted with 9% black and only 5% hispanic. Close to 72% of ANG enlisted personnel are married, and 79% of the spouses are civilian employed. About 26% of the ANG enlisted have more than 2 years of college, and 37% have completed PME phase 1 or 2. Half of the ANG enlisted personnel do not supervise anyone. Sixty-eight percent do not write APR appraisals. Half say either their supervisor writes their APRs or they do not know who writes their APRs. More than 37% of ANG enlisted say their supervisors hold group meetings monthly, and 41% indicate supervisors occasionally hold group meetings to solve problems. There are 44% of the ANG enlisted who will likely make the ANG a career.

More than 58% of ANG GS civilians have more than 12 years time in service; 80% have more than 36 months in their present career fields and 75% have more than 36 months at their present duty stations. About 55% have been in their present duty positions more than 36 months. About 88% of ANG GS civilians are white, 3% are black, and 3% are hispanic. The proportion of ANG GS civilians that are married is 80%, and 81% of the spouses are civilian employed. In response to the educational level item, 39% indicated they have completed high school or GED, and about 9% had at least a bachelor's degree. Thirty-two percent have finished PME phase 1 or 2. There are 51% of the ANG GS civilians who are not supervisors, and 63% who don't write performance appraisals. The percentage of ANG GS civilians whose supervisors write their performance appraisals is 82%. Approximately 44% of ANG GS civilians indicate

their supervisors hold group meetings to solve problems occasionally. Close to 52% of the GS civilians plan to make federal service their career.

Regular Air Force personnel tend to be younger and have less time in the Air Force than ANG personnel. The percentage of blacks and hispanics is greater than in the ANG and ANG personnel are more likely to be single parents than their Air Force counterparts. Proportionately more Air Force officers have bachelor's and master's degrees than ANG officers. A higher percentage of ANG enlisted personnel attend Senior NCO Academy than their Air Force counterparts. Regular Air Force personnel are more likely to hold weekly meetings than ANG personnel, and proportionately more ANG personnel plan to make the ANG a career, while proportionately fewer Air Force personnel plan to make the Air Force a career.

EXAMINATION 2: ATTITUDINAL COMPARISON OF AIR NATIONAL
GUARD OFFICER PERSONNEL TO ACTIVE DUTY AIR FORCE
OFFICER PERSONNEL

Several significant attitudinal differences were found between ANG and Air Force personnel in various survey factors. These attitudinal differences are summarized in the following paragraphs:

ANG Officers Versus Air Force Officers

Of the 21 OAP factors that were analyzed, 7 factors show a significant difference between ANG and Air Force officers. In The Work Itself area, the factors Task Autonomy and Job Related Training indicate ANG officers have a higher degree of satisfaction than Air Force officers, but Air Force officers do more repetitive work, as indicated by responses on the Work Repetition factor. In the area of Job Enrichment, Air Force officers rather than ANG officers show more satisfaction in the factor Need for Enrichment. There were no significant differences in the area of Work Group Process, but in the area

of Work Group Output, ANG officers were more satisfied than Air Force officers in the factors of Job Related Satisfaction and General Organizational Climate. Air Force officers' satisfaction was greater than ANG officers' in the factor Work Group Effectiveness. For detailed results on ANG and Air Force officers (see Appendix B, Table B-1).

ANG Enlisted Members Versus Air Force Enlisted Members

In the case of enlisted personnel, 15 of 21 OAP factors indicate a significant difference between enlisted personnel in the ANG and the Air Force. In The Work Itself area the factors that the ANG enlisted members rated significantly more positive are Task Autonomy and Job Related Training. Air Force enlisted members do more repetitive work, as indicated by the Work Repetition factor. In the area of Job Enrichment, the Air Force enlisted are more favorable in the factor of Task Significance while ANG enlisted members are more positive in the factors of Skill Variety and Job Motivation Index. In the Work Group Process, the factors of Work Support, Management and Supervision, Supervisory Communications Climate, and Organizational Communications Climate, show ANG enlisted members are significantly more satisfied than Air Force enlisted members. The factors in the Work Group Output area which have ANG members significantly more positive are Pride, Work Group Effectiveness, Job Related Satisfaction, and General Organizational Climate. The one factor on which Air Force enlisted members are more positive is Advancement/Recognition. (See Table B-2, Appendix B.)

ANG GS Civilians Versus Air Force GS Civilians

Table B-3, Appendix B, shows 11 of the 21 OAP factors significantly different between ANG and Air Force civilians. In the area of Work Itself, two factors, Task Characteristics and Job Related Training, have ANG GS

civilians more positive than Air Force GS civilians, while Air Force GS civilians are more positive in the factor Task Autonomy. In the Job Enrichment area, the factors of Task Identity and Task Significance indicate ANG GS civilians are higher than Air Force civilians, while the factors Skill Variety and Job Motivation Index show Air Force GS civilians more positive than ANG GS civilians. In the area of Work Group Process, Air Force GS civilians are more favorable than ANG GS civilians in the factors of Management and Supervision, Supervisory Communications Climate, and Organizational Communications Climate. In the Work Group Output area, one factor, Pride, has ANG GS civilians with a significantly more positive rating than their Air Force GS civilian counterparts.

In summary, in the attitudinal comparisons between ANG and Air Force officers, enlisted members, and GS civilians, most of the factors that indicate significant differences were in the enlisted personnel category. In general, the ANG personnel were older and more stable in their positions and careers than their Air Force counterparts. Significant differences are discussed in Chapter Five.

Chapter Five

DISCUSSION/CONCLUSION/RECOMMENDATION

INTRODUCTION

This chapter discusses the results presented in Chapter Four and presents the conclusions and recommendations of this report. The discussion reflects the significant differences found between Air National Guard and Air Force officers, enlisted personnel, and GS civilians.

ANG OFFICERS VERSUS AIR FORCE OFFICERS

Compared to Air Force officers, ANG officers have a more positive attitude about the degree of freedom they have to independently schedule their work and make decisions on how the work will be accomplished. Air Force officers are less satisfied that they can work as independently as ANG officers. In the author's opinion, this more positive attitude on the part of the ANG officers may result from the fact that most ANG officers have more time at their present duty stations and in their current positions. The ANG officers' longer tenure may also be the reason they are more satisfied with the on-the-job and technical training that they have received. Since ANG officers spend more time than their Air Force counterparts in their career fields, at their present duty stations, and in their present positions, they may have the time to become well trained and confident in their chosen careers.

ANG officers feel that the organization is more interested in their attitudes and welfare, compared to Air Force officers. ANG officers are also

more satisfied with the level of team work and cooperation between work groups, and they believe the unit is more likely to reward people based upon their performance. All of these more positive attitudes may be due to loyalty based on years of service to the same unit and the ANG officers' staying in the same career field for so many more years than their Air Force counterparts.

ANG officers tend to be more satisfied with their co-worker relationships, work schedules, family attitudes towards their jobs, and their jobs as a whole. This may be due to the fact that most ANG officers work the day shift, which would likely result in a better family relationship and more positive satisfaction in their work schedules.

Air Force officers feel that they perform the same type of tasks and face the same type of problems on a more regular basis, compared to their ANG counterparts. They would like more independence and meaning in their jobs with the opportunity to grow in their jobs and use their acquired skills. A possible reason for a need for more independence by Air Force officers could be the length of time they serve at their present duty stations and in their present positions. Only 16% of Air Force officers have more than 36 months at their present duty stations, compared to 69% for ANG officers. Seven percent of Air Force officers have more than 36 months in their present positions as compared to 30% for ANG officers. In the author's opinion, Air Force officers change duty stations and positions too much to establish the high maturity levels and experience (in particular jobs) which allow for more independence and freedom to do the work. The short time periods at specific jobs could also be the reason they don't have time to grow in a job or use their acquired skills.

