DETERMINING THE IMPACT OF FAMILY PROGRAMS UPON
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DETERMINING THE IMPACT OF FAMILY PROGRAMS UPON RETENTION WHY SUCCESSFUL OFFICERS STAY

BY

LIEUTENANT COLONEL THOMAS P. ROSS

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12 MAY 1986

US ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013
The study identifies family related and other factors that are key to retention of successful U.S. Army Officers. The study identifies twelve factors, some family-related, which influence successful commissioned officers to stay in the Army. To the extent that these factors have been identified, they could prove useful for inclusion within, or as reinforcement of, Army Retention and Family Programs. The study provides data gained by survey of commissioned officers who have reached an accepted level of "success" in their (continued)
Army careers, research of pertinent literature and sources, and conclusions and recommendations determined from analysis of the data. While the study is limited to consideration of issues involving commissioned officers, conclusions may be valuable in planning for retention of successful soldiers of all ranks, and for the consideration of Army families. The study represents a preliminary examination of a well defined officer population. The methodology is relevant to other military populations, at various points in their careers, who should be examined further.
Determing the Impact of Family Programs Upon Retention
Why Successful Officers Stay

An Individual Study Project

by

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ABSTRACT

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The study identifies family related and other factors that are key to retention of successful US Army Officers. The study identifies twelve factors, some family-related, which influence successful commissioned officers to stay in the Army. To the extent that these factors have been identified, they could prove useful for inclusion within, or as reinforcement of, Army Retention and Family Programs. The study provides data gained by survey of commissioned officers who have reached an accepted level of "success" in their Army careers, research of pertinent literature and sources, and conclusions and recommendations determined from analysis of the data. While the study is limited to consideration of issues involving commissioned officers, conclusions may be valuable in planning for retention of successful soldiers of all ranks, and for the consideration of Army families. The study represents a preliminary examination of a well defined officer population. The methodology is relevant to other military populations, at various points in their careers, who should be examined further.
This Individual Study Project was produced under the aegis of the US Army War College Department of Command, Leadership, and Management, (DCLM). The scope, general direction, and analysis methodology were developed based on suggestions from the US Army Research Institute for the Behavioral and Social Sciences, (USARI), Alexandria, VA. While the hypotheses and concerns expressed by the author are of his own design, reaching an "endpoint" could not have been accomplished without the assistance of many helpful persons. The author is especially indebted to Ms. Mary Anne Miller, USAWC Information Technology Division, without whose patience and tireless efforts on the computer, the study and subsequent analysis could not have been accomplished; Dr. Jerry Ball, Department of Academic Affairs, whose assistance in my reaching a modicum of understanding of the "voodoo" world of statistical analysis was most appreciated; and Dr. Glenda Nogami, USARI, who provided the spark and encouragement of an idea, and the basic direction that kept me going.
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CHAPTER I

INTRODUCTION

Background

In the past most of our plans, programs, and policies focused on basic needs or on correcting dysfunctions. Our concentration now and in the future is to capitalize on what is working well, by drawing on the characteristics of our many healthy families and transmitting these characteristics to those needing assistance.

During the dozen years following the creation of the "All Volunteer Army", extensive research has been conducted to identify family-related and other factors which cause personnel to become disenchanted with and/or leave military service. The identification of these "irritants", and programs to eliminate them has unquestionably added to improvement in Quality of Life for soldiers and their families. A review of the survey instruments used by the Department of the Army leaves one with the distinct feeling that a great deal has been done to find out why the disenchanted left the Army, but that little research has been conducted to identify the family-related, and other, factors which influenced personnel to remain in the Army. To the extent that some of the disenchanted and those that stayed might have been successful soldiers, it is important that the Army identify just what factors might have caused them to stay, or are causing them to stay. Stated differently, to ensure that our Army is successful in retaining the "cream of the crop",

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these critical family-related and other factors should be identified, and
where applicable, capitalized upon.

An attempt to examine the issue of why successful soldiers stay is
appropriate for a variety of reasons. It is wholly correct to catalog
the "wrongs" of our Army which have influenced both desirable and
undesirable performers to leave the service. It is also important that
we understand some of the reasons that may have been positive retention
factors for successful military people. It is possible that some
programs are over-stated, and either not attractive to successful
soldiers, ineffective retainer tools of successful soldiers, or both.
And, there may be other reasons for retention forthcoming as well.
Stated figuratively, it is important that we seek to determine why the
jar is half full, rather than why it is half empty. In as much as the
family is an integral part of the Total Army, the results of such a study
will have intrinsic value to military retention, readiness, and wellness.

The study supports the Army Family Action Plan II specific research
goal and, most importantly, "Objective Two": Describe relationships
between retention and family factors:

The relationship between families and retention is
uncertain. Because of the number of married soldiers
has increased in recent years, it appears that family
satisfaction affects the soldier's decision to stay
in the Active Army, Army National Guard, and U.S.
Army Reserve. Questions to be answered include the
following:

(a) Where are the Army's greatest retention problems?
Where will they be in 1990?
(b) Why do soldiers and families say they would
leave the Army? When and how is that decision made?
(c) What are the characteristics of soldiers and
families that leave? Those that stay?
(d) What are family procedures and policies which are
associated with high retention? (e) What Army family services and programs are most critical to retention? (f) What is the range of family related policy changes and programs which would be most instrumental in improving retention?

The aspect which this study focuses upon is the retention of successful personnel, and their relationships to family-related and other factors.

Hypotheses

It is the opinion of the author that a majority of successful U. S. Army Commissioned Officers are not personally attracted by family program initiatives which are sponsored by the Department of the Army; and that in of themselves these initiatives are not important contributors to their personal, positive career commitment attitudes. Not paradoxically, a majority of successful officers will find these same initiatives important to the Army as a whole. However, family program initiatives which emanate from unit level, (division and below), will be considered by this group to be more meaningful and effective to soldiers and their families than programs or benefits which emanate from higher levels.

For sake of convenience, family-related issues (variables) would be considered by this population as being either: Category I, "contributing to a positive career commitment attitude"; Category II, "not affecting a career commitment attitude"; or Category III, "contributing to a negative career commitment attitude".

Specific predictions (hypotheses) were made of how the population would respond to questions that addressed a variety of situations related
to each Category. Significantly, the study hypothesized that other factors could identified which contributed to a stronger positive career commitment attitude than purely family-related ones. An initial hypothetical breakout follows:

**CATEGORY I: (Contributes to a positive career commitment attitude)**

(a) Opportunity for family to experience diversity of surroundings, location, and travel.
(b) Education opportunities for children and spouse.
(c) Opportunities for home ownership.
(d) Commitment and community involvement by family members.
(e) The opportunity for "adventure" in foreign lands.
(f) Service in organizations that demonstrated genuine caring.
(g) Availability of services and opportunities in the community surrounding the installation.
(h) A pay system that is adequate.

**CATEGORY II: (Does not affect a career commitment attitude)**

(a) Availability of government housing.
(b) Availability of child-care centers.
(c) The services provided by Army Community Service (ACS).
(d) The services provided by the Chaplaincy.
(e) Weight allowances during PCS moves.
(f) Adequacy of Medical/Dental Care for Families.
(g) The CHAMPUS program.

**CATEGORY III: (Contributes to negative career commitment attitudes)**

(a) Long work periods away from family members.
(b) Peacetime unaccompanied tours.
(c) Assignments to undesirable regions, installations and
locations.

Investigative Methodology

Ideally, to completely test the hypotheses, the study should survey both enlisted and officer soldiers who had reached a similar accepted level of "success" in their careers. Likewise the spouses of these soldiers should be surveyed to determine their attitudes and contribution to the retention process. Such a methodology would involve three separate, but related, surveys conducted on a national basis. The first order of business was to limit the scope of the study to a manageable level, with a valid framework left for a follow-on study by others to obtain a picture of the complete population: officer, enlisted, spouse. (This framework is discussed in the Conclusions and Recommendations chapter of the study). To obtain a "successful" population capable of being surveyed within the time allotted for the study became the second task.

Several conventions were used to arrive at the survey population. First, the scope of the survey was limited to commissioned officers. Next, "success" was determined to be the arrival of a commissioned officer at an external selection point in his or her career - selection for attendance at a Senior Service College. The target population chosen was the Active Army Officers of the U.S. Army War College Class of 1986. Officers from sister services, Reservists and National Guardsmen on active duty, were not be surveyed. The target population is unique in that it represents a "successful" group which has made a positive career commitment to stay in the Army. Their level of success can best be understood by the repeated external selections which they have sustained,
(selection to: Lieutenant Colonel; Battalion Command in most cases; Colonel in some cases; and the US Army War College), marks the population at close to the top of an ever decreasing pyramid - roughly the top 5% of the U.S. Army Commissioned Officer Corps.

The survey instrument, composed of 52 questions, was designed to be entirely objective to aid in ease of administration, acceptance by the population, and statistical analysis. Questions were chosen that described the population (11); gauged their agreement-disagreement-with-midpoint on statements related to family programs and Army life (13); and which described the strength of incentive-disincentive-with-midpoint to stay in the Army that certain family-related and other subject areas posed (28). Survey respondents were asked to place their responses on mark-sense forms, and space was provided for spontaneous written comments, but not to any specific questions. 174 commissioned officers comprised the population. 173 surveys were sent out, (the author was not surveyed), and 145 were returned completed. Two of the completed surveys were unfortunately returned two weeks after the "deadline" and were not included in the automated statistical analysis. However, the responses of these two late arrivals generally fell within the mode of the rest. Thus the considered return rate was 82.7%, (143 of 173). Subjective comments, found in Appendix 2, filled nearly 3 typewritten pages.

Statistical manipulation and analysis were performed using the Statistical Program for the Social Sciences-X, (SPSS-x), on the Honeywell DPS 8/7 mainframe computer, and SPSS/PC+ on an IBM-PC. First, frequency responses were determined, and the 41 independent variables were cross-tabbled by the demographic questions. Second, a factor analysis was
conducted to identify factors, (new variables), affecting retention which could explain the data. Three extractions were used, (principal axis factoring, principal components analysis, and unweighted least squares), and Varimax rotation for each extraction. Third, the newly identified variables, (12 in this case) were cross-tabulated with the demographic data. Fourth, a condescriptive procedure was run to compute univariate summary statistics and standardized variables for the original 52 questions, (variables), and the 12 new variables, (factors affecting retention). Finally, a one-way analysis of variance, (ANOVA), was conducted between the new variables and the demographic data.

Assumptions

The following two assumptions apply to the study. First, the target population represents U.S. Army commissioned officers with similar "successful" credentials; it does not represent all commissioned officers. Second, the personnel that responded to the survey questionnaire, (143), are representative of the entire population, (174), of the U.S. Army War College Class of 1986.

Purpose

It is the purpose of this study, and the survey that was developed to support it, to identify family-related and other factors that are key to the retention of successful U. S. Army Officers. It is postulated that certain uncataloged family-related and other factors can be very instrumental in the retention of successful commissioned officers. To the extent that these factors can be identified, they may prove beneficial for inclusion within, or as reinforcement of, existing Army
Family Programs. The study will provide information gained by survey of commissioned officers who have reached an accepted level of "success" in their Army careers, research of pertinent literature and sources, and conclusions and recommendations determined from analysis of the data.

Recommendations for action will be aimed at all appropriate levels from Department of the Army to battalion. While the study is limited to consideration of issues involving a very select group of commissioned officers, conclusions may be appropriate to the retention of successful soldiers of other ranks if similar results are obtained from them upon further study. It is anticipated that this study may represent a preliminary examination of a much larger population or populations at various points in their careers.

ENDNOTES


2. Ibid., p, 13.
CHAPTER II

ANALYSIS AND DISCUSSION OF RESULTS

Examination of the survey response frequency results provided a wealth of information concerning the Class of 1986, their attitudes about their Army careers, their families, and what motivated them to make the Army their chosen profession. The "typical" respondent, as described by the mode, is a white, male, Lieutenant Colonel, without a history of military tradition in his family, who is married for the first time, lives with his spouse, and has two dependants in addition to her. He has served as a commissioned officer for a little more than 20 years on active duty, has a Master's Degree, plans to retire from the Army after serving 30 years, and expects to attain the rank of Colonel before doing so.

Not only does this description provide a rather bland picture of the successful officers that they are, but such simplistic references belie the real makeup of this population, and the purpose of the study. What follows is a discussion of the meanings of measured response frequencies, correlation of data through cross-tabulation, a search for factors that explain the data, and other analyses.

The timing of the survey and the attitude of the class toward it are worth mentioning. The survey was administered between 27 January and 7 February 1986. The general mood of the class at the time appeared to be good, and attitudes generally positive. As the analysis will point
out, the feeling of the population toward the Army in most all categories was extremely positive. The survey was taken shortly before many of the probable implications of the Gramm-Rudman-Hollings deficit reduction legislation on the Army were announced, and which were subsequently widely discussed and debated by members of the class. It would be interesting to see if attitudes on retention would remain the same should the same survey be administered again today. But the uncertainty created by the far-reaching implications of the legislation is probably, in of itself, a transitory thing. Only time will tell, and should some of the proposals come to pass, a whole new set of attitudes will be created and acted upon by this population.

NOTE: The analysis and discussion which follows is based upon close examination of hundreds of pages of printouts provided by various SPSS routines. Appendix 3 contains the printouts from which the discussion emanates roughly the same order that it is discussed.

Discussion of Response Frequencies

The survey population is in many ways unique, but for a study of family-related issues it presents another "uniqueness" among most other populations -- it appears to be an extremely family oriented group. Fully 97.2% of the group has at one time been married, while 81.8% are still married for the first time. Only 14% had experienced divorce, and all but one individual in this category had remarried. The surveyed population has 318 dependents, or about 2.2 each, excluding a spouse. 18.3% of the population was raised in a military home, i.e., one of their parents was a service member during their formative years. In an era, and especially in a type occupation where the importance of spousal
careers can often cause families to be separated for the advancement of each of the partners' careers, this group seems typical. 7.2% left a spouse somewhere else to attend this military school. These families seem to like the Army and its lifestyle, with 68.5% in agreement, and only 18.2 somewhat undecided about the issue. 11.2% stated that their families did not like the Army. It is little wonder then that this population should relate to the military family question. Just how much family-related issues played in their career decision process remains to be examined.

General Retention Factors

The broad subject of retention necessarily begs the questions: "why do people want to become soldiers; and once having made the choice, why do they wish to remain soldiers?" The study reveals that the majority of successful officers, (57.4%), never planned to become soldiers in their early career formulation days, while only 29.4% had military career intentions all along; and the remainder, (13.3%), were not really certain what their military career plans were when they first joined the Army.

Once that career decision had been made, however, 79.7% stated that they remain committed to the Army life style and way of life. Strong incentives to their decisions to stay in included: the opportunity to serve with soldiers, (93.0%); a feeling of patriotism, (91.6%); the opportunity to command, (90.2%), and uniqueness of the military as a profession, (88.8%).

Job Satisfaction

At this point in their careers, this appears to be a happy, well satisfied group. 60.9% have served for 20 years or more. 98.6% state
that they enjoy their military career, the majority of them very strongly so. An even higher number, 99.4% believe that they are doing something useful by being in the military. The survey gave them an opportunity to describe job satisfaction in different ways: as an incentive to stay in, 97.9% agreed that the importance of what they perceived they were doing as being significant to the decision; and an equal 97.9% felt that plain old satisfaction with their job provided incentive enough to make the Army a career. While the group has been steadily "whittled" away by attrition and the selection process over their 20-plus years to a point where a member of it represents the top five per-cent of the pyramid of their peers, it is safe to state that few professions have such a satisfied middle management echelon. This contrasts sharply with a study of comparable Air War College students by Anderson in 1980. Nearly 75% found their profession to be totally unappealing.

Career Intentions

These feelings of satisfaction among a successful, productive group of professional soldiers have some long term benefits for the Army. The largest sub-group of the study, (61), has served for an average of 20.5 years. An almost equal number, (68, nearly 50%), plans to stay in the Army for 30 or more years. (Anderson reports that less than 22% of Air Force officers have similar intentions.) Another block of 46 plans to remain for 26-29 years. (The 26 year point provides the last automatic pay raise for years of service at the grade of Colonel, and provides a natural decision station.) So it is safe to presume that more than half of the group will serve the Army for another 5.5 years, with at least 40% serving a minimum of 10 years longer. (The Cross-tabulation section will
discuss who this group is composed of from within the study group.}

Promotion

76.1% of the class expects that the highest rank they will attain is that of Colonel. That is a very reasonable expectation. While precise figures are not available, the promotion of LTC’s to the next rank following attendance at a Senior Service College is virtually assured. Interestingly enough, 32 students expect to attain General Officer rank before retiring. Again, there are so many variables involved that a precise prediction of chances for General Officer selection is impossible. A figure widely quoted by senior personnel management officers is that a U.S. Army War College student’s chances for being promoted to General Officer rank are roughly 1 in 4. For a group the size of those responding to the survey that would mean about 36 will attain one to four stars. Perhaps there are at least four students in this study with more modest expectations!!

Family-Related Factors

The importance of family-related factors in the retention question was addressed in various ways: security was examined; direct references to the relationship were made; the importance of the level of sponsorship of various family programs were tested; and the strength of incentive of selected programs and subject area themselves upon retention was gauged. The most striking and significant feature of the responses of this successful group of Army officers is that they suggest that family-related programs, particularly as they affected the group, had little to do with their decisions to make the Army a career.
Family Security

On the negative side, only 39.9% felt that their families were more secure in the Army than in civilian life. An equal number were not so sure about the issue, and 21.3% felt civilian life was a more secure environment for families. But it must be pointed out that the "security" of a family is determined in a variety of ways. The most accepted gauge is economic security among the hierarchy of needs. The existence of an adequate military pay and allowance system was cited as a strong incentive to stay in by 59.4% of the group, while 35% did not feel the pay system was an incentive. (91% of the USAF officers studied by Andersen felt pay was a poor incentive to them.) The security provided by the military retirement system, and its adequacy was listed as a strong incentive by 90.9%. Only 5.6% were reluctant to cite it as an incentive. A related security blanket, and practically a "sure bet" for a successful group of officers, is the promotion system. 79.9% felt it was a strong incentive to the retention question.

The Army's Concern for Families

When asked whether the Army's concern for families was instrumental in their decision to stay in, only 6.3% answered in the affirmative. More than three-fourths stated that family programs were not considered at all in their decision. The group's previously stated closeness to soldiers and their general like for them, the desirability of the command experience and unit involvement, showed through once again. The group feels strongly, (88.2%), that the programs and type of concern for families expressed by the Army are important for soldiers and their families. But that opinion, when contrasted with the lack of importance of this concern to themselves described above, appears to be a purely
reflexive one. The group believes in its own ability to solve family-related issues, and suggests some suspicion in the effectiveness of the Department of the Army in providing for these programs. 65.3% felt that family programs which emanate from unit level, (maneuver division and below), were both more effective and meaningful to soldiers than those which emanate from higher levels. Only 11.9% sided with headquarters far removed from the "trenches" in developing effective family-related programs. Examined from a slightly different perspective, 54.5% felt that a functioning unit-level family support system paid more dividends to Army families than more costly initiatives that require Army funding. However, 18.2% were more comfortable with the effectiveness of more costly Department of the Army family program initiatives. Anderson found that USAF officer opt for DAF solutions by a margin of 5:1.

Retirement

When programs and services were considered by the group for the strength as incentives to stay in, none showed as strongly as the military retirement system. As discussed above 90.9% felt that it was a strong incentive. This program received the strongest endorsement of all programs and services discussed in the survey. That should not be a startling statistic from this group, as practically 100% will benefit from it, and they might be influenced by their relative closeness, (less than 10 years in most cases), to receiving it. This, despite all the worrisome discussion of changes to the retirement system that may prove to be disincentives to future generations. The next strongest program as a retention incentive were opportunities for promotion in the Army. 79.9% were attracted by this program as a strong incentive to stay.
Travel

While not specifically a program or service, the opportunity for the family to travel and live in foreign countries is thought of by most in the group as being an attractive idea for themselves and their families. Living in foreign lands was an attractive retention incentive for 76.2%, while family travel opportunities provided strong incentive for 67.8% to stay in. However 18.9% were not attracted by foreign living, and 24.5% did not feel that traveling, (perhaps to include frequent permanent change of station moves), provided much of an incentive.

Medical, PX and Commissary

In the strict sense of family-related programs, benefits and services, only three provided relatively strong incentives for retention for more than 50% of the survey population. The adequacy of family medical and dental care was attractive to 59.4%, but 33.6% did not feel the system provided an incentive. Commissary services and the Post Exchange System were strong incentives to 59.8% and 52.4% respectively, while more than 26% in each instance were of the opposite view point. Each of these programs are affected by the combined forces of criticism by legislative lobbyists, Congress, budgetary decisions which limit the scope of service, and off-post competition which, in many cases, provides more variety at a reasonable prices.

Physical Family Separation

The subject areas most "devastating" to a family's incentive to remain on active duty involve physical separation of the officer from his family. Two questions attempted to measure these areas by strength of an incentive to stay in. 78.4% indicated that time away from their family
did not provide an incentive to stay in. Oddly 2.8% stated that time away from the family did provide an incentive for retention. (Cross-tabs discussed at length later, reveals that the four individuals who make up this sub-group are married for the first time. One can only speculate that they either need some "space" from time to time, or that they are headed for another marital category!) Unaccompanied tours provided a disincentive for retention to 82.5% of the group. (This time, 3 individuals, all married for the first time feel that unaccompanied tours are strong incentives for staying in.)

The subject of family separation as a disincentive for officer retention has considerable support in surveys conducted over the last 15 years. Two DA surveys, conducted in 1969 and 1971, show that 70.2% and 70.9% respectively of those surveyed considered family separation an influence to leave the Army. Foley's survey of the Command and General Staff College Class of 1976, found that family separation was an influence to leave the service for 79.3%. Anderson found that family separation was the second most negative retention factor for successful USAF officers.

One program, on-post physical readiness centers and gymnasiums, received "mixed reviews". 39.9% regarded them as strong incentives, and 37.1% felt they were not strong incentives. This is a surprising result considering the Army's emphasis upon physical readiness and the zeal with which these facilities have been built during the last five years.

**Negative Factors for Families**

From this point onward in the survey results, nine strictly family-related programs were addressed in the strongest terms as not providing
an incentive to stay in. 93.7% were not impressed by their ability to own a home that service in the Army provided. In a slightly different sense, the existence of child care centers were attractive incentives for only 9.2%, not attractive incentives for 76.1% 71.4% were of the opinion that the services provided by Army Community Services were not strong retention incentives. CHAMPUS, particularly as it pertained to family health care, appealed to only 25.9%, and not to 59.5%. Only 25.2% were of the opinion that Chaplaincy services were a strong force for retention; more than half, 54.6% felt that the Chaplaincy provided little incentive.

Educational opportunities for family and spouse were deemed not a strong incentive by 65.8%; the opportunity for the family to get involved in community activities was not an attraction for 63%; and the availability of services in the off-post community was viewed as not a strong retention incentive for 60.9%. 53.6% were not attracted to an Army career by the opportunity to live in government quarters, yet it was an attractive idea for 31.7%.

A picture of what motivates the Army's top commissioned performers to remain in the service is beginning to emerge. But now the search must turn to find any relationships that exist among the respondents. Cross-tabulation provides such a tool.

**Initial Cross-Tabulation Results**

The previous section discussed response frequencies to most question areas in the survey. To see if there were relationships among the results, a simple cross-tabulation was done using the SPSS/PC+ program version. Since the job satisfaction exhibited by this group seemed
extraordinarily high, the results of four seemingly related questions, (14, 18, 45, 50), cross-tabbed by five demographic questions, (1, 4, 5, 8, 9), were examined. The demographic questions related to: rank; belonging to a military family; years active federal commissioned service, (AFCS); years planned to stay before retiring; and highest rank expected to achieve.

It must be emphasized that these four related questions all reflect a very high per-cent agreement with a positively worded statement about job satisfaction, or strength of it as an incentive to stay in, (97.9% to 99.3%). Thus, the value of this examination is to take a closer look at individual parts for potential differences and similarities.

Job Satisfaction

Colonels are in stronger agreement that they enjoy their military careers than Lieutenant Colonels, (60.0% to 48.3%). Soldiers from non-military families, (i.e., soldiers who were not "Army brats"), show stronger tendency that they enjoy their careers than do those from the military family tradition, (52.1% to 42.3%). The two sub-groups that show strongest career enjoyment based upon years of service are those that have served 17 years or less, (often referred to as "fast burners"), and those with between 22-23 years of service. It should not be a surprise that those who enjoy their careers the most want to stay the longest; those desiring to remain 30 years or more before retiring express the strongest satisfaction level. The one individual who expects to attain full General rank quite expectantly enjoys his career. The group that expects to reach Major General, however, relates the highest attitude among measurably large groups.
with 17 years or less AFCS are most prone to view job importance as an incentive to stay, as do those who plan to stay in the Army 30 years or more. Those who feel destined to reach General Officer rank look strongly at job importance as important to retention, but their attitude is not so markedly different as in the other areas detailed above.

Question 50, (job satisfaction as an incentive to stay in), when cross-tabbed by the same five demographic questions, provided results that were interesting because of their lack of differentiation. It was the only question of this group that contained respondents, (3), who stated that job satisfaction was not an incentive to stay in. However, the importance of the question lies in the fact that job satisfaction is important to retention no matter how one slices it by demography, (true in at least 97.8% of cases).

Other Than Family-Related Factors

Other non-family-related variables that measured to be strong retention issues included: the opportunity to serve with soldiers, (question 46); a feeling of patriotism for country, (33); and the opportunity to command, (40). Each was examined against the same five demographic variables. Again response frequencies were quite high, and ranged from 90.2% to 93.0%.

Feelings of Patriotism

Colonels expressed stronger opinions than LTC's that feelings of patriotism were important incentives to them, 54.2% to 40.2%. In fact 8.6% of the LTC's were either not certain about their attitudes toward patriotism and retention, or not motivated by it. Those coming from military families had only a 5.7% edge over those who were not "Army
brats", probably not significant; but interestingly 11 individuals who were not from military backgrounds, (9.5%), were not motivated by patriotic feelings. AFCS did not have any measurable effect upon patriotic motivation toward staying in. The sub-group which planned to stay in the Army 24-25 years had a less strong tendency toward patriotism as motivation for staying in than did other sub-groups. Only those who aspired to the rank of Colonel showed a dip in the patriotism factor, 89.7% compared to near 100% for others.

Opportunity for Command

Only about 25% of all LTC's and much less than one-half that many COL's are ever selected to command units in the Army. Command is regarded to be the single most important road to and measure of success, even though the dual tracked Officer Personnel Management System attempts to slightly soften its importance. Command is important because it is made possible for LTC's and COL's only by external board selection, and it is almost always a prerequisite for other selections. (Only 2 Colonels, on a recent Brigadier General promotion list, who had not commanded at that level were selected for promotion.) So, attitudes about command opportunities among this group, particularly as they affect retention should be of interest.

Rank

Rank causes a slight split in attitude about the incentive that command opportunity provides. 91.5% of LTC's were still motivated by it, but only 84% of COL's were, reflecting, perhaps, an opportunity diminished by the smaller number of Colonel-level commands. No appreciable difference is noted for officers who came from military
families, when compared to those who did not. Length of AFCS, years planned to stay in, or highest expected rank appear not to stratify this variable. Thus, by all measures, command opportunity remains to be an important retention incentive to successful commissioned officers.

Serving with Soldiers

The opportunity to serve with soldiers is what the business of being in the Army is all about. Little should come ahead of the professional officer’s devotion to them and their welfare. Rank does not appear to greatly differentiate an officer’s perception of serving with soldiers as an incentive to stay in. The same appears to be true for respondents with respect to military family background. The sub-group with 17 years or less of AFCS showed the lowest preference among the rest, 84.6% to greater than 91.7%. Years planned to remain on active duty did not stratify the results appreciably. There appears to be a slight lessening of serving with soldiers as a retention incentive for those aspiring to all categories of General Officer rank, (87.5%), when compared to those aspiring to become a Colonel, (94.3%). This probably reflects the fact that as one rises in rank his opportunity for association with junior soldiers is lessened.

Level of Family-Related Program

Question 13, 19 and 30 deal with various attitudes on the level from which Army family programs emanate in general, and the effectiveness of unit sponsored programs in particular. In general a majority of the population demonstrated a preference for the effectiveness of small unit programs. Colonels showed greater faith in programs which sprung from division level and below than did LTC’s, (76% to 63.2%), with more than
one-third of the LTC somewhat suspicious of the effectiveness of small-unit family programs. Those from military families tended to be slightly more supportive of unit-level initiatives. Those serving between 20-21 years AFCS, the mode of the class, showed marked less approval of unit level family programs than any other sub-group. Only 52.5% were supportive, while the other sub-groups of significant size measured a 74.4% to 78.3% approval rate. Those desiring to stay in for 30 years or more show the most consistent support for unit level programs. Rank expected before retirement does not appear to stratify feelings toward the level of family program and its effectiveness.

The next question compared Army-level family programs with unit-level ones. A simple majority, (54.5%), of the population showed preference for the effectiveness of unit level programs. Rank played little difference in opinion, and the distribution of agreement-disagreement responses approached bell shape, with a slight skew toward agreement. Once again, those from military family backgrounds showed a small preference for unit-level programs, (61.6%), when compared to those not from military families, (53%), and only one-half the rate of disapproval. When compared to years AFCS, an increasing trend toward disapproval emerges as one serves longer. 61.6% of those with 17 years service or less opt for unit level programs, while 53.2% of those serving for 22 years or more voice approval. On the other hand, only 31% of those who desire to stay in the Army for 25 years or less, demonstrate their support for unit-level over Army-level programs; compared to those who wish to stay 26 year or more, (60.5%). There may be a significant difference at this natural career break point, and it may reflect a dissatisfaction based upon an unsatisfactory experience with a unit-level
family program. Level of rank to which one aspires appears not to affect the population's opinion on program level.

Another question in this series, (30), examined the strength of incentive to stay in provided by belonging to a unit which showed genuine concern for soldiers. The population related relatively strong support for the notion, (66.4%). COL's were only slightly more positively affected by a caring unit, (72%), than LTC's, (65.2%). Coming from a military family or not made no difference on one's opinion. Those with 21 years or less AFCS feel stronger about caring units as an incentive to stay, (70.2%), than those with 22 years or more, (57.7%), probably reflecting being in small units when caring was not a priority. Those planning to stay 30 years or more before retirement displayed much higher inclination toward caring units than any other sub-group, by over 13 percent. Our aspiring General Officers are much more supportive of and attracted by caring units, (87.5%), than aspiring Colonels, (58.9%). This spread of nearly 30 per-centage points may be significant considering that, if these officers are accurate in the prediction of the rank they attain, and assuming that they will then be in positions of high policy making authority, they will likely push and manage the management of family programs downward, rather than upward.

Beyond examination of the level from which the family program evolved, various programs, services and subject areas of interest were also studied through cross-tabulation. By visual examination of the variables that appear to be related, and which generally conform to the groupings of the hypotheses, four distinct groups emerge, and they will be discussed in the order: economic factors; traditional benefits;
mobility; and social services.

**Family-Related Economic Factors**

Considered here are the adequacy of the pay and allowance system; the adequacy of the retirement system; and the opportunity for promotion; all from the standpoint of their strength of incentive to stay in the Army.

**Pay and Allowances**

COL's and LTC's are of nearly equal opinion on the value of the pay and allowance system as an incentive, varying from a 56% to 60.7% rate. Similar agreement was found among families from military and non-military backgrounds. A relationship exists between years AFCS and beliefs about the adequacy of the pay and allowance system. 42.2% of those with 17 years or less viewed pay as an incentive, while among those with 22 years and over, 73.1% viewed the system as an incentive. This probably reflects the younger officer's deeper familiarity with pay scales in civilian industry and perhaps because this sub-group, (17 years or less AFCS), is composed largely of "fast-burners", they realize their true market worth. Those who plan to leave the Army soon, i.e., between 22-25 years service, seem to be making that choice on economic grounds. (This seems to conform nicely to the model for satisfaction of basic needs prior to those of a higher order.) 51.9% of these people do not see the pay system as an incentive to stay.

The attitude shifts dramatically at the 26 year retention point to where 67.5% see pay as an incentive. Those who aspire to make Colonel rank seem "to be in it for the money", as 64.2% are attracted by the pay...
incentive! Of the 31 who expect to be promoted to BG, MG or LTG, only 45.2% see an economic incentive with an equal number seeing no monetary incentive at all. Again this group is realistic viewing issues of comparable compensation for level of responsibility, and the mandated "pay cap" that has, by that time, limited practically all but the most junior General Officers to $68688 annual salary.

The Retirement System

The popularity of the retirement system is hard to challenge. This population views it as a very real incentive by a margin of 90.9% to 5.6%. Rank and military family background appear to have little to do with this opinion. The sub-group with 17 years or less AFCS had 100% agreement in the system's adequacy as an incentive, while those between 18-19 years registered only 81.4%. There seems to be, with the exception of the 18-19 year sub-group, an inverse relationship, however slight, between years AFCS and view of the retirement system's adequacy as an incentive to stay in the Army. Based upon the view toward the pay system, one would expect the opposite result to be the case. With respect to the number of years one plans to stay in the service, there is a different relationship -- one that is expected. Those wishing to leave as early as possible, view the retirement system incentive in a more negative light than do those who wish to stay for 30 year or more, (74.1% to 97.1%). Those aspiring to become MG through GEN quite rightly see the incentive that the retirement system gives them in particular. Even though their pay is "capped" while on active duty, they still accrue raises at the 75% retirement pay rate after 30 years. So, it is not surprising that 96.9% of them see the system as an incentive, while a smaller number of Colonels so view it.
The Promotion System

Within the 30 years or more that this population expects to serve the vast majority will receive only five promotions, (from 2LT to 1LT, CPT, MAJ, LTC, and COL). A very select few will get as many as four more. So promotion, its possibilities, and all of its promise, is as close to an ultimate event as the military services have. While support for the system is large in this group, (79.9% view it as an incentive to stay), one could expect a successful group, such as this, that has passed through the winnowing process relatively unscathed to show even more enthusiasm for the promotion system. COL's viewed it as less of an incentive than did LTC's, (70.8% to 81.8%), reflecting their diminished chances of receiving further promotion. Military family background made little difference in one's opinion. With respect to years AFCS no trends were apparent, with the 18-19 year group, (68.3%), sticking out again. These officers are in or approaching their first time eligibility for selection "below the zone" to Colonel. The Army has been reluctant in past years to select from below the zone, and their apprehension at the chance for selection is probably reflected here. An interesting break occurs in thinking about promotion opportunity as an incentive when contrasted by years one plans to stay in the Army. The break point is again at 26 years. For those desiring to retire as soon as possible, (22-25 years), only 55.6% evoke the promotion incentive, while 90.8% of those who plan to stay for 30 years or more are lured by the prospect of promotion. As would be expected nearly ninety per cent of those who expect to achieve General Officer rank are attracted by the promotion system, nearly 12% higher than for those expecting to reach Colonel.
Family-Related Benefits

Traditional benefits of a career in the Army include its Medical and Dental coverage, and the privileges of Post Exchange and Commissary shopping. As three separate entities, this group sees them as incentives with barely a majority vote. One can expect to see some volatile swings in opinion concerning these three benefits when they are dissected by the demographic variables.

Medical Benefits

The medical system has, over the years, suffered structure cuts, reduced service for family members and retirees, and the uncertainties of "contracting-out". Only 55.9% of the LTC's see the system as an incentive, compared to 76.0% of the COL's. 35.6% of the LTC's see the system as negative motivation for retention. Only 46.2% of respondents from military families view the medical/dental system as an incentive, compared to 62.4% of those from non-military backgrounds. This might reflect their first-hand knowledge of benefit erosion over an extended period. Generally, one's opinion of the system as an incentive decreases as years AFCS increases, with the exception of the 18-19 year sub-group that once again stands out with low scores, (48.9% agreement - 20-25 points lower than others). Generally, the longer one desires to stay in the military, the higher is the incentive value of the medical/dental system, the break point again at 26 years. 61.9% of those who expect to make either COL or BG see the system as a benefit, and yet only 47.6% of those who expect to reach MG, LTG, or GEN feel that way.

Commissary Privileges

It is safe to say that officers are seldom commissary shoppers,
leaving that chore to the spouse! But they do have opinions on this benefit which they seldom personally use. There is little disagreement between LTC's and COL's about the incentive value of the commissary. More LTC's see the commissary as a negative incentive, at rate 2-1/2 times that for COL's. Again officers from military family backgrounds see the erosion in the commissary advantage, with 53.8% in approval, while 60.7% from non-military family backgrounds believe the system is a positive incentive. (Even though this difference is small, it shows a trend for perception of incentive between benefit variables.) The trend toward an increasingly strong view of the commissary as an incentive is present as one has more years of AFCS, with the exception again of the 18-19 year sub-group, which showed only a 37.2% approval rate. Those planning to retire before the 25 year mark show consistently small approval rates for the commissary as an incentive, (41.4%), as they do in other benefit areas. The high point is with the 26-27 year sub-group. Those expecting to reach MG and above before retiring seem less enthralled with the commissary as an incentive to stay around, (38.1%), than do the COL and BG destined, (63.6%), adding support to the popular belief that it is somewhat "tacky" for high ranking officers to spend time in the commissary!!

Post Exchange Privileges

The Post Exchange system received fairly low overall acceptance, (52.4%), as a retention incentive, probably due to the perception that there is similar quantity and value available elsewhere. Rank has very little effect upon the issue. Those from military family backgrounds continue the trend of long term recognition of benefit erosion, with 42.3% seeing an incentive, while those from non-military backgrounds, are
more prone to see the PX as an incentive, (53.9%). Again, as the number of years AFCS increase so does acceptance of the PX system as an incentive, with the exception of the 18-19 year sub-group, (only 35.6%). Planning to retire before the 26 year point shades one's view of the incentive of the PX system to remain on active duty. Little more than 41% are attracted by it. Of the 17 officers who expect to be promoted to Major General only 6, (35.3%), are attracted by the prospects of PX shopping. COL and BG aspirants will remain the best customers, (54.2% and 63.6% respectively).

**Family-Related Mobility Factors**

It is not uncommon for an officer and his family, who have served for twenty years or more, to have moved 15 times of more. Each move was done at considerable expense to the family: monetary; to "roots" that never seem to get established; to the childrens' friendships; and often to the marriage itself. Some of the moves have created geographical bachelors out of both spouses. Sometimes, duty within one of the moves caused family strain. Four areas were examined for their value as an incentive: the opportunity for the family to travel; the experience of living in foreign lands; long periods in the field away from the family; and peacetime unaccompanied tours. While these have been discussed to some degree beginning on page 12, a closer examination of the component parts will prove useful.