ANG ENLISTED VERSUS AIR FORCE ENLISTED

Just as was found in the officer category, the ANG enlisted personnel (compared to Air Force enlisted) have more positive attitudes toward the degree of freedom and independence they have to schedule work and make decisions on how the work is accomplished. More than half of the ANG enlisted personnel have over 36 months at their present duty stations, with more than 36 months in their present positions, which may allow them to establish the experience base needed to be allowed a greater degree of freedom in their work.

ANG enlisted personnel also believe they use a greater number of different skills and talents (which they value) to do their jobs. In the author's opinion, this may prompt higher internal work motivation on the part of the ANG enlisted worker and could be the reason proportionately more ANG enlisted are likely to make the ANG a career compared to the proportion of Air Force enlisted who intend to make the Air Force a career.

ANG enlisted feel that they have higher performance standards with better work procedures and more adequate supervisory support and guidance. The reason for this could be that ANG enlisted personnel are generally older than Air Force enlisted personnel (see Appendix A). Older workers are usually more job-satisfied (Weber, 1979) than younger workers. Also, ANG enlisted have more time in their career fields than do Air Force personnel. These two conditions, in the author's opinion, foster a more mature and experienced worker who doesn't need close supervision and can be given more freedom to make decisions about his or her work.

ANG enlisted personnel indicate they are more positive about their jobs and in the work itself than their Air Force counterparts. In the author's

opinion, the ANG enlisted personnel have more freedom to do the work by themselves with little supervision giving them more self-satisfaction and a feeling of greater pride in their work. Again, the maturity and experience level of the ANG enlisted over their Air Force counterparts allows for less individual supervision and more individual responsibility to do the work. That freedom and responsibility encourages a feeling of more professional pride in ANG enlisted personnel.

A very significant point is that ANG enlisted members are more positive in the factor Job Related Satisfaction. The author relates this to the fact that for most ANG enlisted personnel, the job they hold with the ANG is an additional occupation they have over their primary occupation within the local area. Their additional occupation with the ANG is spent at the same duty station and is normally an 8-hour day shift. This enhances the stability of the family and the social environment the family operates in. The author feels that due to the reasons stated above, the family unit would be supportive and proud to have a family member serving their country in an Air National Guard unit.

As was found with Air Force officers, Air Force enlisted personnel feel that they perform the same tasks repeatedly over short periods of time. The author's opinion is that Air Force enlisted personnel have less freedom to act independently and make their own decisions on how the work should be done. This would set up a structured routine with individuals less likely to be able to diversify the work they do, making the work seem more repetitious.

Air Force enlisted personnel are more aware of promotion and advancement opportunities and how they affect them. The author feels this is due to the Weighted Airman Promotion System (WAPS) for enlisted personnel in the Air

Force. It is a system all Air Force enlisted personnel must understand to make themselves eligible for promotion. It sets certain goals that the enlisted person must meet in order to be promoted. Each Air Force enlisted member must be aware of the system in order to achieve the points for promotion and is therefore constantly aware of promotion and advancement opportunities. The ANG enlisted are not promoted under any system like the WAPS. Their promotions are based on time in grade, correspondence course completion, and whether a position is available in the desired location. There are no goals or real competition for ANG enlisted members to reach out for. This is why the author feels that ANG enlisted personnel are less aware of their opportunities for promotion and advancement than the Air Force enlisted personnel.

ANG GS CIVILIANS VERSUS AIR FORCE GS CIVILIANS

ANG GS civilians are more satisfied with the technical training they have received to do their current jobs. They feel their jobs have substantial impacts on the lives and work of others, and the work they do gives them a feeling of pride. The demographic data in Appendix A shows ANG GS civilians with more time in the service, more time in their career fields, and more time at their present duty stations and present positions. These data indicate the ANG has a more mature, experienced, and stable work force, compared to the Air Force GS civilian work force. Stability within the work force indicates, in the author's opinion, a more satisfied worker who has time for adequate training. This is shown by the fact that more ANG GS civilians attend professional military education programs than do Air Force GS civilians. ANG GS civilians tend to be more involved in the supervision of personnel which could account for the higher level of satisfaction and feeling of pride in

their work. The author feels that given a little more responsibility and participation in the work allows for more job satisfaction for the worker and thus more pride.

Air Force civilians are more satisfied than ANG GS civilians that they are supported by good supervisors who give them proper guidance to do their jobs. Also, they feel more of a good rapport with their supervisors. In the author's opinion, this could be a result of more Air Force GS civilians' working day shifts than their ANG counterparts do and that Air Force GS civilian supervisors hold more meetings to solve group problems. The author feels these are all very positive job satisfying conditions which would give the Air Force GS civilian workers good feelings toward their supervisors and working conditions.

CONCLUSIONS

The ANG officers and enlisted personnel show a positive trend (compared to their Air Force data base counterparts) that they enjoy more freedom to operate independently, schedule their work, and make decisions on how their work will be accomplished. The high degree of stability within the Air National Guard may create a solid base of experience and maturity which allows managers and supervisors to give the individuals more freedom to do their work independently.

The ANG officers, enlisted personnel, and GS civilians indicate significantly more favorable attitudes than their Air Force counterparts about training on the job. Training is the primary job of all the technicians hired full-time with the ANG. The technician has many years of experience to offer the part-time guard person, which gives the part-timer the benefits of mature skills and in-depth trouble-shooting techniques.

The ANG officers and enlisted personnel have very favorable perceptions of their organizations, showing a significantly more positive feeling that their organizations are people-oriented, and therefore they are motivated to serve the organization and its mission to the best of their abilities. In serving the units to the best of their abilities, they feel they will be rewarded based upon their performance. This contentment with the organization is reflected in career intent, which shows relatively more ANG officers and enlisted personnel planning on having military careers.

Air Force officers and enlisted personnel indicate they are more likely to do repetitious work and face the same problems more frequently. Repetition may lead to boredom for the Air Force personnel and a higher probability of separation from the Air Force as a career.

RECOMMENDATIONS

The study points out many positive factors for which the ANG respondents are significantly higher than the Air Force respondents. It would be hard to recommend improvements to positive results. There is one area that ANG commanders should note and that is the area of additional duties. The author realizes that, with limited available personnel, ANG personnel must carry two or three additional duties to meet mission requirements. The author would recommend that these duties be fairly and equally distributed in order to keep from discouraging people to the point that they leave the ANG.

Since LAMC's consulting and research functions are being phased out, this report cannot recommend additional participation of ANG units in the consultation process to increase the number of ANG units in the data base. The author does recommend, that with the increase in pressure on the Air

National Guard to be ready at all times, the ANG commanders and supervisors use existing LMDC reports to help them find or identify problem areas in their units.

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APPENDIX

APPENDIX A

DEMOGRAPHIC TABLES A-1 THROUGH A-21

Table A-1
Number of Respondents by Personnel Category

<u>n</u> =	ANG 3,011	Air Force 104,836
Officer	209	12,415
Enlisted	1,745	68,784
Civilian	1,057	23,637

Table A-2
Number of Respondents: Sex by Personnel Category

<u>n</u> =	ANG		Air Force	
	Male 2,669	Female 333	Male 85,106	Female 19,354
Officer	199	9	10,821	1,563
Enlisted	1,504	236	60,619	8,024
Civilian	966	88	13,666	9,767

Note: The number (n) is the total number of valid responses for the factor being examined.