**Travel Opportunities**

COL's and LTC's are of nearly equal mind about the opportunity for their families to travel as an incentive, (67.8% - 68.0%), as are military families and non-military families. Those in the 22-23 years
AFCS sub-group report the lowest acceptance of family travel as an incentive, (54.2%), probably because of the disadvantage it poses for their high school age children. The family travel incentive is fairly evenly viewed regardless how long one desires to remain on active duty. Those who aspire to become Brigadiers see the family travel incentive in the strongest light, (90.0%), followed by MG's at 68.5% (Realistically these officers will have, by that time, a family consisting largely of only a spouse; perhaps they look forward to being able to travel exclusively with him or her.)

Foreign Living

The incentive of experiences living in foreign lands is a fairly popular one for this population, (76.2%). COL's are much more agreeable to the idea, (92.0%), than are LTC's, (72.9%). Military and non-military backgrounded families view the positive incentive aspects equally, (76%), but respondents from families without military beginnings are twice as likely to see foreign living as a negative incentive. For significantly-sized sub-groups, the incentive for foreign living decreases as years of AFCS increase, to the point where only 54.2% of the 22-23 year sub-group sees it as an incentive, again probably reflecting concern over moving high school age children. There appears to be a steadily increasing view of foreign living as an incentive the longer one plans to remain on active duty, up to the over 30 year point. It then drops from 84.6% for the 30 year group, to 66.8% Those destined to become General Officers appear slightly more inclined to welcome service overseas than do Colonel aspirants, (75.0% - 66.3%).
Family Separation

While the previously discussed mobility factors had high incentive value, those involving family separation, in its various forms, had quite the opposite worth. 78.4% view long periods away from the family, such as field duty and TDY, to have negative incentive value. Rank made no difference in viewpoint. Officers from military family backgrounds were less likely to accept view family separation as a negative factor, (61.5%), compared to those with non-military family influences, (82.1%); but, the military background sub-group had a huge "undecided-not sure" attitude, perhaps reflecting the uncertainty of a missing parent during their own childhood. Those with 17 years of less AFCS, and those with 20-21 years felt strongest about time away from the family, (84.6% - 86.9%). The time one plans to remain on active duty, and the rank one expects to achieve before leaving, does not appear to differentiate the negative perception of this issue to any degree.

Peacetime Unaccompanied Tours

Peacetime unaccompanied tours are the least popular of all among family mobility factors, with 81.5% viewing them as negative incentives. Colonels seem to have somewhat less of a problem with this issue, (72.0%), than do LTC's, (84.7%). Those from military family beginnings again have a less strong negative feeling about unaccompanied tours, (65.4%), and retain a 3:1 undecided emotion about the issue, when compared to the other group. The sub-group with 20-21 years expressed the strongest negative feelings about unaccompanied tours, (91.8%), probably because most have been in long enough to have served 2 or 3 already, and will stay long enough to get yet another one. This seems to be borne out by examining how long one plans to stay in the Army. The
high points of negative feeling are reached at the 26 and 30 year marks, (92.1% - 88.5%). Expected rank to be achieved appears to make little difference on attitude toward the undesirability of unaccompanied tours as retention incentives.

**Family-Related Social Services**

The existence of the U.S. Armed Forces as a huge social services organization as well should not come as a surprise. A significant proportion of the budget and annual outlays are dedicated to social services for military families. Some have already been discussed, such as the medical and dental care system, under other arbitrary categories. Four that seem undeniably wedded to Army family policy were examined: the availability of government housing; the availability of child-care centers; the services provided by the Army Community Services (ACS), and the services provided by the Chaplaincy, all in the context as incentives for retention. As a category these are not strong incentive programs for this population of successful Army officers, their value as strong incentives ranging from 9.1% to 31.7%.

**Family Housing**

The availability of family housing provided the strongest incentive of this category of social services. LTC's were least attracted by the availability of government quarters, (30.5%). Fewer officers from military backgrounds view the government quarters issue as a negative incentive, (42.3%), than did officers whose family had no military background, (56.0%). Housing availability provided the greatest incentive to those with 20-21 years AFCS, (36.6%), and was viewed most strongly as a negative incentive to the 18-19 year subgroup. Those
planning to stay in the Army for more than 30 years see availability of government quarters as a relatively strong incentive, (56.3%), an apex of popularity in the family housing issue. (What families desiring to stay in the Army for 30 or more years really want in government quarters is that chance to live in the "big old quarters" associated with higher rank at most every installation.) Those with the largest expression that quarters are not an incentive to stay were those in the 25 years or less group, (69.0%). No particular trends emerged for rank sub-groupings with respect to the housing availability issue.

Child Care Services

Day care centers may appeal to some groups within the military services, but hardly any other issue provides less of an incentive to stay in for this population of successful officers. That is not to say that this group does not, or has not in the past used them. In former times the "Post Nursery", as it was called, was run by the Officer's Club, the NCO Club, or a consortium of both. Now the names have been changed, the service has a more professional atmosphere, they are run by appropriated and non-appropriated funds from within the community operating budget, and they are big business. A popular stereotype, perhaps not entirely fair, holds that they are an indispensable godsend for the unwed female soldier. More typically they serve working spouses, and single soldiers of either sex.

With respect to day care centers, COL's find them less attractive, (88.0%), than do LTC's, (74.4%); and as a sign of their closeness to social issues, 11 LTC's, (9.4%), saw them as incentives. Officers from military family backgrounds see day care centers as less of a negative
incentive than do their counter parts by 12 per-centage points but, as in many issues discussed here, many remain highly undecided. As might be presumed, officers with the least number of years AFCS find higher incentive value in day care, (23.1%), than any other sub-group, and smallest rate of viewing the issue negatively, (53.9%). Relationships concerning the subject and years remaining on active duty are not readily apparent. 15.6% of those who believe they will become General Officers see day care as an attraction, twice the rate of those who view the rank of Colonel as their limit of advance.

**Army Community Services**

The Army Community Service, (ACS), was formed over 15 years ago primarily to assist Army families in need, under a variety of circumstances. Since then it has transformed from an all-volunteer "lending closet" to a funded agency that has a significant proportion of paid "professional" staff. Some old time volunteers resent that transformation because they prefer the volunteer nature of such organizations and continue doing so for no reason but the duty and good feeling of it all, and because of an incursion of what appear to be very inefficient, unempathetic "social welfare types".

Rank appears to make little difference in explaining why ACS is held in such low esteem as an incentive for retention. Former relationships shown for officers from military and non-military family backgrounds continue for this issue: higher rejection by those of non-military family background; and more uncertainty on the question by those with military family beginnings. Similarly, those with 17 years AFCS or less are the strongest believers that ACS provides and incentive to stay, (15.4%).
Neither years of planned service, nor the rank to which one aspires appear to affect one's opinion of ACS as an incentive.

**Chaplain Services**

The services provided by the Chaplaincy range from chapel services with all the Sacraments of the three major religions, good works in the community at large, staff guidance and counsel to units, to spiritual comfort on the battlefield. While the first two services are not unique to the military, the last two are wholly so. Both ranks view the positive aspects of the Chaplaincy's works similarly, but, LTC's were more prone to take a negative view. Officers with military family backgrounds were more inclined to view the Chaplaincy as a positive incentive, (32%), but still retaining a large undecided position, (40%). Those with 18-19 years AFCS were more inclined to see the Chaplain's works as an incentive to stay in, (33.3%). Interestingly, those planning to retire as soon as possible, (22-25 years) have the highest opinion of Chaplaincy services as an incentive, (44.4%). Those who expect to become BG's before they retire have the highest view of the subject as an incentive, (45.5%).

**Factor Analysis - Identifying New Variables**

The discussion in the previous section was centered on trying to describe family-related and other factors with observable or logical interrelationships. That was done with little more regard for statistical relationship than that which one could "eyeball". That makes for a good starting point, and perhaps some lively cocktail party discussion, but often it is questionable science. SPSS provides such a
statistical technique to assist in finding factors, (new variables), which can explain the data in an interrelated way - factor analysis.

"Factor analysis is a statistical technique used to identify a relatively small number of factors that can be used to represent relationships among sets of many interrelated variables. The basic assumption of factor analysis is that underlying dimensions, or factors, can be used to explain complex phenomena. Observed correlations between variables result from their sharing these factors."

The Procedure

SPSS takes the data through a four-step process which will be discussed in summary form here. Selected statistical printouts can be found in Appendix 3-4-1. The program initially computed a correlation matrix for all 52 variables to identify variables that do not appear to be related to each other, and gain some insight from the statistics provided about the appropriateness of using the factor analysis model. The program provides several aides to evaluate the value of the data. Bartlett's test of sphericity value was 2615.3877, with an associated significance level of .00000. The literature recommends to accept that the population of the correlation matrix is an identity when the test value is quite large and the level of significance quite small. Thus, based upon this test, the data and use of the factor model has merit. Another test of the data is the partial correlation coefficient, determined by comparing the proportion of relatively small coefficients from the matrix of anti-image correlations. Ideally there will be a higher proportion of small coefficients. Since no numerical guidance was provided, coefficients above .75 were considered to be large. Only 26.8% fell into this criterion, lending confidence to the data. Finally, the
program provides the Kaiser-Meyer-Olkin measure of sampling adequacy index. Measurements in the 0.90's can be characterized as marvelous, in the 0.80's as meritorious, in the 0.70's as middling, in the 0.60's as mediocre, in the 0.50's as miserable, and below 0.5 as unacceptable. The computed value for this study was a stunning 0.69999, about as close to "middling" as one can get, and still be mediocre!

The next steps, extraction and then rotation, have the objectives to first determine the factors needed to explain or describe the data, and then, through rotation, to transform the data into something this is easy to interpret. Three methods of extraction were selected for use in the program: principal axis factoring; principal components factoring; and unweighted least squares. Varimax rotation was selected. The principal axis factoring extraction method, with varimax rotation produced the most interpretable results, and will be discussed here.

Thirteen factors emerged, shown in Table 2-1, which describe 71.2% of the data. Coefficients with a value less than 0.5 were blanked, thus note that factor number 12 did not register a value. Factors were not considered where Eigenvalues below 1.0 occurred. Note the scree plot found in Appendix 3-4-18. If one selects the point where the steep slope tapers off to a gradual one, (the scree), between 5 and 7 factors appear to cause the greatest variance on the data. In order of Eigenvalue magnitude, factor 1 explains more of the data, than does factor 2, and so on. All 13 factors describe 100% of the data.

The New Variables

The 12 factors, (new variables), identified by the analysis are discussed below, together with their new names, and the former variable
names and question numbers, which when combined together, make up the new factor or new variable.

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<th>NEW VARIABLE</th>
<th>FACTOR #</th>
<th>OLD VARIABLES INCLUDED</th>
<th>QUESTION #</th>
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<td>Services by ACS</td>
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<td>Feeling of Patriotism</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ One Coefficient &lt;=0.5</td>
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</tr>
<tr>
<td>Traditional Benefits</td>
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<td>Retirement System</td>
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<td></td>
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<td>Commissary Services</td>
<td>47</td>
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<td></td>
<td>Medical/Dental Care</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Opportunity for Promotion</td>
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</tr>
<tr>
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<td></td>
<td>Adequate Pay</td>
<td>32</td>
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<tr>
<td></td>
<td></td>
<td>PX Services</td>
<td>48</td>
</tr>
<tr>
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<td></td>
<td>+ One Coefficient &lt;=0.5</td>
<td></td>
</tr>
<tr>
<td>Absence from Family</td>
<td>4</td>
<td>Undesirable Posts</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unaccompanied Tours</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Time Away from Family</td>
<td>41</td>
</tr>
<tr>
<td>Family Program Level</td>
<td>5</td>
<td>Unit Programs Effective</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unit Programs Effective</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unit That Is Concerned</td>
<td>30</td>
</tr>
<tr>
<td>Peripheral Attractions</td>
<td>6</td>
<td>Educational Opportunities</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Involvement</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ One Coefficient &lt;=0.5</td>
<td></td>
</tr>
<tr>
<td>Satisfaction and</td>
<td>7</td>
<td>Enjoy Military Career</td>
<td>14</td>
</tr>
<tr>
<td>Fulfillment</td>
<td></td>
<td>Doing Something Useful</td>
<td>18</td>
</tr>
<tr>
<td>Travel Opportunities</td>
<td>8</td>
<td>Opportunities to Travel</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Foreign Living</td>
<td>29</td>
</tr>
<tr>
<td>Career Planning</td>
<td>9</td>
<td>Able to Plan My Life</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ Two Coefficients &lt;=0.5</td>
<td></td>
</tr>
<tr>
<td>Command Opportunities</td>
<td>10</td>
<td>Opportunity to Command</td>
<td>40</td>
</tr>
<tr>
<td>Family-Related Feelings</td>
<td>11</td>
<td>Family Likes the Army</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ One Coefficient &lt;=0.5</td>
<td></td>
</tr>
</tbody>
</table>
The model holds that Factor 1, (Social Services), explains a higher proportion of the total variance than does Factor 13, (Importance of Family Programs to Soldiers). (See Appendix 3 for details). SPSS computes both "initial" and "final" statistics, the latter of which produces the maximum likelihood solution. Simply stated, if Eigenvalues of 1.0 or greater are accepted as the decision point to consider the relevance of a factor then, in the maximum likelihood solution, only 8 factors are available to explain or represent 49.7% of the data.

The data provided by the factor analysis technique are significant to the study. The new variable, Social Services, is the most important factor represented by the study in explaining the results. Recall from previous discussion, that reaction to these services by this successful group of officers as retention incentives was wholly negative, or at least not important to the decision process for retention. Factor 2, Job Satisfaction and Commitment, was the most positively significant factor represented as a retention incentive, followed by Traditional Benefits, Factor 3. The next logical step was to examine the new variables through cross-tabulation against the demographic data in a manner similar to the initial cross-tabs examination.
Cross-Tabulation of New Variables

A different presentation technique will be conducted for the new factors than was done in the initial cross-tabulation results, albeit in a much more summarized form. For it should be apparent by examination of the new variable titles that there exists a closeness to the initial "eyeballed" groupings. However, three additional manipulations of the data were performed in an attempt to normalize what appeared at first to be problems with the results.

First, chi-square and Cramer's V statistics were requested in order to provide a basis to help judge validity and significance of the data. Next, response values were altered from 0-4 to 1-5, believing that the zero may have played some effect upon computer calculations. This proved to be an erroneous presumption on the author's part and the manipulation itself had no effect on the data. Finally, in an attempt to reduce the degrees of freedom, (ultimately the numbers of cells in the cross-tabs matrix with less than 5 responses), certain data were combined, or transformed. For instance, question 10 asked for the number of dependents other than the spouse, and provided for choosing up to 9. Since no one selected more than 6, and only 8 chose four, as many as 15 cells with less than 5 responses could be eliminated by rolling up all the last several categories into "3 or more". This little manipulation had an expected, acceptable effect on the data, and lent more confidence to the results.

The matrix printouts are found in Appendix 3. Generally there is significance in or between the data if the chi-squared significance coefficient is <=.050. That is not to say that findings are invalid if
the values are >.05, merely that there is no significant difference represented among the variables. The values 1-5 across the top of the matrix represent a decreasing strength of an incentive to stay in the Army as the value increases, with a neutral point, (3). Table 2-2 provides a tabular portrayal of the first 8 new variables cross-tabulated by nine demographic variables. (Underlined values highlight areas where a potentially significant difference exists among the variables.)

<table>
<thead>
<tr>
<th>FCTR: MEAN</th>
<th>CHI-SQUARE SIGNIFICANCE COEFFICIENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>RANK</td>
<td>ETHN</td>
</tr>
<tr>
<td>1</td>
<td>3.66</td>
</tr>
<tr>
<td>2</td>
<td>1.29</td>
</tr>
<tr>
<td>3</td>
<td>2.05</td>
</tr>
<tr>
<td>4</td>
<td>4.04</td>
</tr>
<tr>
<td>5</td>
<td>2.20</td>
</tr>
<tr>
<td>6</td>
<td>3.53</td>
</tr>
<tr>
<td>7</td>
<td>1.39</td>
</tr>
<tr>
<td>8</td>
<td>2.22</td>
</tr>
</tbody>
</table>

RANK = Rank  YRST = Years Planned to Stay
ETHN = Ethnic Group  RKEX = Expected Rank
MLFM = Military Family  DEPS = Number of Dependents
AFCS = Active Federal Commissioned Service  EDLV = Educational Level
TPSP = Temporarily Separated from Spouse

From Table 2-2 one can generalize that there will be little difference found in retention attitudes for the eight new factors among ethnic groups, based upon years AFCS, or based upon the number of dependents in the family. Table 2-2 suggests that rank may delineate the overall Satisfaction and Fulfillment factor. In fact, 76.0% of Colonels, compared with 57.6% of LTC's, show strong agreement in factor. Similarly
the table points to differentiation in the Military Family Background factor, and the area of Absence from Family. A review of the matrix printout confirms that 75.9% of those officers from non-military family backgrounds view the absence from family issue as a negative incentive to retention, while only 57.7% of those from military families do so. (As identified earlier, factor analysis does not diminish the high percentage of uncertainty with which the military family background group views this particular issue.)

Temporary Separation from Spouse

The demographic factor of temporary separation from one's spouse was examined. In most new factor areas this issue seemed to make little impact upon opinion. One factor, Family Program Level, did produce some stratification that appears to be significant. Recall that temporary separation for this group usually involves leaving the family at or near a former duty station for the spouse's career enhancement, or educational continuity for the children. The sub-group does not include those who are legally separated. This is a small sub-group, (10), and one must be cognizant of the power that small numbers have in biasing an analysis. Never-the-less, only 40% of this small sub-group see small unit programs as an incentive to stay in, compared to 70.4% of those officers whose family unit is together. 50% of this temporarily separated group showed uncertainty about the strength of incentive that small unit programs had, compared to only 19.5% of those who are attending the course with their spouse.

Career Intentions

The number of years that one plans to remain on active duty appears
to effect ones opinion of the Satisfaction and Fulfillment factor as an incentive. But since everyone was in the "definitely to probably an incentive to stay", positive categories, the data only confirms that which should be obvious: if an officer finds fulfillment in a profession, he will likely continue it. The particular rank expected to be achieved before retirement also appears to have a significant effect upon how one views Satisfaction and Fulfillment. Again, only a difference in degrees of positiveness was displayed here.

Level of Education

One final demographic variable, Educational Level, highlighted two new areas with potentially significant differentiated results. The value of Job Commitment and Satisfaction as incentives appear to decrease, (ever so slightly), as educational level increases from the bachelor toward the doctoral level. But one must be wary of small numbers here once again, even though the statistics provided to judge validity are strong by any measure. With regard to the Absence from Family factor measured against this variable, several interesting relations appear. 85.7% of those with doctoral level education see absence from their families as strong negative incentives, while only 46.7% of those with bachelor degrees do. A similar 46.7% with bachelor degrees are uncertain on this issue, while only 14.3% with doctoral degrees show uncertainty.

One-Way Analysis of Variance (ANOVA)

Up to this point we have assembled a considerable amount of data on the subject, but in order to determine if it is attributable to anything other than chance distribution, a one-way analysis of variance, (ANOVA),
was conducted. The procedure tests the Null Hypothesis which states that there are no true differences between sub-groups attributable to the variables being considered. To succeed in a rejection of the Null Hypothesis would lead us to believe that differences do exist between the variables. Statistics provided by the procedure assist in rejecting the Null Hypothesis; the F ratio; and F probability. (It is not undesirable to not find differences between various groups, i.e., to support the Null Hypothesis.) "The observed significance level is the probability of obtaining an F statistic at least as large as the one calculated when all population means are equal. If this probability is small enough, the hypothesis that all population means are equal is rejected."

The Procedure

An F probability of 0.035 means that chance distribution explains the results only 35 times out of 1000 -- a good basis for rejecting the Null Hypothesis in this example. Table 2-3 provides a matrix comparing the twelve new variables determined by factor analysis with all 11 demographic factors. F ratios >1.0, with an associated F probability of <=0.15, were selected as ones which reject the Null Hypothesis, or which contain results within sub-groups that are possibly significantly different. In other words, only 15% or less of the differences observed between groups will be attributable to chance. Matrix cells left blank indicate that the Null Hypothesis is supported, or that the explanation for the data could be due to chance alone, or that no differences exist between sub-groups. Four new variables, in addition to those used in Table 2-2 are: 9 - Able to Plan Life; 10 - Opportunity to Command; 11 - Family Likes Army; and 13 - Family Programs Important. Demographic variables not used in Table 2-2 include: SEX; and MARR - Marital Status.
**ONE-WAY ANALYSIS OF VARIANCE**

<table>
<thead>
<tr>
<th>NEW FACTOR</th>
<th>RANK</th>
<th>SEX</th>
<th>ETHN</th>
<th>MLPM</th>
<th>AFCS</th>
<th>MARR</th>
<th>TPSP</th>
<th>YRST</th>
<th>RKEX</th>
<th>DEPS</th>
<th>EDLV</th>
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<td>.09</td>
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<td></td>
<td></td>
<td></td>
<td>3.08</td>
<td>.14</td>
<td></td>
</tr>
</tbody>
</table>

Table 2-3 One-Way Analysis of Variance

Comparison of Tables 2-2 and 2-3 show a "validation" of underlined chi-square significance coefficients, in that they also appear underlined in corresponding F statistic cells in Table 2-3. The cell at the intersection of "Temporary Separation from Spouse", and new factor 5, "Family Program Level", is highlighted by Table 2-2, but not in the one-
way ANOVA matrix. Inspection of one-way ANOVA printouts shows however, that chance explains only 17% of the results, very close to the arbitrary standard set in the study. By including the sex and marital status demographic factors, and the four not previously considered new variables, 16 additional areas emerge where potentially significant differences among sub-groups occur. It should be pointed out that the last four of the twelve new variables determined by factor analysis account for only 6.7% of the data in a progressively smaller amount. So their significance should be considered to be represented by correspondingly smaller values.

Another caution exists in the process of interpreting this data. Initially the sex variable was to be excluded because the entire population contained only 3 females, and inspection of the response frequencies revealed that 5 had responded. This disturbing bit of information means that either $\geq 2$ but $\leq 5$ males incorrectly scored the mark sense forms, or equally described sets of wives took the survey! The latter hypothesis is considered the least likely, albeit the least desirable for the validity of the survey. What results from inclusion of the sex factor is a matter of interest only, and is most probably not statistically significant. It reflects, however, only one difficulty in obtaining meaningful data from such a small, important segment of this successful population, one that tends to be under represented not only by sheer lack of numbers, i.e., the female officer.

"A significant F statistic indicates only that the population means are probably unequal. It does not pinpoint where the differences are." The Scheffe multiple comparison procedure is available to help determine
which sub-groups are different from each other. That test was not included in this one-way ANOVA routine. However, the visual inspection method, while providing very little protection, can probably be used when the number of sub-groups and matrix cells is relatively small.

Analysis of Highlighted Results

The sub-section that follows will complement the other sub-sections preceding it, in that the discussion will cover those areas of significant differences highlighted by the one-way ANOVA technique not previously discussed, where discussion is possible.

The Importance of Rank

Rank has some impact upon how this group perceives their family's view of liking or disliking the Army. 88% of the Colonels feel their families like the Army, while of the LTC's, only 64.5% are in agreement. It is entirely possible that age of children is again a factor here. Presuming that LTC's have younger children who must suffer the disadvantages of several schools in as many years, their attitude will be correspondingly negative. The sex factor will not be discussed for reasons stated previously.

Ethnic Groups

Ethnic grouping was examined in the study as a demographic variable. The traditional groupings of White, Black, Hispanic, Oriental, and Other were selected to describe the population. Initial frequency responses suggested that Hispanics were considering themselves to be White for purposes of this classification, and that Orientals might be choosing the Other category. Data was transformed into "White" and "Non-White" categories so that some use could be made of it. Visual analysis done
previously showed little reason to suspect differences between the groups for the variables. In the ANOVA matrices however, two relationships emerged. 76.9% of Non-Whites felt positively that they had been able to plan their lives in the Army, while only 51.5% of Whites had that reaction. Whites disagreed with this statement much more strongly, (27.7% to 7.7%), than did Non-Whites. ANOVA and transformation of data also highlighted the apparent fact that Non-Whites tended to be slightly more supportive of the concept of the importance of family programs for soldiers and their families, (100% to 86.9%).

Marital Status

Marital status has some effect upon how this group views the Social Services factor. 70% of the officers who had remarried, (after either being widowed of divorced), felt that this variable was not a strong incentive for them, while 57.8% of those married for the first time were of similar feelings. Even though some relationship appears to be possible between marital status and how the family likes the Army, it was not apparent to visual inspection.

Geographical bachelors have weaker views, (50%), that their families like the Army, than do those whose families live with them, (72.7%); and they show much stronger disagreement with the notion that their family likes the Army, 30% to 10.2%. This shouldn't be surprising, as spouses pursuing careers, and the demands of properly educating children are among two of many great strains placed upon mobile Army Families.

Career Planning

The years one plans to stay on active duty before retirement affects one's perception of ability to plan one's Army career. 60.3% of those
who desire to stay 30 years or more agree with their ability to career plan, compared to only 41.4% of those planning to stay for 25 years or less before retiring. The rank one expects to achieve before retirement is also a factor on how one perceives his/her career planning ability. Those believing they will make General Officer rank are more strongly positive in their planning ability in the Army, (62.5%), than those who feel they will only reach Colonel, (51.9%). (Interestingly enough, two officers in the Class of 1986 believe they will not advance beyond their present rank of LTC, and they both disagree with the concept of being able to plan one’s life in the Army.

Opportunity to Command

Those with three or more dependents see opportunity to command in a stronger light, (96.0%), as an incentive to stay in the Army than do those with fewer dependents, so that of those with no dependents, the number is reduced to 80% -- a relationship that tends to underscore the heavy family orientation of this particular population of successful officers. The view of command opportunity as an incentive for retention also appears to be strongly affected by education level. Of those from Law, Medical, and miscellaneous Doctoral disciplines, only 54.5% were attracted by the prospects of command, while 92.4% of those with Bachelor and Master degrees were attracted by command. These figures reflect the real prospects of command for officers from the specialty branches, where command is seldom either a possibility or "required" to be considered "successful".
ENDNOTES

2. Ibid., p. 4.
3. Ibid., p. 40.
4. Ibid., p. 41.
7. Anderson, p. 44.
9. Ibid., p. B-44.
12. Ibid., p. 111.
CHAPTER III

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

The Hypotheses

To develop basic conclusions from all of these observations, it is necessary to revisit the hypotheses that were formed prior to constructing the survey and analyze the results. By comparing those early "best guesses" to the survey results it will be possible to state which of these hypotheses were "supported", and which were "not supported". The study hypothesized in both general and specific areas. The general hypothesis includes that:

(1) The majority of successful officers are not personally attracted by family program initiatives.

(2) These programs are not important contributors to their personal, positive career commitment attitudes.

(3) A majority of these officers will find family program initiatives important to the Army as a whole.

(4) Family programs which emanate from small unit level are more meaningful and effective for soldiers and their families.

(5) Other factors could be identified which contribute to a stronger positive career commitment attitude for successful officers than purely family-related ones.

It is possible to develop a "scorecard" of sorts for these five general hypotheses based upon the results of the survey.
Item #1 was supported, in that almost the entire spectrum of family program initiatives received little positive identification from this group. A new factor, Social Services, emerged from analysis which appears to provide the single most negative retention incentive for this population uncovered in the study.

Item #2, being somewhat related to item #1, was solidly supported by the survey. Only 6.3% of this population is personally attracted by family programs, the vast majority, 75.6%, are not.

Item #3 was supported by 88.2% of the population who agree with the importance of family programs for the Army, and this question emerged in the study as a new factor, albeit a minor one, to explain the data.

Item #4 was solidly supported by both the response frequency to several questions, and it emerged as a new variable. Over 62% of the group agrees with the notion that small unit programs are a vital and very effective means of demonstrating care and concern for soldiers and their families. They see in them a strong retention incentive value as well.

While Item #5 did not specify what "other factors" might be involved, the survey was constructed to attempt to find some of them. The importance of Job Commitment and Satisfaction, the Traditional Benefits, (to include an adequate pay and retirement system), Travel, and Career Fulfillment, are some of the most positive retention attractions going for the Army, and the survey places these identified factors into a value relationship with purely family-related initiatives. Of considerable importance is the interrelation of these "other factors" to
family programs, either because they are family-related in of themselves, or because they are closely tied to family programs.

The more specific predictions lend themselves to discussion in tabular format. Table 3-1 summarizes performance of the specific hypotheses in their three categories.

**Table 3-1. Performance of Specific Hypotheses**

<table>
<thead>
<tr>
<th>HYPOTHESIS</th>
<th>ANALYSIS RESULTS SUMMARY</th>
<th>SPT/NOT SPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY I: (Contributes to a positive career commitment attitude)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Opportunity for family to experience diversity of surroundings, location, and travel.</td>
<td>New Factor #8; Fairly strong incentive to a majority of all groups.</td>
<td>SPT</td>
</tr>
<tr>
<td>(b) Education opportunity for children and spouse.</td>
<td>Negative Incentive; New Factor #6</td>
<td>NOT SPT</td>
</tr>
<tr>
<td>(c) Opportunities for home ownership.</td>
<td>Very Negative Incentive</td>
<td>NOT SPT</td>
</tr>
<tr>
<td>(d) Commitment and community involvement by family members.</td>
<td>Negative Incentive; New Factor #6</td>
<td>NOT SPT</td>
</tr>
<tr>
<td>(e) The opportunity for &quot;adventure&quot; in foreign lands.</td>
<td>New Factor #8. Fairly strong incentive.</td>
<td>SPT</td>
</tr>
<tr>
<td>(f) Service in organizations that demonstrated genuine caring.</td>
<td>Fairly strong incentive; part of New Factor #5</td>
<td>SPT</td>
</tr>
<tr>
<td>(g) Availability of service and opportunity in community surrounding the installation.</td>
<td>Not an Incentive</td>
<td>NOT SPT</td>
</tr>
<tr>
<td>(h) A pay system that is adequate.</td>
<td>New Factor #3; Strong Incentive</td>
<td>SPT</td>
</tr>
</tbody>
</table>

**CATEGORY II: (Does not affect a career commitment attitude)**

<table>
<thead>
<tr>
<th>HYPOTHESIS</th>
<th>ANALYSIS RESULTS SUMMARY</th>
<th>SPT/NOT SPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Availability of government housing.</td>
<td>Negative Incentive</td>
<td>NOT SPT</td>
</tr>
<tr>
<td>(b) Availability of child-care centers.</td>
<td>Very Negative Incentive</td>
<td>NOT SPT</td>
</tr>
</tbody>
</table>
HYPOTHESIS                        ANALYSIS RESULTS SUMMARY                        SPT/NOT SPT
(c) The services provided by Army Community Service (ACS). Negative Incentive NOT SPT
(d) The services provided by the Chaplaincy. Negative Incentive NOT SPT
(e) Weight allowances during PCS moves. Not tested separately
(f) Adequacy of Medical/Dental Care for Families. Almost Neutral SPT
(g) The CHAMPUS program. Negative Incentive NOT SPT

CATEGORY III: (Contributes to negative career commitment attitudes)
(a) Long work periods away from family members. Very Negative Incentive New Factor #4 SPT
(b) Peacetime unaccompanied tours. Very Negative Incentive New Factor #4 SPT
(c) Assignments to undesirable regions, installations and locations. Very Negative Incentive New Factor #4 SPT

Table 3-1. Performance of Specific Hypotheses

Discussion

While specific hypotheses were not supported in a number of cases, some very interesting relationships did emerge with respect to this group, representing the Army's top performers among commissioned officers in their bracket. Note that Category II variables were thought to have neutral, or no effect upon retention. Somewhat unexpectedly they proved to be negative factors for these officers.

The population under study is one with strong family orientation. As was discovered, over 97% of the group had been married at one time,
96% are married as of the survey, and nearly 82% are still married to their first spouse. And this is a group whose families strongly approves of the Army - they like it! There is no question that this group is highly affected by family action plan initiatives, probably more so than any other group, because of the high proportion of families in it. But the survey results demonstrate that family-related programs are not instrumental in causing this group to stay in the Army. On the other hand, certain factors which impact upon the family, Absence from Family for example, are demonstrated to be seriously negative retention factors. Whether they are strong enough to cause this particular group to actually separate or retire is not clear. But the Absence from Family factor is strong enough, and has historically been, that it may affect fully successful officers prior to their ever reaching this particular point of success in their careers, (the Army War College), and cause them to leave.

The study has shown beyond reasonable doubt that this group is extremely well pleased with its career choice. That apparently speaks very well for the time and effort that the Army has placed into improving a personnel management system which gives multiple roads to success and job satisfaction. Just as vitally, this population is convinced of the importance of its labors serving the nation. Patriotism and service are not foreign ideals to these respondents. (One only has to see this War College Class in a mass assembly to be able to witness their genuine, quiet emotional responses to a subject with only the slightest bit of patriotic reference. Burly infantrymen, with two or three combat tours behind them, who are easily made misty-eyed by mention of what it is they are willing to fight for.) It's a group which feels, as one of their
strongest responses, the positive call of serving with soldiers, not just with their contemporaries, but with "soldiers", that which makes an Army. That, after all, is so very important: certainly to the defense of the Nation. The factor of Job Commitment and Satisfaction is the strongest one identified by the study as a positive retention incentive for successful commissioned officers. This quality of "liking what we do" has positive effects upon everything the Army does, to include the success of family programs.

The Traditional Benefits and privileges associated with military service are also seen as strong incentive factors for retention by this group. The retirement system, commissary, medical/dental care, promotion opportunities, and adequate pay system, and the post exchange are all seen in a positive light. But all is not totally well in Camelot. While the retirement system has almost universally strong backing, particularly from those destined to the Army's highest positions of service, other areas of benefit and privilege are losing support among the younger officers in this group. (If there are any "young" officers in this group, and there are upwards of 53 of them, it is because they have been super successful performers, selected to attend here a little before their time, so to speak.) Nearly 42% of these people expressed some doubts about the value of our traditional benefits, presumably either because they have been weakened over the years, or because of growing negative comparability with similar benefits available in the private sector. Medical/Dental care and pay adequacy appear to be two areas that would fall into this category. The Commissary and Post Exchange are privileges that do receive heavy competition from the private sector from which this group can freely partake.
Like each of the factors identified, Traditional Benefits has a direct relationship to the family. Every category, to the extent that it is strong or weak, affects the families that are directly or indirectly supported by it. It does not appear that the Army Leadership need go too far beyond the basic, traditional list of benefits and privileges to find ways of making positive impacts upon families, and most importantly retaining successful officers.

The group, largely due to the confidence it has developed in itself by years of demonstrated successful performance, has the belief that it can best solve the problems of families at unit level. That does not mean that it does not need and appreciate the support of the levels above maneuver division. But military units can devote considerably well spent time to actively demonstrating that it cares for the families that are an integral part of it. The individual soldier's, and his/her family's, appreciation that the Army cares is not bolstered near as much by the ribbon cutting ceremony at a new day care center, as it is by a unit level family action plan that works. It is axiomatic that for a unit to function successfully it needs, among other things, a functioning family care plan. That is what this group has been involved in, witnessed and believes to be the most workable and effective case. The question which must be asked is: which initiative, the day care center, (for instance), or the functioning unit level family action program contributes the most to retention of successful soldiers. The study tends to exclude the day care center with respect to successful officers, but for the case of all soldiers, further examination is needed. What is important here is the revelation that bigger schemes are not necessarily always better ones; that focus upon basic needs is still necessary, and that proper focus
works.

This group likes the adventure of travel and living in foreign lands that this career affords to them and their families. Even with the associated disadvantages and hazards that they may subjected them to, Travel Opportunities remain a significant retention incentive.

As touched upon above, the Social Services that are provided by the Army do not provide incentive for this group to stay in. There may be many reasons for this, economic status among them, and the data is wholly inconclusive so as to be able to apply the relationship to all successful soldiers, officer and enlisted. It appears necessary to further examine the value of placing so much energy and resources into these projects in the first place, and then to examine how they are being administered. One would think that the Army Community Services would have received at least mild approval from a group such as this. That they received such a strongly negative endorsement, (71.4%), should raise eyebrows, and get the researchers out into the field to find out precisely what is wrong.

RECOMMENDATIONS

The recommendations that spring from this study are relatively modest. As was discussed in Chapter I, the scope of the project was deliberately made narrow to allow it to be completed in the first place. It was a given that this limitation placed upon the study affected its applicability to other populations within the Army. However the implications for other groups, raised by studying this successful one, should provide the genesis of a more comprehensive study. The premises and methodology are in place. What is needed is an interest to pursue
the logical questions: What about successful enlisted soldiers? What about mid-career successful officers, NCO's and soldiers? And, what is the opinion of the spouses of these groups? What is it that attracts these groups to make the Army a career and profession. What makes top performers, at any point in their careers, leave the Army? The immediate action groups should be the U.S. Army War College Military Studies Program, the U.S. Army Research Institute, and the Department of the Army itself.

The Department of the Army, having pledged "to capitalize on what is working well", should begin reexamining the basic privileges and benefits that make the Army attractive to successful soldiers and their families. The value of the retirement and medical/dental systems as traditional retention incentives are hard to deny. This study reinforces for the Army the apprehensions that many demonstrate about the longevity of these systems, given the attention from a variety of counter special interest groups, and Congress, to pare them back. Now the reinforcement comes from a relatively senior group of officers, both about their value as incentives, and in their apprehension that they have been weakened. DA must ensure that every program, whether it be medical force structure, or ones directly related to the medical benefit, be examined for its potential to affect the retention of successful soldiers.

Those successful Officers who are most prone to leave, do so at the point that they feel they still have enough time to launch another successful career. Thus, advertising to these groups the high probability for eventual career satisfaction, as evidenced by the feeling of this group, might well have tremendous pay off. While examining what
is going well, DA must give special emphasis and support to the development of unit level programs. Much of this has already been accomplished from field resources, and DA should underwrite the effort with standardized unit level packages that build upon the proven working programs in use today in various commands. It is sad commentary that these programs, ones with high potential as retention incentives, all too often are built from scratch by each successive commander, don't exist in many cases, work by trial and error, or exist by force of luck.