Table A-3
Age by Personnel Category

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,744	1,057	12,415	68,778	23,631
17-20 Yrs	.0	3.0	.6	.0	14.1	1.2
21-25 Yrs	.5	16.2	8.2	12.3	38.6	6.1
26-30 Yrs	6.7	21.8	14.7	28.4	19.4	10.4
31-35 Yrs	21.1	19.4	21.9	23.6	14.4	14.1
36-40 Yrs	44.0	17.8	17.8	19.2	9.6	13.9
41-45 Yrs	19.6	8.9	12.1	10.9	2.8	12.6
46-50 Yrs	5.3	7.6	11.4	3.5	.5	14.1
> 50 Yrs	2.9	5.2	13.2	2.1	.6	27.7

Table A-4
Time in Air Force

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,738	1,017	12,394	68,604	20,868
< 1 Year	.0	3.6	2.6	3.3	7.1	5.2
1-2 Yrs	.5	6.7	3.0	5.4	12.2	5.2
2-3 Yrs	.5	5.2	2.3	7.7	12.7	5.4
3-4 Yrs	1.4	5.4	3.7	7.3	11.5	5.0
4-8 Yrs	5.7	21.6	14.6	22.0	20.5	11.7
8-12 Yrs	18.7	19.9	15.5	16.2	12.7	12.3
> 12 Yrs	73.2	37.6	58.3	38.1	23.3	55.2

Table A-5
Months in Present Career Field

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,739	1,052	12,326	68,380	22,993
< 6 Mos	8.1	6.8	3.2	5.2	4.8	5.7
6-12 Mos	4.3	7.5	4.2	7.7	8.0	7.4
12-18 Mos	3.3	6.7	3.3	7.9	8.3	6.1
18-36 Mos	10.5	16.0	9.2	21.8	21.0	13.7
> 36 Mos	73.7	63.1	80.0	57.5	57.8	67.0

Table A-6
Months at Present Duty Station

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,742	1,056	12,376	68,434	23,069
< 6 Mos	4.3	8.4	5.1	14.0	15.6	6.3
6-12 Mos	3.8	8.6	5.6	16.7	18.8	8.0
12-18 Mos	4.3	7.3	3.2	16.6	16.3	6.4
18-36 Mos	18.2	18.5	10.7	36.3	32.5	15.4
> 36 Mos	69.4	57.2	75.4	16.4	16.8	64.0

Table A-7
Months in Present Position

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,742	1,048	12,365	68,342	23,229
< 6 Mos	25.8	15.2	9.6	26.5	28.0	14.1
6-12 Mos	9.6	13.9	9.4	24.9	24.3	15.0
12-18 Mos	7.2	9.6	8.1	17.2	16.5	10.4
18-36 Mos	27.3	23.8	18.3	24.7	22.7	19.7
> 36 Mos	30.1	37.5	54.5	6.7	8.4	40.8

Table A-8
Ethnic Group

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	208	1,732	1,045	12,352	68,297	23,265
White	93.8	80.9	88.4	87.5	71.3	66.3
Hispanic	1.9	4.8	3.1	2.4	5.2	16.8
Other	1.4	2.9	3.1	2.1	3.6	2.9
Black	1.9	9.2	4.0	5.9	16.5	9.8

Table A-9
Marital Status

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,742	1,057	12,404	68,659	23,563
Not Married	16.3	23.3	17.2	21.2	35.8	18.7
Married	81.3	72.4	80.2	77.3	62.0	75.1
Single Parent	2.4	4.2	2.6	1.5	2.2	6.2

Table A-10
Spouse Status: Air National Guard

<u>n</u> =	Geographically Separated			Not Geo. Separated		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	7	67	41	163	1,195	807
Civilian						
Employed	57.1	79.1	80.5	54.0	59.8	57.9
Not Employed	42.9	17.9	14.6	42.9	34.1	38.5
Military						
Member	0	3.0	4.9	3.1	6.1	3.6

Table A-11

Spouse Status: Air Force

<u>n</u> =	Geographically Separated			Not Geo. Separated		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	419	3,436	1,028	9,168	39,099	16,679
Civilian						
Employed	58.9	58.2	68.7	33.8	37.2	54.0
Not Employed	19.6	26.6	17.8	57.4	48.3	34.1
Military						
Member	21.5	15.3	13.5	8.8	14.4	12.0

Table A-12

Educational Level

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	208	1,735	1,052	12,382	68,533	23,306
HS Grad or GED	1.4	31.7	39.1	.2	45.5	28.6
< 2 Yrs College	.5	29.2	23.6	.3	34.7	23.9
> 2 Yrs College	8.7	26.0	24.0	1.2	15.5	18.1
Bachelor's						
Degree	49.5	9.6	9.2	53.0	3.0	15.5
Master's Degree	33.2	2.3	1.7	37.2	.4	7.3
Doctoral Degree	6.7	.2	.1	8.1	.0	1.1

Table A-13
Professional Military Education

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,740	1,052	12,398	68,623	23,508
None	----	23.9	26.3	----	31.8	80.9
Phase 1 or 2	----	36.6	31.5	----	29.7	6.4
Command Academy	----	27.5	22.7	----	30.5	5.4
Sr. NCO Academy	----	6.6	8.0	----	4.8	1.8
SOS	33.0	----	----	26.6	----	----
Int Service School	34.4	----	----	23.1	----	----
Sr. Service School	11.5	----	----	12.3	----	----

Table A-14
Number People Directly Supervised

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	203	1,600	962	11,671	62,392	19,347
None	27.1	51.3	51.4	41.4	60.5	70.7
1 Person	11.3	5.6	5.7	7.2	7.7	2.8
2 People	7.4	5.8	4.4	6.4	7.2	2.5
3 People	7.4	4.1	5.9	8.0	5.6	2.6
4-5 People	17.2	6.3	7.6	13.7	7.9	5.3
6-8 People	10.3	5.1	7.7	10.1	4.7	4.4
9 or > People	19.2	21.9	17.4	13.2	6.4	11.8

Table A-15

Number People for Whom Respondent Writes APR/OER/Appraisal

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,740	1,053	12,380	68,555	23,566
None	42.1	68.0	63.1	51.5	66.5	79.5
1 Person	11.0	2.2	2.4	9.2	8.8	2.1
2 People	10.0	2.0	2.3	7.0	7.9	1.9
3 People	6.2	2.1	4.8	7.2	5.7	1.9
4-5 People	7.7	2.2	5.5	11.4	7.1	3.8
6-8 People	6.7	2.4	5.8	8.5	2.5	3.0
9 or > People	16.3	21.0	16.1	5.2	1.5	7.8

Table A-16

Supervisor Writes Respondent's APR/OER/Appraisal

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	209	1,649	1,038	12,226	67,846	22,797
Yes	80.4	52.4	81.8	77.6	70.8	77.7
No	10.0	16.3	8.2	14.2	18.7	9.6
Not Sure	9.6	31.4	10.0	8.2	10.5	12.7

Table A-17
Work Schedule

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	207	1,709	1,040	12,289	68,119	23,094
Day Shift	82.6	84.0	76.7	58.7	59.5	88.5
Swing Shift	0	3.2	4.7	.2	7.5	3.1
Mid Shift	0	1.2	.9	.1	3.0	.7
Rotating Shifts	1.9	4.4	12.1	4.8	13.7	4.2
Irregular						
Schedule	3.9	5.3	4.0	12.6	12.4	2.2
A Lot TDY/On-call	3.4	.6	.5	8.1	2.5	.9
Crew Schedule	8.2	1.2	1.1	15.4	1.3	.3

Table A-18
Supervisor Holds Group Meetings

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	207	1,705	1,049	12,265	67,679	23,244
Never	11.6	15.2	10.5	6.5	16.5	10.0
Occasionally	19.8	31.2	44.3	23.0	33.8	34.2
Monthly	46.9	36.8	8.3	13.4	8.0	19.2
Weekly	8.7	8.5	25.5	42.8	27.9	30.5
Daily	10.1	6.2	9.2	12.3	11.6	4.3
Continuously	2.9	2.1	2.1	2.1	2.2	1.8