Small units, particularly those between maneuver division and battalion level are, the most effective agents for family program development and execution. Commanders must ensure that each element under their trust has a working system that tends to the care of its families particularly during those times that provide the greatest single negative incentives to retention, the absence of the soldier from his family. It is obvious that time in the field is important to the Army Mission. But it must be well-spent productive time, and families must be convinced of its necessity. If they are not, no number of day care centers will make the difference. Beyond closely examining field duty for wasted time, commanders can convince the family of the necessity to train in the field, or at least lessen its pain to the family, by making available those outreach services that only a unit of families can provide.
APPENDIX 1

THE SURVEY INSTRUMENT

On the following questions, 1 - 11, select the answer pertaining to you which is correct, or most nearly correct. Please mark the corresponding block on the Scan-Tron form with a #2 pencil only.

1. What is your current rank?
   (0) Lieutenant Colonel 118
   (1) Colonel 25
   (2) Other 0

2. Are you Male or Female?
   (0) Male 138
   (1) Female 5

3. What do you consider to be your main racial or ethnic group?
   (0) Black 11
   (1) White 130
   (2) Hispanic 0
   (3) Oriental 0
   (4) Other 2

4. Do you come from a "military family"? (i.e., were you a "service brat"?)
   (0) Yes 26
   (1) No 116

5. How many years of Active Federal Commissioned Service have you completed as of January 1986? (Nearest full year.)
   (0) 17 years or less 13
   (1) 18 - 19 years 43
   (2) 20 - 21 years 61
   (3) 22 - 23 years 24
   (4) 24 years or more 2

6. What is your marital status?
   (0) Single, never married. 4
   (1) Married for the first time. 117
   (2) Remarried, was divorced. 19
   (3) Remarried, was widowed. 1
   (4) Legally separated. 1
   (5) Widowed. 0
   (6) Divorced. 1

7. While you are attending the Army War College, are you geographically separated from your spouse either as a "road-runner" or in another temporary manner?
   (0) Yes 10
   (1) No 128
   (2) I do not have a spouse. 5
8. How many years do you intend to remain on active duty?
(0) Less than 20 years. 0
(1) 20 - 21 years 2
(2) 22 - 23 years 4
(3) 24 - 25 years 23
(4) 26 - 27 years 38
(5) 28 - 29 years 8
(6) 30 years 52
(7) More than 30 years 16

9. What is the highest military rank that you expect to attain before you retire from active duty?
(0) Lieutenant Colonel 2
(1) Colonel 108
(2) Brigadier General 11
(3) Major General 19
(4) Lieutenant General 1
(5) General 1

10. How many dependents do you and your spouse have? (Do not include yourself or your spouse. For the purpose of this survey, a dependent is anyone related to you by blood, marriage, or adoption, and who depends upon you for over half of their support.)
(0) None 10
(1) 1 19
(2) 2 64
(3) 3 34
(4) 4 8
(5) 5 5
(6) 6 2
(7) 7 0
(8) 8 0
(9) 9 or more. 0

11. What is your highest educational level achieved?
(0) Baccalaureate (BA or BS) Degree 15
(1) Master's Degree (MA, MS, MBA, etc.) 116
(2) Law Degree (LLD) 4
(3) Doctorate (PhD, DDS, MD, etc.) 7
(4) Other 1

PLEASE TURN TO THE NEXT PAGE.
Please answer questions 12 - 24 by choosing the answer that shows how much you AGREE or DISAGREE with each statement. Then mark the number on the Scan-Tron form that corresponds to your desired response. Use only a #2 pencil.

12. Life in the military is about what I expected it to be.
   (0) Strongly Agree  19
   (1) Agree            96
   (2) Neither Agree nor Disagree  15
   (3) Disagree         10
   (4) Strongly Disagree  2

13. Family programs which emanate from unit level, (maneuver division and below), are more effective and meaningful to soldiers than those which emanate from higher levels.
   (0) Strongly Agree   32
   (1) Agree            62
   (2) Neither Agree nor Disagree  32
   (3) Disagree         15
   (4) Strongly Disagree  2

   (0) Strongly Agree   72
   (1) Agree            69
   (2) Neither Agree nor Disagree  2
   (3) Disagree         0
   (4) Strongly Disagree  0

15. The programs and the type of concern for families expressed by the Army are important for the soldiers and their families.
   (0) Strongly Agree   61
   (1) Agree            65
   (2) Neither Agree nor Disagree  14
   (3) Disagree         3
   (4) Strongly Disagree  0

16. I had always planned to be a professional soldier.
   (0) Strongly Agree   15
   (1) Agree            27
   (2) Neither Agree nor Disagree  19
   (3) Disagree         61
   (4) Strongly Disagree  21

17. If there is a conflict between our family's needs and the Army's needs, there is no question that the Army comes first.
   (0) Strongly Agree   18
   (1) Agree            41
   (2) Neither Agree nor Disagree  39
   (3) Disagree         39
   (4) Strongly Disagree  6
<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>18. I feel like I am doing something useful with my life.</td>
<td>(0) Strongly Agree</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>(1) Agree</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>(2) Neither Agree nor Disagree</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>(3) Disagree</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>(4) Strongly Disagree</td>
<td>0</td>
</tr>
<tr>
<td>19. A functioning unit-level family support system pays more dividends to Army families than more costly initiatives that require Army funding.</td>
<td>(0) Strongly Agree</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>(1) Agree</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>(2) Neither Agree nor Disagree</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>(3) Disagree</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>(4) Strongly Disagree</td>
<td>7</td>
</tr>
<tr>
<td>20. All things considered, my family is more secure in the Army than they would be in civilian life.</td>
<td>(0) Strongly Agree</td>
<td>15</td>
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<tr>
<td></td>
<td>(1) Agree</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>(2) Neither Agree nor Disagree</td>
<td>57</td>
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<tr>
<td></td>
<td>(3) Disagree</td>
<td>22</td>
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<tr>
<td></td>
<td>(4) Strongly Disagree</td>
<td>7</td>
</tr>
<tr>
<td>21. The Army's concern for families was instrumental in my decision to stay in the Army.</td>
<td>(0) Strongly Agree</td>
<td>2</td>
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<td></td>
<td>(1) Agree</td>
<td>7</td>
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<tr>
<td></td>
<td>(2) Neither Agree nor Disagree</td>
<td>26</td>
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<td></td>
<td>(3) Disagree</td>
<td>69</td>
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<tr>
<td></td>
<td>(4) Strongly Disagree</td>
<td>39</td>
</tr>
<tr>
<td>22. My family likes being a part of the Army.</td>
<td>(0) Strongly Agree</td>
<td>13</td>
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<tr>
<td></td>
<td>(1) Agree</td>
<td>85</td>
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<tr>
<td></td>
<td>(2) Neither Agree nor Disagree</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>(3) Disagree</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>(4) Strongly Disagree</td>
<td>2</td>
</tr>
<tr>
<td>23. I am committed to the lifestyle of the Army.</td>
<td>(0) Strongly Agree</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>(1) Agree</td>
<td>88</td>
</tr>
<tr>
<td></td>
<td>(2) Neither Agree nor Disagree</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>(3) Disagree</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>(4) Strongly Disagree</td>
<td>1</td>
</tr>
<tr>
<td>24. So far in my career in the Army, I have been able to plan my life.</td>
<td>(0) Strongly Agree</td>
<td>6</td>
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<tr>
<td></td>
<td>(1) Agree</td>
<td>71</td>
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<tr>
<td></td>
<td>(2) Neither Agree nor Disagree</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>(3) Disagree</td>
<td>29</td>
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<tr>
<td></td>
<td>(4) Strongly Disagree</td>
<td>8</td>
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</tbody>
</table>
THE FOLLOWING INSTRUCTIONS APPLY TO QUESTIONS 25 - 52 ON THE NEXT TWO PAGES:

How strong of an INCENTIVE were the following programs, subject areas, and/or services to YOU in your decision to stay in the Army? Apply the scale of STRENGTH OF INCENTIVE to the items listed in the left column by selecting the appropriate number from the scale below. Next mark it on the Scan-Tron sheet with a #2 pencil.

(0) Definitely an Incentive to stay.
(1) Probably an Incentive to stay.
(2) No opinion/Don't know about this item.
(3) Probably not an Incentive to stay.
(4) Definitely not an Incentive to stay.

<table>
<thead>
<tr>
<th>Question</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tr>
<td>25. Opportunity for family to travel.</td>
<td>22</td>
<td>75</td>
<td>11</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td>26. Educational opportunities for children and spouse.</td>
<td>3</td>
<td>23</td>
<td>23</td>
<td>48</td>
<td>46</td>
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<tr>
<td>27. Opportunities for home ownership.</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>39</td>
<td>95</td>
</tr>
<tr>
<td>28. Community involvement by family members.</td>
<td>1</td>
<td>23</td>
<td>29</td>
<td>57</td>
<td>33</td>
</tr>
<tr>
<td>29. Experience of living in foreign lands.</td>
<td>22</td>
<td>87</td>
<td>7</td>
<td>22</td>
<td>5</td>
</tr>
<tr>
<td>30. Service in units that showed genuine concern.</td>
<td>24</td>
<td>71</td>
<td>22</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>31. Availability of services in off-post community.</td>
<td>2</td>
<td>17</td>
<td>37</td>
<td>58</td>
<td>29</td>
</tr>
<tr>
<td>32. An adequate pay and allowance system.</td>
<td>20</td>
<td>65</td>
<td>8</td>
<td>37</td>
<td>13</td>
</tr>
<tr>
<td>33. A feeling of patriotism for my country.</td>
<td>61</td>
<td>70</td>
<td>5</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>34. Availability of government housing.</td>
<td>6</td>
<td>39</td>
<td>21</td>
<td>39</td>
<td>37</td>
</tr>
<tr>
<td>35. Availability of child-care centers.</td>
<td>1</td>
<td>12</td>
<td>21</td>
<td>42</td>
<td>66</td>
</tr>
<tr>
<td>36. The services provided by Army Community Services.</td>
<td>1</td>
<td>12</td>
<td>28</td>
<td>43</td>
<td>59</td>
</tr>
</tbody>
</table>
37. The services provided by the Chaplaincy. (0) (1) (2) (3) (4)
   5 31 29 39 39

38. Adequacy of Family Medical and Dental care. (0) (1) (2) (3) (4)
   17 68 10 31 17

39. The adequacy of the family CHAMPUS Program. (0) (1) (2) (3) (4)
   7 30 21 43 42

40. The opportunity to command. (0) (1) (2) (3) (4)
   79 50 7 3 4

41. Long periods in the field away from my family. (0) (1) (2) (3) (4)
   3 1 27 54 58

42. Peacetime unaccompanied tours. (0) (1) (2) (3) (4)
   3 0 22 44 58

43. Assignments to undesirable regions, posts, locations. (0) (1) (2) (3) (4)
   3 1 21 50 68

44. On-post gymnasiums/physical fitness centers. (0) (1) (2) (3) (4)
   7 50 33 31 22

45. The importance of what I am doing. (0) (1) (2) (3) (4)
   89 51 0 0 3

46. The opportunity to serve with soldiers. (0) (1) (2) (3) (4)
   80 53 7 2 1

47. Commissary services. (0) (1) (2) (3) (4)
   12 73 19 27 12

48. Post Exchange services. (0) (1) (2) (3) (4)
   10 65 29 28 11

49. Adequacy of the Retirement system. (0) (1) (2) (3) (4)
   51 79 5 6 2

50. Satisfaction with my job. (0) (1) (2) (3) (4)
   87 53 0 1 2

51. The "uniqueness" of the military profession. (0) (1) (2) (3) (4)
   56 71 11 2 3

52. The opportunity for promotion. (0) (1) (2) (3) (4)
   36 75 13 13 2

YOUR ADDITIONAL COMMENTS ON THE BACK OF THIS FORM WILL BE APPRECIATED.

1-6
APPENDIX 2

SUBJECTIVE COMMENTS

- Another item which influences retention or separation is the opportunity to do different things. Even within a certain field - allows one to avoid the civilian "rut".

- #9 - What is the highest military rank that you expect to attain..., or hope?...think you're qualified for?

- #19 - Need both unit-level family support systems, and Army initiatives. Need dollars.

- #24 - Financial planning is very difficult. 05/06 underpaid (generally) for level of responsibility.

- Why don't you have/get some wife participation?

- Some of your answers do not cover the question. Example: #6 - How about married for 2nd, 3rd, etc times; I'll bet we have some. #41 - I don't mind being in the field; in fact I enjoy maneuvers etc - I do not necessarily enjoy being away from my family. #42 - Again, I can put up with an unaccompanied tour as part of what I owe/responsibility, but I do not like it. There are benefits - ie, ability to devote yourself 100% to the job. #37-52 you need to put the 0 to 4 choices on the page to prevent constant turning back and forth. Good luck.

- The Army still refuses to consider the family when making assignments.

- The only "worry" I have are the future army regulatory provisions on how to babysit military society and then...how to inspect the commander's performance on a checksheet.

- Questions 25-52 ask about incentives to remain in the Army as they relate to "services" offered; the assumption being that these "services: exist to a high degree in all places. This is unfortunately an erroneous assumption and will invalidate some of your results. You should have asked us to "rate" these services in general and then ask us about their utility as an incentive.

- #15 - Bad question!!

- The questions in this survey, and hence any results, are loaded with ambiguity. Also, if you want to know the adequacy/impact of family programs, you should ask the family member, not the service member.

- #5 - "17 years or fewer"; less is an adverb (degree), fewer is an adjective (number).
- #15 - Some [Army family programs] sometime raise unrealistic expectations.
- #17 - [Army comes first] depends on degree of need.
- #26 - DODDS is universally below by standards.
- #27 - [Opportunities for home ownership] and sell with little notice and no assistance. (definitely not an incentive to stay).
- #32 - [An adequate pay and allowance system] it's not comparable to responsibilities in civilian sector.
- #34 - [Availability of government housing] is unpredictable, therefore hard to roll-over the last sale, etc.
- #38 - [Adequacy of Family Medical and Dental care] has been eroded.
- #49 - [Retirement system]; but will it stay?
- #52 - [The opportunity for promotion] - but why are we denying accelerated promotion and early command to many?
- Believe "Year of Family" and DA directed Family program essentially a failure.
- As will always be the case, the needs of the army must take precedence over the family consideration. - unless it is a life threatening dilemma.
- CHAMPUS and Dental service inadequate, whereas Armed Services once a model for med/dental care not longer the case. I have family members employed by large corporations, Du Pont, Hercules etc that provide for their employees far superior health care packages for instance, dental and orthodontics for dependants.
- Believe most of us that achieve this level - are professionals - attraction to stay not related to "programs" we stay because of a higher calling of service!
- The lower the grade, the more important are privileges such as PX, etc.
- #12 - We are losing more and more privileges.
- #13 - High level programs are "lip service" - an Army P. R. Campaign. They don't work in the field. What makes things work is command involvement.
- #20 - It's changing; we keep losing benefits.
- #34 - There is not even enough housing here at the War College!!
- #38 - Family Medical and Dental care is becoming a joke.
- #39 - CHAMPUS - red tape.
- #12 - I know no other to compare it too!
- #13 - [Unit-level family programs] lacks the stamp of "officialdom" of the system - too informal.
- #19 - [Army family initiatives] are too sporadic and disjointed. Confuses the soldier and his leadership.
- #22 - My wife likes the Army; my children no.

- Many answers do not reflect my feelings on the item or program, but merely that it has not affected me or my family. I strongly support family programs and morale support activities as very important. Medical, commissary and PX are as well. I think an insurance program for dependant medical care might be the answer for that problem.

- While lower level family programs are more effective, they must be top driven, supported and coordinated. Spousal responsibilities must be acknowledged and appreciated.

- Forget all the other family programs except -medical/dental - we don't have them now.

- We have two kinds of income - financial and psychic. If the first is reasonably adequate - it is the second that determines "retention" - Things like serving with soldiers, job satisfaction, etc, are psychic income; ergo, the higher the psychic income, the larger the retention.

- Family programs should seek to make families independent, not dependent. This is, teach them how to manage money, care for children, determine if schools are adequate, etc. This is best done by top-down programs - programs that the community puts into place.

- Some of your units are bogging down in family stuff over and above a good sponsorship program, or a solid monthly newsletter.

- A chain of concern is humane and good business, but it varies from unit to unit. We're moving into an era where even brigade commanders' wives work, and make no apologies - many battalion commander's wives do so as well. We should prepare for the development of this trend and put institutional, not local, programs in place. Give people something they can count on where ever they are and be prepared to staff it with civilians and pay for it.

- Units will always help where they can, but their main mission, to train hard, often gets set aside because they have to do for families what, I believe, community organizations should do.

- If asked what the best thing a unit could do for families is, I'd say to treat the "old man" decently on the job and try to get him home in time to enjoy his family. There is no substance for his presence.
APPENDIX 3

SELECTED STATISTICAL PRINTOUTS

NOTE: The printouts appear in approximately the same order as they are discussed in the study text. Occasionally the order of the printouts has been adjusted within a particular sub-appendix to facilitate the most efficient page layout.

<table>
<thead>
<tr>
<th>Subject Area</th>
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<tr>
<td>Cross-Tabulation with Statistics</td>
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<tr>
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### Frequency Distribution

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### Summary Statistics

- **Mean**: 0.175
- **Mode**: 0.0
- **Standard Deviation**: 0.735
- **Variance**: 0.541
- **Kurtosis**: 1.0
- **Skewness**: 1.750
- **Min**: 1.000
- **Max**: 24.000

### Valid Cases

- Valid Cases: 143
- Missing Cases: 0

### Analysis

The frequency distribution shows that most values are concentrated around 0, with a mode of 0.0. The standard deviation and variance are relatively low, indicating that the data points are close to the mean. The kurtosis and skewness values suggest a slightly heavy-tailed and skewed distribution. The minimum and maximum values are 1.000 and 24.000, respectively.
### ETHNIC

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- **MEAN**: 0.845
- **STD ERR**: 0.024
- **MEDIAN**: 1.000
- **VAR**: 0.935
- **SKEWNESS**: 3.710
- **KURTOSIS**: 29.887

### MILITARY FAMILY

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- **MEAN**: 0.917
- **STD ERR**: 0.025
- **MEDIAN**: 1.000
- **VAR**: 0.935
- **SKEWNESS**: 3.710
- **KURTOSIS**: 29.887

### Summary

- **Valid Cases**: 143
- **Missing Cases**: 0
- **Valid Cases**: 147
- **Missing Cases**: 1
### 205 ARCS

| VALUE LABEL | VALUE | FREQUENCY | PERCENT | VALID | SUM
|-------------|-------|-----------|---------|-------|-----
|             | 0     | 12        | 2.4     | 2.4   | 0.1
|             | 1     | 62        | 12.2    | 12.2  | 10.3
|             | 2     | 41        | 8.3     | 8.3   | 8.7
|             | 3     | 74        | 14.8    | 14.8  | 0.6
|             | 4     | 74        | 14.8    | 14.8  | 0.6
|             | 5     | 74        | 14.8    | 14.8  | 0.6

TOTAL: 143 | 100.0 | 100.0

- **MEAN**: 1.717
- **MODE**: 2.000
- **KURTOSIS**: 0.443
- **SKEWNESS**: 0.001
- **VARIANCE**: 0.001
- **RANGE**: 4.000
- **MINIMUM**: 0.0

**VALID CASES**: 143  **MISSING CASES**: 0

### 074 MARITAL STATUS

| VALUE LABEL | VALUE | FREQUENCY | PERCENT | VALID | SUM
|-------------|-------|-----------|---------|-------|-----
|             | 0     | 4         | 2.8     | 2.8   | 2.8
|             | 1     | 117       | 81.8    | 81.8  | 81.8
|             | 2     | 10        | 7.3     | 7.3   | 7.3
|             | 3     | 1         | 0.7     | 0.7   | 0.7
|             | 4     | 1         | 0.7     | 0.7   | 0.7
|             | 5     | 1         | 0.7     | 0.7   | 0.7

TOTAL: 143 | 100.0 | 100.0

- **MEAN**: 1.175
- **MODE**: 1.000
- **KURTOSIS**: 12.191
- **SKEWNESS**: 0.268
- **VARIANCE**: 0.001
- **RANGE**: 6.000
- **MINIMUM**: 0.0

**VALID CASES**: 143  **MISSING CASES**: 0
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**MEAN** | 5.500  | **STD ERR** | 0.277  | **MEDIAN** | 5.000  |

**MODE** | 6.000  | **STD DEP** | 1.372  | **VARIANCE** | 2.100  |

**KURTOSIS** | -0.975 | **S. E. KURT** | 1.097 | **SKEWNESS** | -0.375 |

**S. E. SKEW** | -0.375 | **RANGE** | 6.000 | **MINIMUM** | 1.000 |

**MAXIMUM** | 7.000  | **SUM** | 605.000 | **143** | **MISSING CASES** | 0 |

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**MEAN** | 4.949  | **STD ERR** | 0.126  | **MEDIAN** | 5.000  |

**MODE** | 6.000  | **STD DEP** | 1.080  | **VARIANCE** | 2.100  |

**KURTOSIS** | -0.474 | **S. E. KURT** | 1.097 | **SKEWNESS** | -0.375 |

**S. E. SKEW** | -0.375 | **RANGE** | 6.000 | **MINIMUM** | 1.000 |

**MAXIMUM** | 7.000  | **SUM** | 605.000 | **143** | **MISSING CASES** | 0 |
### Highest Expected Rank

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TOTAL 147

**Mean** 1.38

**Mode** 1.00

**Kurtosis** 0.01

**Skewness** 0.27

**Max** 9.00

**Valid Cases** 147

### Dependents

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TOTAL 147

**Mean** 2.27

**Mode** 2.00

**Kurtosis** 1.14

**Skewness** 1.01

**Max** 6.00

**Valid Cases** 147
### Education Level

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**Mean**: 1.047  **Std Err**: 0.082  **Median**: 1.000  **Variance**: 0.313  **Skewness**: 1.886  **Kurtosis**: 0.004  **Range**: 4.000  **Minimum**: 0.000  
**Valid Cases**: 147  **Missing Cases**: 0

### Military Life as Expected

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**Mean**: 1.155  **Std Err**: 0.067  **Median**: 1.000  **Variance**: 0.378  **Skewness**: 1.274  **Kurtosis**: 2.347  **Range**: 4.000  **Minimum**: 0.000  
**Valid Cases**: 142  **Missing Cases**: 1
### Question 13: Units Progr Effective

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**MEAN:** 1.752  **STD ERR:** 0.024  **MEDIAN:** 1.000  **VARIANCE:** 0.034  **SKEWNESS:** 0.567

**Valid Cases:** 143  **Missing Cases:** 0

### Question 14: Enjoy Military Carer

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**MEAN:** 0.570  **STD ERR:** 0.044  **MEDIAN:** 0.0  **VARIANCE:** 0.239  **SKEWNESS:** 0.247

**Valid Cases:** 143  **Missing Cases:** 0
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**Mean**: 2.11
**Mode**: 1.000
**Kurtosis**: 1.61
**S. Dev**: 2.03

| VALID CASES | 143 | MISSING CASES | 0 |

### PLANNED TO SOLDIER

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**Mean**: 2.372
**Mode**: 3.000
**Kurtosis**: 2.872
**S. Dev**: 2.03

| VALID CASES | 143 | MISSING CASES | 0 |
### Army Combines First

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**Mean**

|       | 1.51     |       |       | 1.51     |       |       |

**Std Dev**

|       | 1.00     |       |       | 1.00     |       |       |

**Kurtosis**

|       | -1.67    |       |       | -1.67    |       |       |

**Skewness**

|       | 0.20     |       |       | 0.20     |       |       |

**Valid Cases**

|       | 143      |       |       | 143      |       |       |

### Doing Something Useful

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**Total**

|       | 142      | 100.0   |       | 100.0   |       |         |

**Mean**

|       | 0.51     |       |       | 0.51     |       |       |

**Std Dev**

|       | 0.42     |       |       | 0.42     |       |       |

**Kurtosis**

|       | -1.67    |       |       | -1.67    |       |       |

**Skewness**

|       | 1.64     |       |       | 1.64     |       |       |

**Valid Cases**

|       | 143      |       |       | 143      |       |       |

**Missing Cases**

|       | 0.0      |       |       | 0.0      |       |       |
### UNIT PROP EFFECTIVE

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**MEAN** 1.510  **STDEV** 0.603  **MEDIAN** 1.000  **VAR** 1.167  **SKEWNESS** 0.445  **KURTOSIS** 1.277  **RANGE** 4.000  **MINIMUM** 0.0  **SUM** 218.000  **COUNT** 143

### FAMILY SERV IN ARMY

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**MEAN** 1.744  **STDEV** 0.834  **MEDIAN** 2.000  **VAR** 1.070  **SKEWNESS** 0.329  **KURTOSIS** 1.255  **RANGE** 4.000  **MINIMUM** 0.0  **SUM** 250.000  **COUNT** 127

**VALID CASES** 143  **MISSING CASES** 0
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**Mean**: 2.921  **Std. Dev**: 0.72  **Median**: 2.6

**Mode**: 2  **Variance**: 0.424  **Skewness**: 0.246

**Kurtosis**: 0.84  **Range**: 4  **Minimum**: 0

**Maximum**: 4

**Valid Cases**: 144  **Missing Cases**: 0

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**Mean**: 1.047  **Std. Dev**: 0.77  **Median**: 1.0

**Mode**: 1  **Variance**: 0.444  **Skewness**: 0.246

**Kurtosis**: 0.84  **Range**: 4  **Minimum**: 0

**Maximum**: 4

**Valid Cases**: 144  **Missing Cases**: 0
### COMMITTED TO ARMY

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TOTAL | 143 | 100.0 | 100.0 |

**MEAN** | 4.091 | **STD ERR** | 0.645 | **MEDIAN** | 3.000 |
**MODE** | 1.000 | **STD DEV** | 1.777 | **VARIANCE** | 3.136 |
**KURTOSIS** | 4.520 | **SKEW** | 1.087 | **KURTOSIS** | 0.945 |
**SE SKEW** | 0.273 | **RANGE** | 4.000 | **MINIMUM** | 0.000 |
**MAXIMUM** | 4.000 | **SUM** | 154.000 |

**VALID CASES** | 143 | **MISSING CASES** | 0 |

### ABLE TO PLAN MY LIFE

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TOTAL | 143 | 100.0 | 100.0 |

**MEAN** | 1.744 | **STD ERR** | 0.095 | **MEDIAN** | 1.000 |
**MODE** | 1.000 | **STD DEV** | 1.014 | **VARIANCE** | 1.027 |
**KURTOSIS** | -0.557 | **SKEW** | 1.087 | **KURTOSIS** | 0.639 |
**SE SKEW** | 0.273 | **RANGE** | 4.000 | **MINIMUM** | 0.000 |
**MAXIMUM** | 4.000 | **SUM** | 248.000 |

**VALID CASES** | 143 | **MISSING CASES** | 0 |
### OPPORTUNITY TO TRAVEL

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**MEAN** 1.44
**STD DEP** 1.00
**VARIANCE** 1.00
**KURTOSIS** 1.54
**SKEWNESS** 1.00
**RANGE** 1.00
**MINIMUM** 0.0

**VALID CASES** 147  **MISSING CASES** 0

### EDUC OPPORTUNITY

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**MEAN** 2.77
**STD DEP** 1.00
**VARIANCE** 1.00
**KURTOSIS** 1.75
**SKEWNESS** 1.00
**RANGE** 1.00
**MINIMUM** 0.7

**VALID CASES** 147  **MISSING CASES** 0
### Own a Home

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**Mean:** 2.44
**SD:** 0.66
**Median:** 2.0

### Community Involvement

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**Mean:** 2.64
**SD:** 0.76
**Median:** 2.0

### Summary

**Valid Cases:** 143
**Missing Cases:** 0
### 020 FOREIGN LIVING

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**Mean** 1.868  **Std Err** 0.036  **Median** 1.000  **Variance** 1.064  **Skewness** 1.034  **Range** 4.000  **Minimum** 0.0

### 030 UNIT THAT'S CONCERNED

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**Mean** 1.999  **Std Err** 0.008  **Median** 1.000  **Variance** 1.142  **Skewness** 0.704  **Range** 4.000  **Minimum** 0.0

### Valid Cases

- **020 FOREIGN LIVING**: 147
- **030 UNIT THAT'S CONCERNED**: 144
### Q31: Services Off Post

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**MEAN:** 2.646  **STD ERR:** .082  **MEDIAN:** 3.000

**MODE:** 4.000  **STD DEV:** .078  **VARIANCE:** .067

**KURTOSIS:** -1.595  **S.F. KURT:** 1.087  **SKEWNESS:** -.072

**S.F.SKEW:** 1.703  **RANGE:** 4.000  **MINIMUM:** 0.0

**MAXIMUM:** 4.000  **SUM:** 984.000

**VALID CASES:** 143  **MISSING CASES:** 0

---

### Q32: Adequate Pay

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**MEAN:** 1.706  **STD ERR:** .104  **MEDIAN:** 1.000

**MODE:** 1.000  **STD DEV:** 1.200  **VARIANCE:** 1.441

**KURTOSIS:** -1.107  **S.F. KURT:** 1.087  **SKEWNESS:** .429

**S.F.SKEW:** 1.703  **RANGE:** 4.000  **MINIMUM:** 0.0

**MAXIMUM:** 4.000  **SUM:** 104.000

**VALID CASES:** 143  **MISSING CASES:** 0

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3-1-16
### FEELING OF PATRIOTISM

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**TOTAL**: 147 | **100.0%** | **100.0%** |

**MEAN**: 2.720 | **STD DEV**: 1.000 | **MEDIAN**: 1.000

**KURTOSIS**: 0.750 | **S. F. KURT**: 1.000 | **VARIANCE**: 0.694

**S. F. SKW**: 0.213 | **RANGE**: 4.000 | **SKEWHESS**: 9.400

**MAXIMUM**: 6.000 | **SUM**: 105.000 | **MINIMUM**: 0.0

**VALID CASES**: 147 | **MISSING CASES**: 0

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**TOTAL**: 147 | **100.0%** | **100.0%** |

**MEAN**: 2.447 | **STD DEV**: 1.000 | **MEDIAN**: 2.000

**KURTOSIS**: 0.770 | **S. F. KURT**: 1.000 | **VARIANCE**: 1.849

**S. F. SKW**: 0.205 | **RANGE**: 6.000 | **SKEWHESS**: -0.779

**MAXIMUM**: 4.000 | **SUM**: 246.000 | **MINIMUM**: 0.0

**VALID CASES**: 147 | **MISSING CASES**: 1
DETERMINING THE IMPACT OF FAMILY PROGRAMS UPON RETENTION: WHY SUCCESSFUL OFFICERS STAY(U) ARMY WAR COLL CARLISLE BARRACKS PA T P ROSS 12 MAY 86
### SERVICE MY ACS

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**TOTAL** 143 100.0 100.0

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**VALID CASES** 143  **MISSING CASES** 0
### SERVICES BY CHAPLAINCY

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**TOTAL** | 143   | 100.0     | 100.0   |               |       |             |

**MEAN**: 2.44  
**STD DEV**: 0.70  
**VARIANCE**: 0.49  
**SKEWNESS**: 2.86  
**RANGE**: 4.000  
**MINIMUM**: 0.0  
**SUM**: 842.000  

**VALID CASES**: 143  
**MISSING CASES**: 0

### MEDICAL/DENTAL CARE

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**TOTAL** | 143   | 100.0     | 100.0   |               |       |             |

**MEAN**: 2.44  
**STD DEV**: 0.70  
**VARIANCE**: 0.49  
**SKEWNESS**: 2.86  
**RANGE**: 4.000  
**MINIMUM**: 0.0  
**SUM**: 763.000  

**VALID CASES**: 143  
**MISSING CASES**: 0
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| MEAN | 2.540 |
| MOD  | 3.000 |
| MDF  | 1.024 |
| KURTOSIS | -4.877 |
| S & SKW | 0.207 |
| MAXIMUM | 4.000 |

VALID CASES 143  MISSING CASES 0

### OPPORT TO COMMAND

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| MEAN | 0.637 |
| MOD  | 0.0   |
| MDF  | 0.462 |
| KURTOSIS | 4.444 |
| S & SKW | 4.207 |
| MAXIMUM | 4.000 |

VALID CASES 143  MISSING CASES 0
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**Statistics:**
- **Mean:** 2.144
- **Std. Dev.:** 1.407
- **Variance:** 2.000
- **Skewness:** 1.687
- **Kurtosis:** 1.467
- **Range:** 4.000
- **Minimum:** 0.0
- **Maximum:** 4.000
- **Valid Cases:** 144
- **Missing Cases:** 0

### Unaccompanied Tours

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**Statistics:**
- **Mean:** 2.301
- **Std. Dev.:** 1.074
- **Variance:** 4.000
- **Skewness:** 2.382
- **Kurtosis:** 2.382
- **Range:** 4.000
- **Minimum:** 0.0
- **Maximum:** 4.000
- **Valid Cases:** 143
- **Missing Cases:** 0
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**Std Dev**: 1.400  
**Kurtosis**: 2.090  
**SKEWNESS**: 2.268  
**Minimum**: 0.0  
**Maximum**: 4.000  
**Valid Cases**: 143  
**Missing Cases**: 0
**IMPORT OF WHAT I DO**

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**VALID CASES** 143  **MISSING CASES** 0

**SERVE WITH SOLDIERS**

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**VALID CASES** 143  **MISSING CASES** 0
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**VALID CASES** 143  **MISSING CASES** 0

### Q068 PX SERVICES

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**VALID CASES** 144  **MISSING CASES** 0
### Retirement System

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- **Mean**: 3.14
- **Std Dev**: 1.00
- **Kurtosis**: 0.50
- **Skewness**: -0.27

### Satisfied with My Job

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- **Mean**: 1.44
- **Std Dev**: 0.00
- **Kurtosis**: 0.75
- **Skewness**: 0.27

### Summary
- **Valid Cases**: 143
- **Missing Cases**: 0

3-1-25
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**Statistics**

- **Mean**: 1.776
- **Std Dev**: 0.740
- **Median**: 1.000
- **Variance**: 0.448
- **Skewness**: 1.535
- **Valid Cases**: 143

### Frequency of Opportunity for Promotion

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**Statistics**

- **Mean**: 1.065
- **Std Dev**: 0.740
- **Median**: 1.000
- **Variance**: 0.458
- **Skewness**: 1.036
- **Valid Cases**: 147

### File:

**Q51**

**Uniqueness of MIL**

**Q52**

**Opportunity for Promotion**

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**Number of Missing Observations = 0**

### Crosstabulation: Q05 AFCS DOING SOMETHING USEFUL

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**Number of Missing Observations:** 1

### Crosstabulation: G04 MILITARY FAMILY UNITS PROB EFFECTIVE

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**Number of Missing Observations:** 1

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**Number of Missing Observations = 0**

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**HIGHEST EXPECTED RANK**  
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**Number of Missing Observations = 0**
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**By** Q19 UNIT POP EFFECTIVE  
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### Crosstabulation: 009 HIGHEST EXPECTED RANK  
**By** Q19 UNIT POP EFFECTIVE  
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Crosstabulation: GO1 | RANK OPPORTUNITY FOR PROMO | Page |

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Crosstabulation: GO5 | MILITARY FAMILY OPPORTUNITY FOR PROMO | Page |

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Number of Missing Observations = 4
### Crosstabulation

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| HT 30 YEARS   | 8 | 4 | 11 | 15 | 14 | 100 |

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**Number of Missing Observations** = 4

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**By G032**

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| HT 30 YEARS   | 8 | 4 | 11 | 15 | 14 | 100 |

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**Number of Missing Observations** = 4

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**By G032**

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| HT 30 YEARS   | 8 | 4 | 11 | 15 | 14 | 100 |

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**Number of Missing Observations** = 1
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Total 14.1 | 45.8 | 4.9 | 26.1 | 9.2 | 100.0 |

Number of Missing Observations = 1

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### Crosstabulation: GOV HIGHEST EXPECTED RANK

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|---------------|--------------|------------|--------|------|--------|------|------|--------|------|------|--------|------|------|------|
| D04-> Row Pct | INTIVE | INTEVE | ION | INCENTI | INCENTII | INCENTI | INCENTII | Row |
| Col Pct | 1 | 2 | 3 | 4 | Total |
|----------|--------|--------|------|---------|---------|---------|----------|------|
| 009 | 0 | 1 | 1 | 1 | 1 | 2 | 1 | 1.4 |
| LTC | 1 | 1 | 1 | 1 | 50.0 | 50.0 | 1.4 | 5.8 |
| COL | 1 | 10 | 57 | 11 | 19 | 10 | 107 | 75.9 |
| 83.3 | 79.2 | 57.9 | 75.1 | 83.3 | 1 |
| DB | 2 | 0 | 8 | 2 | 1 | 11 | 7.8 | 1 |
| 83.3 | 79.2 | 57.9 | 75.1 | 83.3 | 1 |
| MB | 3 | 2 | 3 | 6 | 6 | 19 | 13.5 | 1 |
| 16.7 | 6.9 | 31.6 | 23.1 | 1 |
| LG | 4 | 0 | 100.0 | 1.4 | 1 | 1.7 | 1 |
| DEN | 5 | 12 | 3 | 72 | 19 | 26 | 4 | 12 | 141 | 8.5 | 31.1 | 13.5 | 18.4 | 8.5 | 100.0 |
| Column | 12 | 72 | 19 | 26 | 141 | 8.5 | 31.1 | 13.5 | 18.4 | 8.5 | 100.0 | 1 |
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**Number of Missing Observations = 2**

## Crosstabulation: D05  MILITARY FAMILY
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**Number of Missing Observations = 2**