Table A-19

Supervisor Holds Group Meetings to Solve Problems

<u>n</u> =	ANG			Air Force		
	Off (%)	Enl (%)	Civ (%)	Off (%)	Enl (%)	Civ (%)
	205	1,505	1,042	12,200	67,247	22,918
Never	19.0	23.1	23.5	15.3	25.0	24.2
Occasionally	35.1	40.7	46.1	42.7	39.8	44.7
1/2 the Time	21.5	17.2	15.8	21.9	16.7	15.4
Always	24.4	18.3	14.6	20.2		15.7

Table A-20

Aeronautical Rating and Current Status

<u>n</u> =	ANG		Air Force	
	Off (%)	Enl (%)	Off (%)	Enl (%)
	202	1,357	12,351	67,880
Nonrated, not on aircrew	64.4	90.6	61.1	90.6
Nonrated, now on aircrew	.5	1.8	2.4	2.1
Rated, on crew/ops job	23.8	1.3	27.2	1.6
Rated, in support job	11.4	6.3	9.3	5.7

Table A-21
Career Intent

<u>n</u> =	ANG			Air Force		
	Off (%) 203	Enl (%) 1,697	Civ (%) 999	Off (%) 12,351	Enl (%) 68,433	Civ (%) 20,196
Retire 12 Mos	2.0	2.1	3.1	3.4	3.1	6.5
Career	65.5	43.7	52.0	50.8	34.6	51.3
Likely Career	19.7	28.0	26.6	22.5	18.6	23.2
Maybe Career	9.4	16.8	11.9	15.2	20.7	12.7
Likely Separate	2.5	6.3	3.4	5.1	13.8	3.5
Separate	1.0	3.1	3.0	3.0	9.2	2.8

APPENDIX

APPENDIX B

LONGITUDINAL TABLES B-1 THROUGH B-3

Table B-1

t-test: ANG Officers Versus Air Force Officers

THE WORK ITSELF				
	Mean	<u>SD</u>	<u>df</u>	<u>t</u>
Job Performance Goals				
ANG Officers	4.70	0.97	12,131	-0.36
Air Force Officers	4.72	0.98		
Task Characteristics				
ANG Officers	5.30	0.98	12,198	-0.73
Air Force Officers	5.35	0.95		
Task Autonomy				
ANG Officers	4.99	1.17	211	5.30 ***
Air Force Officers	3.83	1.42		
Work Repetition				
ANG Officers	3.67	1.39	12,419	-6.76 ***
Air Force Officers	4.33	1.37		
Desired Repetitive/ Easy Tasks				
ANG Officers	2.51	1.11	12,053	0.53
Air Force Officers	2.47	1.05		
Job Related Training				
ANG Officers	4.89	1.25	169	2.06 *
Air Force Officers	4.69	1.48		

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-1 (Continued)

JOB ENRICHMENT

	Mean	<u>SD</u>	<u>df</u>	<u>t</u>
Skill Variety				
ANG Officers	5.35	1.32	12,500	-1.09
Air Force Officers	5.44	1.28		
Task Identity				
ANG Officers	5.14	1.25	12,467	-1.07
Air Force Officers	5.23	1.21		
Task Significance				
ANG Officers	5.75	1.31	12,519	-0.54
Air Force Officers	5.80	1.25		
Job Feedback				
ANG Officers	4.92	1.12	12,487	0.41
Air Force Officers	4.89	1.18		
Need for Enrichment				
ANG Officers	5.90	0.96	208	-2.90 **
Air Force Officers	6.09	0.86		
Job Motivation Index				
ANG Officers	135.80	63.14	11,415	1.94
Air Force Officers	126.26	67.39		

* $p < .05$, ** $p < .01$, *** $p < .001$.

Table B-1 (Continued)

WORK GROUP PROCESS

	Mean	SD	df	t
Work Support				
ANG Officers	4.56	1.12	12,038	0.08
Air Force Officers	4.55	1.09		
Management and Supervision				
ANG Officers	5.34	1.17	206	0.29
Air Force Officers	5.31	1.35		
Supervisory Communications Climate				
ANG Officers	4.81	1.33	11,531	-0.56
Air Force Officers	4.86	1.42		
Organizational Communications Climate				
ANG Officers	5.01	1.12	195	1.55
Air Force Officers	4.89	1.26		

WORK GROUP OUTPUT

Pride				
ANG Officers	5.64	1.31	12,454	1.71
Air Force Officers	5.48	1.39		
Advancement/Recognition				
ANG Officers	4.60	1.19	11,959	0.30
Air Force Officers	4.58	1.19		
Work Group Effectiveness				
ANG Officers	5.53	1.06	12,081	-3.19
Air Force Officers	5.78	1.08		
Job Related Satisfaction				
ANG Officers	5.52	0.92	197	2.38 *
Air Force Officers	5.36	1.09		
General Organizational Climate				
ANG Officers	5.56	1.04	208	4.86 ***
Air Force Officers	5.20	1.25		

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-2

t-test: ANG Enlisted Versus Air Force Enlisted

THE WORK ITSELF				
	Mean	<u>SD</u>	<u>df</u>	<u>t</u>
Job Performance Goals				
ANG Enlisted	4.73	1.02	1,742	-0.23
Air Force Enlisted	4.74	0.98		
Task Characteristics				
ANG Enlisted	5.02	0.99	67,073	-0.60
Air Force Enlisted	5.04	1.00		
Task Autonomy				
ANG Enlisted	4.06	1.40	67,378	6.47 ***
Air Force Enlisted	4.55	1.36		
Work Repetition				
ANG Enlisted	4.35	1.43	1,629	-22.08 ***
Air Force Enlisted	5.15	1.36		
Desired Repetitive/ Easy Tasks				
ANG Enlisted	3.20	1.31	1,792	-0.59
Air Force Enlisted	3.22	1.42		
Job Related Training				
ANG Enlisted	4.79	1.55	66,357	8.04 ***
Air Force Enlisted	4.47	1.58		

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-2 (Continued)

JOB ENRICHMENT

	Mean	<u>SD</u>	<u>df</u>	<u>t</u>
Skill Variety				
ANG Enlisted	4.72	1.36	1,822	3.69 ***
Air Force Enlisted	4.59	1.46		
Task Identity				
ANG Enlisted	5.00	1.23	69,386	-1.85
Air Force Enlisted	5.05	1.25		
Task Significance				
ANG Enlisted	5.57	1.32	69,791	-4.23 ***
Air Force Enlisted	5.70	1.31		
Job Feedback				
ANG Enlisted	4.79	1.24	1,803	0.87
Air Force Enlisted	4.76	1.29		
Need for Enrichment				
ANG Enlisted	5.45	1.21	67,609	-0.74
Air Force Enlisted	5.47	1.24		
Job Motivation Index				
ANG Enlisted	105.74	63.72	62,689	3.37 **
Air Force Enlisted	100.31	62.89		

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-2 (Continued)

WORK GROUP PROCESS

	Mean	<u>SD</u>	<u>df</u>	<u>t</u>
Work Support				
ANG Enlisted	4.72	1.11	67,799	7.10 ***
Air Force Enlisted	4.53	1.12		
Management and Supervision				
ANG Enlisted	5.09	1.51	1,725	5.35 ***
Air Force Enlisted	4.89	1.58		
Supervisory Communications Climate				
ANG Enlisted	4.75	1.55	1,727	6.28 ***
Air Force Enlisted	4.51	1.64		
Organizational Communications Climate				
ANG Enlisted	4.75	1.30	64,605	11.58 ***
Air Force Enlisted	4.37	1.32		

WORK GROUP OUTPUT

Pride				
ANG Enlisted	5.40	1.41	1,839	14.71 ***
Air Force Enlisted	4.89	1.65		
Advancement/Recognition				
ANG Enlisted	4.02	1.29	1,700	-7.90 ***
Air Force Enlisted	4.27	1.19		
Work Group Effectiveness				
ANG Enlisted	5.59	1.16	1,749	4.43 ***
Air Force Enlisted	5.46	1.24		
Job Related Satisfaction				
ANG Enlisted	5.40	1.02	1,652	17.39 ***
Air Force Enlisted	4.94	1.22		
General Organizational Climate				
ANG Enlisted	5.05	1.23	1,723	21.51 ***
Air Force Enlisted	4.39	1.40		

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-3

t-test: ANG GS Civilians Versus Air Force GS Civilians

THE WORK ITSELF				
	Mean	<u>SD</u>	<u>df</u>	<u>t</u>
Job Performance Goals				
ANG GS Civilians	4.82	0.94	1,117	-1.20
Air Force GS Civilians	4.86	1.00		
Task Characteristics				
ANG GS Civilians	5.37	0.88	1,123	2.33 *
Air Force GS Civilians	5.31	0.95		
Task Autonomy				
ANG GS Civilians	4.38	1.34	23,681	-5.01 ***
Air Force GS Civilians	4.59	1.35		
Work Repetition				
ANG GS Civilians	4.63	1.29	1,159	-0.60
Air Force GS Civilians	4.65	1.44		
Desired Repetitive/ Easy Tasks				
ANG GS Civilians	3.07	1.27	1,145	-0.58
Air Force GS Civilians	3.09	1.40		
Job Related Training				
ANG GS Civilians	4.63	1.55	1,112	3.29 **
Air Force GS Civilians	4.47	1.68		

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-3 (Continued)

JOB ENRICHMENT

	Mean	<u>SD</u>	<u>df</u>	<u>t</u>
Skill Variety				
ANG GS Civilians	5.20	1.26	1,153	3.22 **
Air Force GS Civilians	5.07	1.37		
Task Identity				
ANG GS Civilians	5.44	1.11	1,149	3.17 **
Air Force GS Civilians	5.33	1.17		
Task Significance				
ANG GS Civilians	5.81	1.15	1,163	2.87 **
Air Force GS Civilians	5.71	1.26		
Job Feedback				
ANG GS Civilians	4.98	1.23	24,260	-1.95
Air Force GS Civilians	5.06	1.27		
Need for Enrichment				
ANG GS Civilians	5.66	1.10	1,127	-1.21
Air Force GS Civilians	5.70	1.19		
Job Motivation Index				
ANG GS Civilians	122.11	63.49	1,059	-4.50 ***
Air Force GS Civilians	131.64	70.67		

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table B-3 (Continued)

WORK GROUP PROCESS

	Mean	SD	df	t
Work Support				
ANG GS Civilians	4.67	1.06	1,110	-0.02
Air Force GS Civilians	4.67	1.11		
Management and Supervision				
ANG GS Civilians	4.82	1.61	22,834	-3.21 **
Air Force GS Civilians	4.99	1.64		
Supervisory Communications Climate				
ANG GS Civilians	4.44	1.65	22,736	-2.47 *
Air Force GS Civilians	4.58	1.71		
Organizational Communications Climate				
ANG GS Civilians	4.41	1.32	1,106	-4.83 ***
Air Force GS Civilians	4.62	1.41		

WORK GROUP OUTPUT

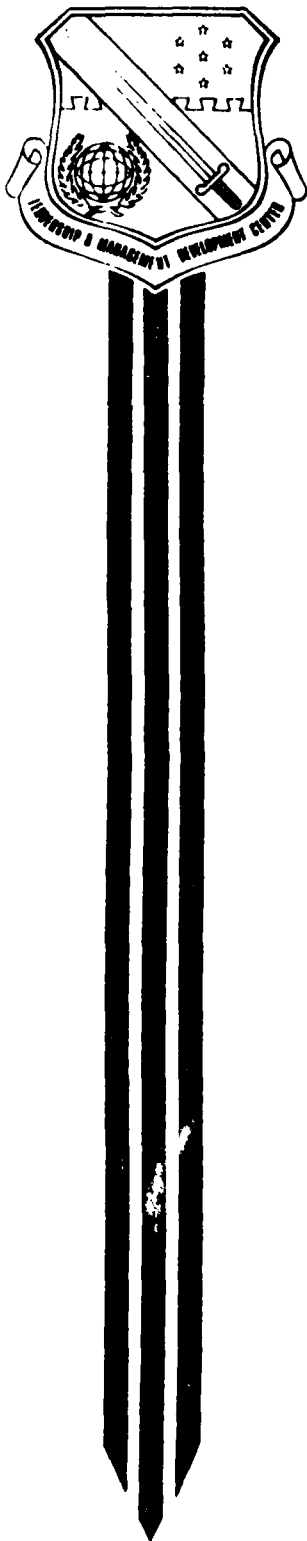
Pride				
ANG GS Civilians	5.52	1.36	1,146	2.29 *
Air Force GS Civilians	5.42	1.45		
Advancement/Recognition				
ANG GS Civilians	3.80	1.25	1,090	0.31
Air Force GS Civilians	3.79	1.35		
Work Group Effectiveness				
ANG GS Civilians	5.62	1.18	1,133	-0.39
Air Force GS Civilians	5.64	1.26		
Job Related Satisfaction				
ANG GS Civilians	5.41	1.02	1,062	-0.35
Air Force GS Civilians	5.42	1.09		
General Organizational Climate				
ANG GS Civilians	4.72	1.25	1,111	-1.64
Air Force GS Civilians	4.79	1.40		

* $p < .05$. ** $p < .01$. *** $p < .001$.

APPENDIX

APPENDIX C

ORGANIZATIONAL ASSESSMENT PACKAGE FACTORS AND VARIABLES



**ORGANIZATIONAL ASSESSMENT
PACKAGE SURVEY**

**FACTORS
AND
VARIABLES**

JANUARY 1986

⁵³
**LEADERSHIP AND MANAGEMENT DEVELOPMENT CENTER
AIR UNIVERSITY
Maxwell Air Force Base, Alabama 36112-5712**

FACTORS AND VARIABLES OF THE ORGANIZATIONAL ASSESSMENT PACKAGE

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory and the Leadership and Management Development Center (LMDC) and is used to aid LMDC in its missions to: (a) conduct research on Air Force systemic issues using information in the OAP database, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request.

Allowable responses to the attitudinal items on the survey range from 1 (low) to 7 (high). The attitudinal items are grouped into 25 factors that address such areas as the job itself, management and supervision, communications, and performance in the organization. Each data record consists of 7 externally coded descriptors and 24 demographic items as well as the responses to the 93 attitudinal items.

The factors measured by the OAP are grouped into a systems model to assess three aspects of a work group: input, process, and output (adapted from McGrath's model).

Input. In LMDC's adaptation of the model, input is comprised of demographics, work itself, and job enrichment.