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**Number of Missing Observations = 2**
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|       | Col Pct | 0 | 1 | 1 | 2 | 3 | 4 | Total | 0 | 1 | 1 | 2 | 3 | 4 |
| Q05  | 0 | 1 | 1 | 1 | 9 | 2 | 1 | Total | 0 | 1 | 1 | 1 | 9 | 2 | 1 |
|     | 17 YEARS OR LESS | 7.7 | 69.2 | 15.4 | 7.7 | 4.5 | 10.3 | 28.6 | 4.5 | 17 YEARS OR LESS | 7.7 | 69.2 | 15.4 | 7.7 | 4.5 | 10.3 | 28.6 | 4.5 |
|     | 18-19 YEARS | 7.0 | 62.8 | 2.3 | 23.3 | 4.7 | 30.1 | Total | 18-19 YEARS | 7.0 | 62.8 | 2.3 | 23.3 | 4.7 | 30.1 |
|     | 20-21 YEARS | 13.6 | 31.0 | 14.3 | 45.5 | 40.0 | Total | 20-21 YEARS | 13.6 | 31.0 | 14.3 | 45.5 | 40.0 | Total |
|     | 22-23 YEARS | 21.3 | 59.0 | 3.3 | 11.5 | 4.9 | 42.7 | Total | 22-23 YEARS | 21.3 | 59.0 | 3.3 | 11.5 | 4.9 | 42.7 |
|     | 24 YEARS OR MORE | 59.1 | 41.4 | 28.6 | 31.8 | 60.0 | Total | 24 YEARS OR MORE | 59.1 | 41.4 | 28.6 | 31.8 | 60.0 | Total |
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**Note**: The table and statistical analysis are based on the data provided in the image.
**Educational Level**

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**Chi-Square**

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**Chi-Square Test**

- **Expected Values**
- **Observed Values**
- **Degrees of Freedom**

**Statistical Significance**

- **p-value**
- **Significance Level**

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**Count 1**

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**Chi-Square Test**

- **Expected Values**
- **Observed Values**
- **Degrees of Freedom**

**Statistical Significance**

- **p-value**
- **Significance Level**

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**Count 2**

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**Chi-Square Test**

- **Expected Values**
- **Observed Values**
- **Degrees of Freedom**

**Statistical Significance**

- **p-value**
- **Significance Level**

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**Chi-Square Test**

- **Expected Values**
- **Observed Values**
- **Degrees of Freedom**

**Statistical Significance**

- **p-value**
- **Significance Level**
### MILITARY.FAMILY

#### BY 009

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#### BY 010

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| COLUMN TOTAL | 1.4 | 2.8 | 10.1 | 26.6 | 3.4 | 36.4 | 11.7 | 100.0 |

| CHI-SQUARE | 0.04 | SIGNIFICANCE | 0.0103 | 0.028 | 0.0014 | 0.03 (74.4%)
|-------------|------|---------------|--------|--------|--------|---------------|

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| COLUMN TOTAL | 1.4 | 76.1 | 7.7 | 15.4 | .7 | 142 |

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## Educational Level

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### Chi-Square Test:

- **Value:** 3.2759
- **Significance:** 0.023

### Marital Status

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### Chi-Square Test:

- **Value:** 2.4125
- **Significance:** 0.128
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| COLUMN TOTAL | 1.4  | 76.1 | 7.7 | 13.4 | 0.7 | 1   | 142 |

Chi-Square: D.F. 5. significance 0.014

Cramer's V: 0.55552
## Factor Analysis

### Analytes Number 1: Listwise Deletion of Cases with Missing Values

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**Number of Cases:** 114
### Correlation Matrix:

|     | 1.000000 | 1.000000 | 1.000000 | 1.000000 | 1.000000 | 1.000000 | 1.000000 | 1.000000 | 1.000000
|-----|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------
| 0   | 0.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  |
| 0.3 | 0.000000  | 0.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  |
| 0.5 | 0.000000  | 0.000000  | 0.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  |
| 0.7 | 0.000000  | 0.000000  | 0.000000  | 0.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  |
| 0.9 | 0.000000  | 0.000000  | 0.000000  | 0.000000  | 0.000000  | 1.000000  | 1.000000  | 1.000000  | 1.000000  |

**Note:** The table above represents the correlation matrix with varying values for different categories. The values range from 0.000000 to 1.000000, indicating the strength and direction of the correlation between different variables or categories.
The correlation matrix is ill-conditioned.

Determinant of correlation matrix = 1.000000

Inverse of correlation matrix:

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### Factor Analysis

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### Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.9000

### Bartlett Test of Sphericity = 7816.3977, Significance = 0.0000

There are 147 (6.7%) off-diagonal elements of the matrix > 0.00

### Anti-Twist Covariance Matrix:

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**Factor Analysis**

**Initial Statistics:**

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FACTOR MATRIX:

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The lower left triangle contains the reproduced correlation matrix; the diagonal, communalities and the upper right triangle, residuals between the observed correlations and the reproduced correlations.

There are 99 (6.0%) residuals (above diagonal) that are > 0.05.

Varimax rotation was used for extraction in the analysis with Kaiser normalization.

Varimax converged in 20 iterations.

Rotated Factor Matrix:

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## Factor Score Coefficient Matrix:

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3-4-32
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**Crosstabulation Results**

- **Column 1:**
  - 0: 17
  - 1: 37
- **Column 2:**
  - 0: 0
  - 1: 0

**Statistics**

- **Cramer's V:** 0.13539
- **Number of Missing Observations:** 1

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**Crosstabulation Results**

- **Column 1:**
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- **Column 2:**
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  - 1: 0

**Statistics**

- **Cramer's V:** 0.19402
- **Number of Missing Observations:** 2

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3-5-1
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### Table: 18-19 Years

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### Additional Calculations

- *Cochran's V*: 0.1007
- *Number of Missing Observations*: 0
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**Chi-Square Tests**

- **GOODNESS OF FIT**
  - df = 70
  - X² = 25.16429
  - p-value = 0.1952
  - Cramer's V = 0.014

- **ZERO ORDER CONTINGENCY**
  - df = 70
  - X² = 25.16429
  - p-value = 0.1952
  - Cramer's V = 0.014

- **FIRST ORDER CONTINGENCY**
  - df = 70
  - X² = 25.16429
  - p-value = 0.1952
  - Cramer's V = 0.014

- **SECOND ORDER CONTINGENCY**
  - df = 70
  - X² = 25.16429
  - p-value = 0.1952
  - Cramer's V = 0.014

**Number of Missing Observations:** 30

---

3-5-3
25 Mar 86  BREAKDOWN
STUDENT RESEARCH PROJECT = LTC ROSS
CROSS TABULATION OF
WILLIAMS FAMILY

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**Cramer's V**

0.00047

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**3-5-5**
### Military Family Benefit

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**Chi-Square**

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**Cramer's V**

| 0.0166 |

**Number of Missing Observations**

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### Benefit

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<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>25.2%</td>
<td>115</td>
</tr>
<tr>
<td>YES</td>
<td>12.0%</td>
<td>25.2%</td>
<td>115</td>
</tr>
<tr>
<td>NO</td>
<td>37.0%</td>
<td>25.2%</td>
<td>115</td>
</tr>
<tr>
<td>COLUMN</td>
<td>37.0%</td>
<td>25.2%</td>
<td>115</td>
</tr>
<tr>
<td>TOTAL</td>
<td>27.3%</td>
<td>25.2%</td>
<td>115</td>
</tr>
</tbody>
</table>

**Chi-Square**

<table>
<thead>
<tr>
<th>p.a.</th>
<th>significance</th>
<th>p.e.</th>
<th>cells.with.expects.</th>
<th>cells.with.obs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.99306</td>
<td>0.3799</td>
<td>1.087</td>
<td>2</td>
<td>0.05</td>
</tr>
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</table>

**Cramer's V**

| 0.0166 |

**Number of Missing Observations**

| 5 |
### Table 1: Benefit Distribution by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Count</th>
<th>Row Pct</th>
<th>Col Pct</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 Years or Less</td>
<td>23</td>
<td>16.7</td>
<td>38.3</td>
<td>38.3</td>
</tr>
<tr>
<td>18-29 Years</td>
<td>4</td>
<td>10</td>
<td>9</td>
<td>25.0</td>
</tr>
<tr>
<td>30-49 Years</td>
<td>10</td>
<td>18</td>
<td>10.0</td>
<td>39.0</td>
</tr>
<tr>
<td>50-64 Years</td>
<td>8</td>
<td>15.7</td>
<td>15.7</td>
<td>29.5</td>
</tr>
<tr>
<td>65-74 Years</td>
<td>7</td>
<td>13.0</td>
<td>17.5</td>
<td>31.3</td>
</tr>
<tr>
<td>75+ Years</td>
<td>4</td>
<td>7.0</td>
<td>28.6</td>
<td>35.8</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
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### Table 2: Chi-Square Test Results

<table>
<thead>
<tr>
<th>Source</th>
<th>Value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chisquare</td>
<td>3.234</td>
<td>0.029</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Significance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Table 3: Benefit Distribution by Education

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Count</th>
<th>Row Pct</th>
<th>Col Pct</th>
<th>Total</th>
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<tbody>
<tr>
<td>0-11 Years</td>
<td>4</td>
<td>15.7</td>
<td>15.7</td>
<td>25.0</td>
</tr>
<tr>
<td>12+ Years</td>
<td>35</td>
<td>62.5</td>
<td>62.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
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</table>

### Table 4: Chi-Square Test Results

<table>
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<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chisquare</td>
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<td>0.329</td>
</tr>
<tr>
<td>Degrees of Freedom</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Significance</td>
<td></td>
<td></td>
</tr>
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</table>

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**3-5-7**
<table>
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<th>Row Total</th>
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<tbody>
<tr>
<td>408</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>22-29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>24-27</td>
<td>7</td>
<td>6</td>
<td>14.5</td>
</tr>
<tr>
<td></td>
<td>10.4</td>
<td>10.4</td>
<td>20.8</td>
</tr>
<tr>
<td>26-27</td>
<td>12.6</td>
<td>12.6</td>
<td>25.2</td>
</tr>
<tr>
<td></td>
<td>31.6</td>
<td>31.6</td>
<td>63.2</td>
</tr>
<tr>
<td>28-29</td>
<td>29.6</td>
<td>14.3</td>
<td>43.9</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
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<td>39.0</td>
<td>22.0</td>
<td>61.0</td>
</tr>
<tr>
<td></td>
<td>42.0</td>
<td>42.0</td>
<td>84.0</td>
</tr>
<tr>
<td>OVER 30</td>
<td>26.7</td>
<td>80.0</td>
<td>106.7</td>
</tr>
<tr>
<td></td>
<td>13.3</td>
<td>13.3</td>
<td>26.6</td>
</tr>
<tr>
<td>COLUMN</td>
<td>33</td>
<td>62</td>
<td>95</td>
</tr>
<tr>
<td>TOTAL</td>
<td>27.3</td>
<td>44.6</td>
<td>71.9</td>
</tr>
</tbody>
</table>

**Chi-Square Test**

- Degrees of Freedom: 4
- Chi-Square Value: 27.05719
- Significance: 0.00001

**Cramer's V**

- Value: 0.22088
- Absence: 0.00

---

**Table 2**

<table>
<thead>
<tr>
<th>COUNT</th>
<th>Row Pct</th>
<th>Col Pct</th>
<th>Row Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>277</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>LIEUTENANT COLON</td>
<td>1.7</td>
<td>22.0</td>
<td>39.0</td>
</tr>
<tr>
<td>COLONEL</td>
<td>1</td>
<td>4.0</td>
<td>40.0</td>
</tr>
<tr>
<td>COLUMN</td>
<td>3</td>
<td>36</td>
<td>53</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2.1</td>
<td>25.2</td>
<td>37.1</td>
</tr>
</tbody>
</table>

**Chi-Square Test**

- Degrees of Freedom: 3
- Chi-Square Value: 4.53792
- Significance: 0.2272

**Cramer's V**

- Value: 0.17617

---

**Table 3**

- Values: 3-5-8
### TABLE 1: ABSENCE COUNTS

<table>
<thead>
<tr>
<th>Nguồn</th>
<th>ROW PCT</th>
<th>COL PCT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>1</td>
<td>22%</td>
<td>10</td>
</tr>
<tr>
<td>NO</td>
<td>1</td>
<td>57%</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COLUMN TOTAL</th>
<th>3</th>
<th>36</th>
<th>53</th>
<th>50</th>
<th>142</th>
</tr>
</thead>
</table>

### STATISTICS

<table>
<thead>
<tr>
<th>Source</th>
<th>Value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cramer's V</td>
<td>0.256</td>
<td>0.042</td>
</tr>
</tbody>
</table>

**Number of Missing Observations:** 6

### TABLE 2: ABSENCE BY YEARS

<table>
<thead>
<tr>
<th>Years</th>
<th>COUNT</th>
<th>ROW PCT</th>
<th>COL PCT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-27</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>28-29</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>30</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>31</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>32</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>33</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>34</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>35</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>36</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>37</td>
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<td>1</td>
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<tr>
<td>38</td>
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</tr>
<tr>
<td>40</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
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<table>
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<th>37.1</th>
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### STATISTICS

<table>
<thead>
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<tbody>
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<td>0.042</td>
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</table>

**Number of Missing Observations:** 6

---

3-5-9
DETERMINING THE IMPACT OF FAMILY PROGRAMS UPON RETENTION: WHY SUCCESSFUL OFFICERS STAY. ARMY WAR COLLS CARLISLE BARRACKS PA T P ROSS 12 MAY 86 5/9
### Table 1: Absence Analysis

<table>
<thead>
<tr>
<th>Age Group</th>
<th>COUNT</th>
<th>ROW PCT</th>
<th>COL PCT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 YEARS OR LESS</td>
<td>5</td>
<td>13</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>18-19 YEARS</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>20-24 YEARS</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>22-25 YEARS</td>
<td>4</td>
<td>11</td>
<td>2</td>
<td>24</td>
</tr>
<tr>
<td>24 YEARS OR MORE</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>5</td>
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</tbody>
</table>

### Chi-Square Analysis

<table>
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<tr>
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<th>df</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.6970</td>
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<td>0.0078</td>
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### Cramer's V

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<th>Significance</th>
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### Table 2: Absence Analysis (Second)

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<th>COL PCT</th>
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<td>6</td>
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<tr>
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<td>50.0</td>
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<td>6</td>
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### Chi-Square Analysis (Second)

<table>
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### Cramer's V (Second)

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**Number of Missing Observations:** 3-5-10
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</tr>
<tr>
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<td>21</td>
<td>9.3%</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
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<td>3</td>
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<tr>
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<td>1</td>
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<td>2</td>
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<tr>
<td>3</td>
<td>3</td>
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<tr>
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<td>1</td>
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<table>
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<th>TOTAL</th>
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</tr>
<tr>
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<td>23</td>
<td></td>
</tr>
<tr>
<td></td>
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<td>8.5%</td>
<td>10</td>
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</tr>
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<td></td>
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<td>1.4%</td>
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<th>ROW PCT</th>
<th>COL PCT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
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<td>71.5%</td>
<td></td>
</tr>
<tr>
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<td>46.2</td>
<td>65.4%</td>
<td>29.3%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>21.7</td>
<td>30.9%</td>
<td>16.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8.4</td>
<td>12.0%</td>
<td>8.3%</td>
<td></td>
</tr>
<tr>
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<td>1.4</td>
<td>2.0%</td>
<td>1.4%</td>
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<table>
<thead>
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<th>CHI-SQUARE</th>
<th>Expected Value</th>
</tr>
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<tbody>
<tr>
<td>4.6979</td>
<td>0.0470</td>
<td>0.0705</td>
<td>0.0000</td>
</tr>
</tbody>
</table>

| CHAIRMEN'S V | 0.7497 |

<table>
<thead>
<tr>
<th>M. 0700</th>
</tr>
</thead>
</table>

<table>
<thead>
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<th>CHI-SQUARE</th>
<th>Expected Value</th>
<th>CHI-SQUARE</th>
<th>Expected Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0000</td>
<td>0.0000</td>
<td>0.0000</td>
<td>0.0000</td>
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</tbody>
</table>

| CHAIRMEN'S V | 0.0000 |

| M. 0700 |

<table>
<thead>
<tr>
<th>CHI-SQUARE</th>
<th>Expected Value</th>
<th>CHI-SQUARE</th>
<th>Expected Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0000</td>
<td>0.0000</td>
<td>0.0000</td>
<td>0.0000</td>
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</tbody>
</table>

| CHAIRMEN'S V | 0.0000 |

| M. 0700 |

3-5-11
<table>
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<tr>
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<th>COL PCT</th>
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<tr>
<td>835</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 YEARS OR LESS</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
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| CHI-SQUARE | DF | SIGNIFICANCE | CORRECTED | CELLS WITH 5 OR 6
|-------------|----|--------------|-----------|-------------------|
| 13.4620 | 16 | 0.6073 | 0.028 | 16 of 25 (56.02)

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| CHI-SQUARE | DF | SIGNIFICANCE | CORRECTED | CELLS WITH 5 OR 6
|-------------|----|--------------|-----------|-------------------|
| 24.42816 | 24 | 0.2044 | 0.028 | 26 of 35 (74.38)

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### Dates

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### MILITARY FAMILY

#### ATTRACT

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#### COLUMN TOTAL

|        | 1.5  | 7.7  | 5.7  | 23.3% |

### Chi-Square

- **Value**: 0.43332
- **Significance**:
  - **Cramer's V**: 0.07663
  - **Number of Missing Observations**: 0

---

### HIGHEST EXPECTED RANK

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<td>10.0%</td>
<td>17.7%</td>
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#### COLUMN TOTAL

|        | 7.7  | 22.0  | 30.4  | 100.0% |

### Chi-Square

- **Value**: 0.50032
- **Significance**:
  - **Cramer's V**: 0.06580
  - **Number of Missing Observations**: 0

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**3-5-15**
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\[ \chi^2 = \text{value} \]

\[ \text{df} = \text{degrees of freedom} \]

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\[ \chi^2 = \text{value} \]

\[ \text{df} = \text{degrees of freedom} \]

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| NUMBER OF MISSING OBSERVATIONS | 1 |

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**Cramer's V**

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*Note: The table details the count and percentage of observations for different periods.*
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3-5-20
### Table 1: S0E5VS

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### Table 5: BENEFIT

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**Chisquare test results:**
- **S0E5VS:** Chi-square = 0.22012
- **SOC SVC:** Chi-square = 0.06683
- **JOBCON:** Chi-square = 0.00000
- **ETHNIC:** Chi-square = 0.00000
- **BENEFIT:** Chi-square = 0.51400

**Number of missing observations:**
- **S0E5VS:** 1
- **SOC SVC:** 0
- **JOBCON:** 0
- **ETHNIC:** 0
- **BENEFIT:** 0

**Date:** 3-5-21
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### Chi-Square Value

- **Statistical Value**: 0.06376
- **Significance**: CRAMER'S V

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### Chi-Square Value

- **Statistical Value**: 0.80376
- **Significance**: CRAMER'S V

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### Chi-Square Value

- **Statistical Value**: 0.34768
- **Significance**: CRAMER'S V

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**Ethnic**

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**Satisfaction**

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**Crosstabulation**

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**Travel**

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**Socioeconomic**

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**Checkmarks**

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**Significance**

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**Notes**

- **Chi-Square**
  - Value: 7.70517
  - Significance: 3.259
  - Cells with expected count less than 5: 12

- **Statistical Value**
  - Value: 2.000
  - Significance: 3.000

- **Cramer's V**
  - Value: 0.000
  - Significance: 3.000

- **Socioeconomic**
  - Value: 0.000
  - Significance: 3.000

- **Chi-Square**
  - Value: 0.000
  - Significance: 3.000

- **Number of Missing Observations**: 6

3-5-23
### COUNT I

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<td>NO</td>
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### COLUMN TOTALS

- YES: 10
- NO: 90

### TOTAL

- 100.0

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### CHI-SQUARE

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**Number of missing observations:** 5

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### BENEFIT

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### COLUMN TOTALS

- YES: 272.2
- NO: 55.6

### TOTAL

- 327.8

---

### CHI-SQUARE

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**Number of missing observations:** 9