A. Demographics. Descriptive or background information about the respondents to the OAP survey.

B. Work itself. The work itself has to do with the task properties (technologies) and environmental conditions of the job. It assesses the patterns of characteristics members bring to the group or organization, and patterns of differentiation and integration among position and roles. The following OAP factors measure the work itself:

- 806 - Job Desires (Need For Enrichment)
- 810 - Job Performance Goals
- 812 - Task Characteristics
- 813 - Task Autonomy
- 814 - Work Repetition
- 815 - Desired Repetitive Easy Tasks
- 823 - Job Related Training
- Job Influences (not a statistical factor)

C. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible. The following OAP factors measure job enrichment:

- 800 - Skill Variety
- 801 - Task Identity
- 802 - Task Significance
- 804 - Job Feedback
- 806 - Need for Enrichment Index (Job Desires)
- 807 - Job Motivation Index

- 808 - OJI Total Score
- 809 - Job Motivation Index - Additive
- 825 - Motivation Potential Score

Work Group Process. The work group assesses the pattern of activity and interaction among the group members. The following OAP factors measure leadership and the work group process:

- 805 - Performance Barriers/Blockages (Work Support)
- 818 - Management and Supervision
- 819 - Supervisory Communications Climate
- 820 - Organizational Communications Climate
- Work Interferences (not a statistical factor)
- Supervisory Assistance (not a statistical factor)

Work Group Output. Measures task performance, group development, and effects on group members. Assesses the quantity and quality of task performance and alteration of the group's relation to the environment. Assesses changes in positions and role patterns, and in the development of norms. Assesses changes on skills and attitudes, and effects on adjustment. The following OAP factors measure the work group output:

- 811 - Pride
- 817 - Advancement/Recognition
- 821 - Work Group Effectiveness (Perceived Productivity)
- 822 - Job Related Satisfaction
- 824 - General Organizational Climate

EXTERNALLY CODED DESCRIPTORS

- Batch Number
- Julian Date of Survey
- Major Command
- Base Code
- Consultation Method
- Consultant Code
- Survey Version

(Note: These items are concatenated to each data record during EDP processing.)

DEMOGRAPHIC ITEMS (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
-	-	Supervisor's Code
-	-	Work Group Code
-	-	Sex
-	-	Your age is
-	-	You are (officer, enlisted, GS, etc.)
-	-	Your pay grade is
-	-	Primary AFSC
-	-	Duty AFSC
(Note: The above items are on the response sheet.)		
001	-	(Not used)
002	-	(Not used)
003	1	Total years in the Air Force:
		1. Less than 1 year
		2. More than 1 year, less than 2 years
		3. More than 2 years, less than 3 years
		4. More than 3 years, less than 4 years
		5. More than 4 years, less than 8 years
		6. More than 8 years

Variable Number	Statement Number	Statement
004	2	Total months in present career field:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
005	3	Total months at this station:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
006	4	Total months in present position:
		1. Less than 1 month
		2. More than 1 month, less than 6 months
		3. More than 6 months, less than 12 months
		4. More than 12 months, less than 18 months
		5. More than 18 months, less than 24 months
		6. More than 24 months, less than 36 months
		7. More than 36 months
007	5	Your Ethnic Group is:
		1. American Indian or Alaskan Native
		2. Asian or Pacific Islander
		3. Black, not of Hispanic Origin
		4. Hispanic
		5. White, not of Hispanic Origin
		6. Other
008	11	Which of the following "best" describes your marital status?
		0. Not married.
		1. Married: Spouse is a civilian employed outside home.
		2. Married: Spouse is a civilian employed outside home - geographically separated.
		3. Married: Spouse not employed outside home.
		4. Married: Spouse not employed outside home - geographically separated.
		5. Married: Spouse is a military member.
		6. Married: Spouse is a military member - geographically separated.
		7. Single parent.

Variable Number	Statement Number	Statement
009	6	Your highest education level obtained is: 1. Non-high school graduate 2. High school graduate or GED 3. Less than two years college 4. Two years or more college 5. Bachelors Degree 6. Masters Degree 7. Doctoral Degree
010	7	Highest level of professional military education (residence or correspondence): 0. None or not applicable 1. MCO Orientation Course or USAF Supervisor Course (MCO Phase 1 or 2) 2. MCO Leadership School (MCO Phase 3) 3. MCO Academy (MCO Phase 4) 4. Senior MCO Academy (MCO Phase 5) 5. Squadron Officer School 6. Intermediate Service School (i.e., ACSC, AFSC) 7. Senior Service School (i.e., AMC, ICAF, QMC)
011	8	How many people do you directly supervise? 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more
012	9	For how many people do you write performance reports? 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more
013	10	Does your supervisor actually write your performance report? 1. Yes 2. No 3. Not sure
014	11	Your work requires you to work primarily: 1. Alone 2. With one or two people 3. As a small work group (3-5 people) 4. As a large work group (6 or more people) 5. Other
015	12	What is your usual work schedule? 1. Day shift, normally stable hours 2. Swing shift (about 1600-2400) 3. Mid shift (about 2400-0800) 4. Rotating shift schedule 5. Day or shift work with irregular/unstable hours 6. Frequent TDY/travel or frequently on-call to report to work 7. Crew schedule
016	13	How often does your supervisor hold group meetings? 1. Never 2. Occasionally 3. Monthly 4. Weekly 5. Daily 6. Continuously
017	14	How often are group meetings used to solve problems and establish goals? 1. Never 2. Occasionally 3. About half the time 4. All of the time
018	15	What is your aeronautical rating and current status? 1. Nonrated, not on aircrew 2. Nonrated, now on aircrew 3. Rated, in crew/operations job 4. Rated, in support job

Variable
Number

019

Statement
Number

16

Which of the following best describes your career or employment intentions?

1. Planning to retire in the next 12 months
2. Will continue in/with the Air Force as a career
3. Will most likely continue in/with the Air Force
4. May continue in/with the Air Force
5. Will most likely not make the Air Force a career
6. Will separate/terminate from the Air Force as soon as possible

NOTE: Variable 008, Statement 11 was added to the OAP on 19 Jan 80 and replaced variable 014 which appears on page 6. Although no longer used, Variable 014 is still shown because data collected from about 25,000 samples for this variable are still in the data base.

FACTORS

Each 800 series factor consists of two or more variables which correspond to statements in the OAP. A mean score can be derived for each factor except 805, 807, 808, 809 and 825 by using a "straight average." The formula for computing the exceptions is indicated.

FACTOR 800 - SKILL VARIETY: Measures the degree to which a job requires a variety of different tasks or activities in carrying out the work; involves the use of a number of different skills and talents of the worker; skills required are valued by the worker.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
212	29	To what extent does your job require you to use a number of complex skills?

FACTOR 801 - TASK IDENTITY: Measures the degree to which the job requires completion of a "whole" and identifiable piece of work from beginning to end.

Variable Number	Statement Number	Statement
202	18	To what extent does your job involve doing a whole task or unit of work?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?

FACTOR 802 - TASK SIGNIFICANCE: Measures the degree to which the job has a substantial impact on the lives or work of others; the importance of the job.

Variable Number	Statement Number	Statement
203	19	To what extent is your job significant in that it affects others in some important way?
210	27	To what extent does doing your job well affect a lot of people?

FACTOR 803 (NOT USED)

FACTOR 804 - JOB FEEDBACK: Measures the degree to which carrying out the work activities required by the job results in the worker obtaining clear and direct information about job outcomes or information on good and poor performance.

Variable Number	Statement Number	Statement
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?

FACTOR 805 - WORK SUPPORT: Measures the degree to which work performance is hindered by additional duties, details, inadequate tools, equipment, or work space.

Variable Number	Statement Number	Statement
206	23	To what extent do additional duties interfere with the performance of your primary job?
207	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	25	To what extent is the amount of work space provided adequate?

Formula (8-206+207+208)/3

FACTOR 806 - NEED FOR ENRICHMENT INDEX (JOB DESIRES): Has to do with job related characteristics (autonomy, personal growth, use of skills, etc.) that the individual would like in a job.

Variable Number	Statement Number	Statement
		(In my job, I would like to have the characteristics described--from "not at all" to "an extremely large amount")
249	51	Opportunities to have independence in my work.
250	52	A job that is meaningful.
251	53	The opportunity for personal growth in my job.
252	54	Opportunities in my work to use my skills.
253	55	Opportunities to perform a variety of tasks.

FACTOR 807 - JOB MOTIVATION INDEX: A composite index derived from the six job characteristics that reflect the overall "motivating potential" of a job; the degree to which a job will prompt high internal work motivation on the part of job incumbents.

Index is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
805	Performance barriers/blockages
813	Task autonomy
804	Job feedback

Formula ((800+801+802+805)/4)*813*804

FACTOR 808 - GJI TOTAL SCORE: Assesses one's perception of motivation provided by his or her job. This factor is a variation of a scale employed by other job motivation theorists.

Score is computed using the variables in the following formula:

Formula (V201+V202+V203+V270+V271+V272
+8+V206+V207+V208+V209+V210
+V211+V212+V213)

FACTOR 809 - JOB MOTIVATION INDEX ---- ADDITIVE: This factor is a variation of a scale employed by other job motivation theorists.

Index is computed using the following factors:

- 800 Skill variety
- 801 Task identity
- 802 Task significance
- 805 Performance barriers/blockages
- 813 Task autonomy
- 804 Work repetition

Formula ((800+801+802+805)/4) + 813 + 804

FACTOR 810 - JOB PERFORMANCE GOALS: Measures the extent to which job performance goals are clear, specific, realistic, understandable, and challenging.

Variable Number	Statement Number	Statement
217	34	To what extent do you know exactly what is expected of you in performing your job?
218	35	To what extent are your job performance goals difficult to accomplish?
273	36	To what extent are your job performance goals clear?
274	37	To what extent are your job performance goals specific?
221	38	To what extent are your job performance goals realistic?

FACTOR 811 - PRIDE: Measures the pride in one's work.

Variable Number	Statement Number	Statement
215	32	To what extent are you proud of your job?
275	46	To what extent does your work give you a feeling of pride?

FACTOR 812 - TASK CHARACTERISTICS: A combination of skill variety, task identity, task significance, and job feedback designed to measure several aspects of one's job.

Variable Number	Statement Number	Statement
201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	18	To what extent does your job involve doing a whole task or unit of work?
203	19	To what extent is your job significant, in that it affects others in some important way?
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
210	27	To what extent does doing your job well affect a lot of people?
211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	29	To what extent does your job require you to use a number of complex skills?

FACTOR 813 - TASK AUTONOMY: Measures the degree to which the job provides freedom to do the work as one sees fit; discretion in scheduling, decision making, and means for accomplishing a job.

Variable Number	Statement Number	Statement
270	20	To what extent does your job provide a great deal of freedom and independence in scheduling your work?
271	21	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
213	30	To what extent does your job give you freedom to do your work as you see fit?
214	31	To what extent are you allowed to make the major decisions required to perform your job well?

FACTOR B14 - WORK REPETITION: Measures the extent to which one performs the same tasks or faces the same type of problems in his or her job on a regular basis.

Variable Number	Statement Number	Statement
225	59	To what extent do you perform the same tasks repetitively within a short period of time?
227	60	To what extent are you faced with the same type of problem on a weekly basis?

FACTOR B15 (NOT USED)

FACTOR B16 - DESIRED REPETITIVE EASY TASKS: Measures the extent to which one desires his or her job involve repetitive tasks or tasks that are easy to accomplish.

Variable Number	Statement Number	Statement
255	56	A job in which tasks are repetitive.
258	57	A job in which tasks are relatively easy to accomplish.

FACTOR - JOB INFLUENCES (NOT A STATISTICAL FACTOR):

Variable Number	Statement Number	Statement
216	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
218	42	To what extent do co-workers in your work group maintain high standards of performance?

FACTOR B17 - ACHIEVEMENT/RECOGNITION: Measures one's awareness of advancement and recognition, and feelings of being prepared (i.e., learning new skills for promotion).

Variable Number	Statement Number	Statement
234	41	To what extent are you aware of promotion/advancement opportunities that affect you?
239	43	To what extent do you have the opportunity to progress up your career ladder?

240	44	To what extent are you being prepared to accept increased responsibility?
241	45	To what extent do people who perform well receive recognition?
275	47	To what extent do you have the opportunity to learn skills which will improve your promotion potential?

FACTOR B18 - MANAGEMENT and SUPERVISION (A): Measures the degree to which the worker has high performance standards and good work procedures. Measures support and guidance received, and the overall quality of supervision.

Variable Number	Statement Number	Statement
404	58	My supervisor is a good planner.
405	59	My supervisor sets high performance standards.
410	60	My supervisor encourages teamwork.
411	61	My supervisor represents the group at all times.
412	62	My supervisor establishes good work procedures.
413	63	My supervisor has made his responsibilities clear to the group.
445	64	My supervisor fully explains procedures to each group member.
416	65	My supervisor performs well under pressure.

FACTOR - MANAGEMENT and SUPERVISION (B): (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
424	66	My supervisor takes time to help me when needed.
434	71	My supervisor lets me know when I am doing a poor job.
439	75	When I need technical advice, I usually go to my supervisor.

FACTOR 819 - SUPERVISORY COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is good rapport with supervisors, that there is a good working environment, that innovation for task improvement is encouraged, and that rewards are based upon performance.

Variable Number	Statement Number	Statement
426	67	My supervisor asks members for their ideas on task improvements.
428	68	My supervisor explains how my job contributes to the overall mission.
431	69	My supervisor helps me set specific goals.
433	70	My supervisor lets me know when I am doing a good job.
435	72	My supervisor always helps me improve my performance.
436	73	My supervisor insures that I get job related training when needed.
437	74	My job performance has improved due to feedback received from my supervisor.
442	76	My supervisor frequently gives me feedback on how well I am doing my job.

FACTOR 820 - ORGANIZATIONAL COMMUNICATIONS CLIMATE: Measures the degree to which the worker perceives that there is an open communications environment in the organization, and that adequate information is provided to accomplish the job.

Variable Number	Statement Number	Statement
300	82	Ideas developed by my work group are readily accepted by management personnel above my supervisor.
301	83	My organization provides all the necessary information for me to do my job effectively.
302	84	My organization provides adequate information to my work group.
303	85	My work group is usually aware of important events and situations.
304	86	My complaints are aired satisfactorily.
309	91	The information in my organization is widely shared so that those needing it have it available.

314	96	My organization has clear-cut goals.
317	99	The goals of my organization are reasonable.
318	100	My organization provides accurate information to my work group.

FACTOR 821 - WORK GROUP EFFECTIVENESS: Measures one's view of the quantity, quality, and efficiency of work generated by his or her work group.

Variable Number	Statement Number	Statement
259	77	The quantity of output of your work group is very high.
260	78	The quality of output of your work group is very high.
261	79	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
264	80	Your work group always gets maximum output from available resources (e.g., personnel and material).
265	81	Your work group's performance in comparison to similar work groups is very high.

FACTOR - WORK INTERFERENCES (NOT A STATISTICAL FACTOR): Identifies things that impede an individual's job performance.

Variable Number	Statement Number	Statement
277	48	To what extent do you have the necessary supplies to accomplish your job?
278	49	To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?
279	50	To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

FACTOR 822 - JOB RELATED SATISFACTION: Measures the degree to which the worker is generally satisfied with factors surrounding the job.

Variable Number	Statement Number	Statement
705	101	Feeling of Helpfulness The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
709	102	Co-worker Relationships My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	103	Family Attitude Toward Job The recognition and the pride my family has in the work I do.
717	106	Work Schedule My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	107	Job Security
719	108	Acquired Valuable Skills The chance to acquire valuable skills in my job which prepare me for future opportunities
723	109	My Job as a Whole

FACTOR 823 - JOB RELATED TRAINING: Measures the extent to which one is satisfied with on-the-job and technical training received.

Variable Number	Statement Number	Statement
711	104	On-the-Job Training (OJT) The OJT instructional methods and instructors' competence.
712	105	Technical Training (Other than OJT) The technical training I have received to perform my current job.

FACTOR 824 - GENERAL ORGANIZATIONAL CLIMATE: Measures the individual's perception of his or her organizational environment as a whole (i.e. spirit of teamwork, communications, organizational pride, etc.).

Variable Number	Statement Number	Statement
305	87	My organization is very interested in the attitudes of the group members toward their jobs.
306	88	My organization has a very strong interest in the welfare of its people.
307	89	I am very proud to work for this organization.
308	90	I feel responsible to my organization in accomplishing its mission.
310	92	Personnel in my unit are recognized for outstanding performance.
311	93	I am usually given the opportunity to show or demonstrate my work to others.
312	94	There is a high spirit of teamwork among my co-workers.
313	95	There is outstanding cooperation between work groups of my organization.
315	97	I feel motivated to contribute my best efforts to the mission of my organization.
316	98	My organization rewards individuals based on performance.

FACTOR 825 - MOTIVATION POTENTIAL SCORE: This factor is another variation of a scale employed by other job motivation theorists. The score ranges between 1 and 343 with 109 being the Air Force average. Low scores indicate a poorly motivating job. Score is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
804	Job feedback
813	Task autonomy

Formula: $(800+801+802)/3 + 813 \cdot 804$

VARIABLES

Variable Number	Factor	Statement Number
201	800/812	17
202	801/812	18
203	802/812	19
204 & 205	--	--
206	805	23
207	805	24
208	805	25
209	804/812	26
210	802/812	27
211	801/812	28
212	800/812	29

Variable Number	Factor	Statement Number
213	813	30
214	813	31
215	811	32
216*	--	33
217	810	34
218	810	35
219 & 220	--	--
221	810	38
222-225	--	--
226	814	39
227	814	40

* This variable is an element of "job influences" (not a statistical factor).

Variable Number	Factor	Statement Number	Statement	Variable Number	Factor	Statement Number	Statement
223-233	--	--	(Not used)	256 & 257	--	--	(Not used)
234	817	41	To what extent are you aware of promotion/advancement opportunities that affect you?	258	816	57	A job in which tasks are relatively easy to accomplish.
235-237	--	--	(Not used)	259	821	77	The quantity of output of your work group is very high.
238*	--	42	To what extent do co-workers in your work group maintain high standards of performance?	260	821	78	The quality of output of your work group is very high.
239	817	43	To what extent do you have the opportunity to progress up your career ladder?	261	821	79	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
240	817	44	To what extent are you being prepared to accept increased responsibility?	262 & 263	--	--	(Not used)
241	817	45	To what extent do people who perform well receive recognition?	264	821	80	Your work group always gets maximum output from available resources (e.g., personnel and material).
242-248	--	--	(Not used)	265	821	81	Your work group's performance in comparison to similar work groups is very high.
249	806	51	Opportunities to have independence in my work?	266-269	--	--	(Not used)
250	806	52	A job that is meaningful.	270	813	20	To what extent does your job provide a great deal of freedom and independence in scheduling your work?
251	806	53	The opportunity for personal growth in my job.	271	813	21	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
252	806	54	Opportunities in my work to use my skills.	272	804/812	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
253	806	55	Opportunities to perform a variety of tasks.				
254	--	--	(Not used)				
265	816	56	A job in which tasks are repetitive.				

* This variable is an element of "Job Influences" (not a statistical factor).

Variable
Number

Factor

Statement
Number

273 810 36 To what extent are your job performance goals clear?

274 810 37 To what extent are your job performance goals specific?

275 811 46 To what extent does your work give you a feeling of pride?

276 817 47 To what extent do you have the opportunity to learn skills which will improve your promotion potential?

277** -- 49 To what extent do you have the necessary supplies to accomplish your job?

278** -- 49 To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?

279** -- 50 To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?

280-299 -- -- (Not used)

300 820 82 Ideas developed by my work group are readily accepted by management personnel above my supervisor.

301 820 83 My organization provides all the necessary information for me to do my job effectively.

302 820 84 My organization provides adequate information to my work group.

** These variables are elements of "work interferences" (not a statistical factor).

Variable
Number

Factor

Statement
Number

303 820 85 My work group is usually aware of important events and situations.

304 820 86 My complaints are aired satisfactorily.

305 824 87 My organization is very interested in the attitudes of the group members toward their jobs.

306 824 88 My organization has a very strong interest in the welfare of its people.

307 824 89 I am very proud to work for this organization.

308 824 90 I feel responsible to my organization in accomplishing its mission.

309 820 91 The information in my organization is widely shared so that those needing it have it available.

310 824 92 Personnel in my unit are recognized for outstanding performance.

311 824 93 I am usually given the opportunity to show or demonstrate my work to others.

312 824 94 There is a high spirit of teamwork among my co-workers.

313 824 95 There is outstanding cooperation between work groups of my organization.

Variable Number	Factor	Statement	Statement Number	Variable Number	Factor	Statement	Statement Number
314	820	My organization has clear-cut goals.	96	426	819	My supervisor asks members for their ideas on task improvements.	67
315	824	I feel motivated to contribute my best efforts to the mission of my organization.	97	427	--	(Not used)	--
316	824	My organization rewards individuals based on performance.	98	428	819	My supervisor explains how my job contributes to the overall mission.	68
317	820	The goals of my organization are reasonable.	99	429 & 430	--	(Not used)	--
318	820	My organization provides accurate information to my work group.	100	431	819	My supervisor helps me set specific goals.	69
319-403	--	(Not used)	--	432	--	(Not used)	--
404	818	My supervisor is a good planner.	58	433	819	My supervisor lets me know when I am doing a good job.	70
405	818	My supervisor sets high performance standards.	59	434***	--	My supervisor lets me know when I am doing a poor job.	71
406-409	--	(Not used)	--	435	819	My supervisor always helps me improve my performance.	72
410	818	My supervisor encourages teamwork.	60	436	819	My supervisor insures that I get job related training when needed.	73
411	818	My supervisor represents the group at all times.	61	437	819	My job performance has improved due to feedback received from my supervisor.	74
412	818	My supervisor establishes good work procedures.	62	438	--	(Not used)	--
413	818	My supervisor has made his responsibilities clear to the group.	63	439***	--	When I need technical advice, I usually go to my supervisor.	75
414 & 415	--	(Not used)	--	440 & 441	--	(Not used)	--
416	818	My supervisor performs well under pressure.	65	442	819	My supervisor frequently gives me feedback on how well I am doing my job.	76
417-423	--	(Not used)	--	443 & 444	--	(Not used)	--
424***	--	My supervisor takes time to help me when needed.	66	445	818	My supervisor fully explains procedures to each group member.	64
425	--	(Not used)	--	446-704	--	(Not used)	--

*** This variable is an element of "supervisory assistance" (not a statistical factor).

*** These variables are elements of "supervisory assistance" (not a statistical factor).

Variable Number	Factor	Statement Number	Statement
705	822	101	Feeling of Helpfulness The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
706-708	--	--	(Not used)
709	822	102	Co-worker Relationships By amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	822	103	Family Attitude Toward Job The recognition and the pride my family has in the work I do.
711	823	104	On-the-Job Training (OJT) The OJT instructional methods and instructors' competence.
712	823	105	Technical Training (Other than OJT) The technical training I have received to perform my current job.
713-716	--	--	(Not used)
717	822	106	Work Schedule My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	822	107	Job Security
719	822	108	Acquired Valuable Skills The chance to acquire valuable skills in my job which prepare me for future opportunities.
720-722	--	--	(Not used)
723	822	109	My Job as a Whole
724-999	--	--	(Not used)

END
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7-86