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### COLUMN TOTALS

- YES: 27.2
- NO: 73.5

### TOTAL

- 100.7

---

### CHI-SQUARE

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**Number of missing observations:** 9

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3-5-24
### TEMP.SEP.FROM SPOUSE

**Program**

```
COUNT I | ROW PCT I | COL PCT I | TOTAL
------- | ---------- | ---------- | --------
YES     | 1 2 3 2 1 1 | 10.0 | 10.0 | 13.0 | 7.7
NO      | 1 2 1 6 1 25 | 22.7 | 47.7 | 19.5 | 8.4 | 82.8

COLUMNS
- 11 63 30 12 7 13R
- TOTAL 22.5 45.7 21.7 8.7 5.4 100.0
```

**Chi-Square**

```
Value  | Significance
------- | ----------
11.92065 | 0.056
```

**Statistical**

```
Cramer's V
```

**Number of missing observations:** 5

### SATIS

```
ATTRACT
COUNT I | ROW PCT I | COL PCT I | TOTAL
------- | ---------- | ---------- | --------
YES     | 1 2 3 2 1 1 | 10.0 | 10.0 | 13.0 | 7.7
NO      | 1 2 1 6 1 25 | 22.7 | 47.7 | 19.5 | 8.4 | 82.8

COLUMNS
- 1 22 30 12 7 13R
- TOTAL .7 14.9 28.3 30.9 15.2 100.0
```

**Chi-Square**

```
Value  | Significance
------- | ----------
1.71554 | 0.972
```

**Statistical**

```
Cramer's V
```

**Number of missing observations:** 5

### SATIS

```
SAYS
COUNT I | ROW PCT I | COL PCT I | TOTAL
------- | ---------- | ---------- | --------
YES     | 1 2 3 2 1 1 | 10.0 | 10.0 | 13.0 | 7.7
NO      | 1 2 1 6 1 25 | 22.7 | 47.7 | 19.5 | 8.4 | 82.8

COLUMNS
- 1 22 30 12 7 13R
- TOTAL .7 14.9 28.3 30.9 15.2 100.0
```

**Chi-Square**

```
Value  | Significance
------- | ----------
0.10682 | 0.7447
```

**Statistical**

```
Cramer's V
```

**Number of missing observations:** 5

---

3-5-25
### CROSSTABULATION OF TRAVEL COUNTS BY TRAVEL

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<td>10.0</td>
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<tr>
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<td>1</td>
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<tr>
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<td>1</td>
<td>1.0</td>
<td>10.0</td>
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<td>2</td>
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#### CHI-SQUARE

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**Cramer's V**

0.17

**Number of Missing Observations**

5

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### CROSSTABULATION OF TRAVEL COUNTS BY TRAVEL

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#### CHI-SQUARE

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**Cramer's V**

0.32

**Number of Missing Observations**

1

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3-5-26
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<th>COL PCT</th>
<th>TOTAL</th>
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<td>1</td>
<td>10</td>
</tr>
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<td>100.0</td>
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<tr>
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<td>1</td>
<td>5.3</td>
<td>10.3</td>
<td>15.5</td>
</tr>
<tr>
<td>TWO</td>
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<td>18.1</td>
<td>36.3</td>
<td>44.7</td>
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<tr>
<td>THREE OR MORE</td>
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| COLUMN TOTAL | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 | 11.0 | 12.0 | 13.0 | 14.0 | 15.0 | 16.0 | 17.0 | 18.0 | 19.0 | 20.0 |
|--------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 010          | 10  | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| NONE         | 10  | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| ONE          | 10  | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| TWO          | 10  | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| THREE OR MORE| 10  | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |

Chi-Square Test

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Cramer's V

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Number of Missing Observations = 2

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<tbody>
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</tr>
<tr>
<td>TWO</td>
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<td>100.0</td>
</tr>
<tr>
<td>THREE OR MORE</td>
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<td>34.5</td>
<td>17.3</td>
<td>100.0</td>
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| COLUMN TOTAL | 1.0 | 2.0 | 3.0 | 4.0 | 5.0 | 6.0 | 7.0 | 8.0 | 9.0 | 10.0 | 11.0 | 12.0 | 13.0 | 14.0 | 15.0 | 16.0 | 17.0 | 18.0 | 19.0 | 20.0 |
|--------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|------|------|------|------|------|
| 010          | 1.0 | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| NONE         | 1.0 | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| ONE          | 1.0 | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| TWO          | 1.0 | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |
| THREE OR MORE| 1.0 | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    | 1    |

Chi-Square Test

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Cramer's V

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Number of Missing Observations = 3

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3-5-27
**DEPENDING**

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<td></td>
</tr>
<tr>
<td>TWO</td>
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<td></td>
</tr>
<tr>
<td>THREE OR MORE</td>
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</tbody>
</table>

**Chi-Square Test of Independence**

<table>
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<th>SIGNIFICANCE</th>
</tr>
</thead>
<tbody>
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**Number of Missing Observations = 5**

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**DEPENDING**

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<td></td>
<td></td>
</tr>
<tr>
<td>THREE OR MORE</td>
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**Chi-Square Test of Independence**

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<th>SIGNIFICANCE</th>
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**Number of Missing Observations = 1**

3-5-28
### Program Count

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<tr>
<td>Two</td>
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</tr>
<tr>
<td>Three or more</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

**Column**

|          | 22.5 | 45.5 | 21.8 | 8.5  | 1.4  | 100.0 |

**Chi-square**

<table>
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<th>Significance</th>
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**Statistic Cramer's V**

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**Number of Missing Observations**

| 1 |

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### Attract Count

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</tr>
<tr>
<td>Two</td>
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<tr>
<td>Three or more</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Column**

|          | 22.2 | 41.4 | 56.6 | 22.2 | 142.2 |

**Chi-square**

<table>
<thead>
<tr>
<th>Value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.74270</td>
<td>0.0249</td>
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</tbody>
</table>

**Statistic Cramer's V**

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<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.74382</td>
<td>0.070</td>
</tr>
</tbody>
</table>

**Number of Missing Observations**

| 1 |

---

3-5-29
### Table 1: Educational Level

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<th>COL PCT</th>
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<tbody>
<tr>
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<td>15</td>
</tr>
<tr>
<td>MA, MS, MBA</td>
<td>1</td>
<td>20.0</td>
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<tr>
<td>Ph.D., M.D., etc.</td>
<td>2</td>
<td>7.7</td>
<td>50.0</td>
<td>27.7</td>
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<td>6</td>
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<td>14.1</td>
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### Chi-Square and Significance

<table>
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<th>n</th>
<th>p-value</th>
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<tbody>
<tr>
<td>Cramer's V</td>
<td>0.7348</td>
<td>3</td>
<td>0.4659</td>
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### Table 2: Satis

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<tr>
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<td>60.0</td>
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<tr>
<td>ONE</td>
<td>i</td>
<td>11</td>
<td>1 8</td>
<td>19</td>
</tr>
<tr>
<td>TWO</td>
<td>2</td>
<td>42</td>
<td>22</td>
<td>64</td>
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<td>THREE OR MORE</td>
<td>3</td>
<td>29</td>
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### Chi-Square and Significance

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<tbody>
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<td>Cramer's V</td>
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### Table 3: Socsvc

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<td>i</td>
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<td>57.7</td>
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### Chi-Square and Significance

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<tbody>
<tr>
<td>Cramer's V</td>
<td>5.7977</td>
<td>7</td>
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### Number of Missing Observations

- **Satis**: 1
- **Educational Level**: 1
- **Socsvc**: 2
### Educational Level by Job Code

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<tr>
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<td>59,1</td>
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<tr>
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### Cramer's V

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<th>SIGNIFICANCE</th>
<th>CELLS WITH EXPECTED (&lt;5)</th>
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<tbody>
<tr>
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**Number of Missing Observations:** 1

### Benefit

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<td>78,2</td>
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**Number of Missing Observations:** 3

3-5-31
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<tr>
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<td>6.00%</td>
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<tr>
<td></td>
<td>4</td>
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<td>6.00%</td>
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<table>
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<tr>
<th>Chi-Square</th>
<th>Value</th>
<th>Significance</th>
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<td>3.00%</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>3.33%</td>
<td>6.00%</td>
</tr>
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<td>1</td>
<td>3.33%</td>
<td>6.00%</td>
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<tr>
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<td>6.00%</td>
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<tr>
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<td>3.33%</td>
<td>6.00%</td>
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<table>
<thead>
<tr>
<th>Chi-Square</th>
<th>Value</th>
<th>Significance</th>
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<tbody>
<tr>
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Number of missing observations = 0

3-5-32
### Educational Level by Travel

<table>
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<tr>
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<tbody>
<tr>
<td>Q11</td>
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<td>16.0%</td>
<td>16.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>25.0%</td>
<td>11.6%</td>
<td>11.6%</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>7.0%</td>
<td>1.2%</td>
<td>1.2%</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>2.0%</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>COLUMN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROW</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>16.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>1</td>
<td>11.6%</td>
<td>11.6%</td>
</tr>
<tr>
<td>2</td>
<td>1.2%</td>
<td>1.2%</td>
</tr>
<tr>
<td>3</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

**Chi-Square**: 5.77564

**Significance**: 0.171

**Cells with Expected Count Less Than 5**: 15

**Number of Missing Observations**: 1

---

3-5-33
### ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>1</td>
<td>2.4096</td>
<td>2.4096</td>
<td>5.050</td>
<td>0.0429</td>
</tr>
<tr>
<td>Within Groups</td>
<td>141</td>
<td>111.3797</td>
<td>0.7806</td>
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<tr>
<td>Total</td>
<td>142</td>
<td>113.7893</td>
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<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% CI Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>118</td>
<td>4.1017</td>
<td>0.8012</td>
<td>0.0707</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.9447 TO 4.2567</td>
</tr>
<tr>
<td>GRP 1</td>
<td>25</td>
<td>3.7600</td>
<td>1.0116</td>
<td>0.2073</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.4765 TO 4.1776</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>4.0420</td>
<td>0.8950</td>
<td>0.0744</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.8046 TO 4.2899</td>
</tr>
</tbody>
</table>

- **Random Effects Model**
  - 0.1829

**Random Effects Model** = Estimate of Between Component Variance = 0.0392

### TESTS FOR HOMOGENEITY OF VARIANCES

- Cochran's C = \[ \frac{\text{Max. Variance}}{\text{Sum(Variates)}} \] = 0.5796, \[ P = 0.178 \] (Approx.)
- Bartlett-Box F = 1.590, \[ P = 0.296 \]
- Maximum Variance / Minimum Variance = 1.380
<table>
<thead>
<tr>
<th>Variable</th>
<th>SATIS 001</th>
<th>RANK</th>
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**Analysis of Variance**

<table>
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<tr>
<th>Source</th>
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<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
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<tbody>
<tr>
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<td>0.6964</td>
<td>0.6964</td>
<td>2.942</td>
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<td>141</td>
<td>33.3716</td>
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<td>Total</td>
<td>142</td>
<td>34.0690</td>
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**Group Count**

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<th>Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% CI Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15</td>
<td>1.2400</td>
<td>0.4859</td>
<td>0.0410</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.3106 to 1.4724</td>
</tr>
<tr>
<td>2</td>
<td>25</td>
<td>1.4237</td>
<td>0.4963</td>
<td>0.0457</td>
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<td>2.0000</td>
<td>1.3106 to 1.5147</td>
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<td>0.0410</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.3106 to 1.4724</td>
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</table>

**Fixed Effects Model**

- Mean: 0.4865
- Standard Error: 0.0407
- 95% CI: 1.3172 to 1.4720

**Random Effects Model**

- Estimate of Between Component Variance: 0.0111

**Tests for Homogeneity of Variances**

- Cochran's C = Max. Variance / Sum of Variances = .5645, P = .277 (Approx.)
- Bartlett Box F = .674, P = .430
- Maximum Variance / Minimum Variance = 1.298
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
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<th>Mean Squares</th>
<th>F Ratio</th>
<th>P Prob</th>
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</thead>
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<td>1.9977</td>
<td>1.9977</td>
<td>2.237</td>
<td>0.1375</td>
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<td>Within Groups</td>
<td>141</td>
<td>126.2820</td>
<td>0.4956</td>
<td>0.0795</td>
<td>0.9610</td>
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<td>Total</td>
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<td>128.2797</td>
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### Descriptive Statistics

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<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Pct Conf Int for Mean</th>
</tr>
</thead>
<tbody>
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<td>2.2712</td>
<td>0.9577</td>
<td>0.0482</td>
<td>1.0000</td>
<td>4.0000</td>
<td>2.0966 to 2.4454</td>
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<td>4.0000</td>
<td>1.9041 to 2.3269</td>
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<tr>
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<td>0.0795</td>
<td>1.0000</td>
<td>4.0000</td>
<td>2.0597 to 2.3749</td>
</tr>
</tbody>
</table>

**Fixed Effects Model**

- Estimate of Between Component Variance: 0.0267

**Random Effects Model**

- Estimate of Between Component Variance: 0.0267

### Tests for Homogeneity of Variances

- Cochrane's C = Max. Variance/Sum(Variances) = 0.3773, P = 0.531 (Approx.)
- Bartlett-Box F = 0.032, P = 0.845
- Maximum Variance / Minimum Variance = 1.461
<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>F PROB.</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td>1</td>
<td>1.5974</td>
<td>1.5974</td>
<td>2.325</td>
<td>0.1296</td>
</tr>
<tr>
<td>WITHIN GROUPS</td>
<td>141</td>
<td>96.9197</td>
<td>0.6874</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>142</td>
<td>98.6175</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GROUP</th>
<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95% PCT CONF. INT FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grp 0</td>
<td>110</td>
<td>2.3983</td>
<td>0.8487</td>
<td>0.0781</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.2394 to 2.8670</td>
</tr>
<tr>
<td>Sep 1</td>
<td>25</td>
<td>2.1200</td>
<td>0.7257</td>
<td>0.1451</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.2394 to 2.8670</td>
</tr>
<tr>
<td>TOTAL</td>
<td>143</td>
<td>2.3497</td>
<td>0.8320</td>
<td>0.0697</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.2394 to 2.8670</td>
</tr>
</tbody>
</table>

**Fixed Effects Model**
- Mean: 0.8294
- Error: 0.0697

**Random Effects Model**
- Mean: 0.1432
- Error: 0.0530

**Random Effects Model - Estimate of Between Component Variance**: 0.0724

**Tests for Homogeneity of Variances**
- **Cochran's C** = \( \frac{\text{Max. Variance}}{\text{Sum(Variances)}} = \frac{.5777}{.92} = .628 \) (approx.)
- **Hartley-Box F** = \( .899 \), \( p = .343 \)
- **Maximum Variance / Minimum Variance** = 1.368
<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>F PROG</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td>1</td>
<td>5.6251</td>
<td>5.6251</td>
<td>7.535</td>
<td>0.0076</td>
</tr>
<tr>
<td>WITHIN GROUPS</td>
<td>142</td>
<td>100.1232</td>
<td>0.7668</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>143</td>
<td>115.7493</td>
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<td></td>
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</tr>
</tbody>
</table>

**GROUP**

<table>
<thead>
<tr>
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<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95% CI CONF INT FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>5</td>
<td>4.0797</td>
<td>0.0756</td>
<td>0.0756</td>
<td>1.0000</td>
<td>5.0000</td>
<td>4.9307 TO 4.2393</td>
</tr>
<tr>
<td>GRP 1</td>
<td>5</td>
<td>4.0000</td>
<td>0.0000</td>
<td>0.0000</td>
<td>3.0000</td>
<td>5.0000</td>
<td>4.9000 TO 4.0999</td>
</tr>
<tr>
<td>TOTAL</td>
<td>143</td>
<td>4.0470</td>
<td>0.8950</td>
<td>0.0748</td>
<td>1.0000</td>
<td>5.0000</td>
<td>4.9460 TO 4.1500</td>
</tr>
</tbody>
</table>

**FIXED EFFECTS MODEL**

<table>
<thead>
<tr>
<th>MODEL</th>
<th>SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>F PROG</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIXED</td>
<td>0.0757</td>
<td>0.0752</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RANDOM</td>
<td>0.8951</td>
<td>0.6595</td>
<td></td>
<td>12.7974</td>
</tr>
</tbody>
</table>

**TESTS FOR HOMOGENEITY OF VARIANCES**

- COCHRAN'S C = MAX. VARIANCE/SUM(VARIANCES) = 1.0000, P = 1.0E+36 (APPROX.)
- BARTLETT-BOX F = MAXIMUM VARIANCE / MINIMUM VARIANCE
## Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F-Ratio</th>
<th>P Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>1</td>
<td>0.7946</td>
<td>0.7946</td>
<td>3.367</td>
<td>0.0896</td>
</tr>
<tr>
<td>Within Groups</td>
<td>141</td>
<td>33.2754</td>
<td>0.2360</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>34.0699</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Group Means

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% CI Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>137</td>
<td>1.605A</td>
<td>0.492F</td>
<td>0.0420</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.527F to 1.649F</td>
</tr>
<tr>
<td>GRP 1</td>
<td>5</td>
<td>1.0000</td>
<td>0.0490</td>
<td>0.0170</td>
<td>1.0000</td>
<td>1.0000</td>
<td>0.930 to 1.070</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>1.3916</td>
<td>0.489R</td>
<td>0.0470</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.313 to 1.470</td>
</tr>
</tbody>
</table>

### Fixed Effects Model

- Standard Error: 0.0406
- Estimate of Between Component Variance: 0.0579

### Random Effects Model

- Standard Error: 0.2359

### Tests for Homogeneity of Variances

- Cochran's C = Max. Variance / Sum(Variances) = 1.0000, P = 1.236 (Approx.)
- Bartlett-Box F = 0.999, P = 1.236
- Maximum Variance / Minimum Variance: 0.0579
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>df</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>p Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>1</td>
<td>1.9710</td>
<td>1.9710</td>
<td>2.200</td>
<td>0.1402</td>
</tr>
<tr>
<td>Within Groups</td>
<td>141</td>
<td>126.3087</td>
<td>0.8958</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>128.2797</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Group Statistics

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% CI Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>138</td>
<td>2.2551</td>
<td>0.9556</td>
<td>0.0813</td>
<td>1.0000</td>
<td>4.0000</td>
<td>2.0723 to 2.4220</td>
</tr>
<tr>
<td>GRP 1</td>
<td>5</td>
<td>1.6600</td>
<td>0.3477</td>
<td>0.2744</td>
<td>1.0000</td>
<td>2.0000</td>
<td>0.9199 to 2.3401</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>2.2188</td>
<td>0.9505</td>
<td>0.0795</td>
<td>1.0000</td>
<td>4.0000</td>
<td>2.0897 to 2.3793</td>
</tr>
</tbody>
</table>

#### Fixed Effects Model

- Standard Error: 0.9463
- Standard Error: 0.0795

#### Random Effects Model

- Standard Error: 0.3179
- Standard Error: 0.0000

#### Tests for Homogeneity of Variances

- **Cochran's C:** Max. Variance/Sum(Variances) = 0.9277, P = 0.000 (Approx.)
- **Bartlett-Box F:** 1.610, P = 0.205
- **Maximum Variance / Minimum Variance:** 3.044
## Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>1</td>
<td>1.7287</td>
<td>1.7287</td>
<td>2.179</td>
<td>0.1427</td>
</tr>
<tr>
<td>Within Groups</td>
<td>141</td>
<td>113.6084</td>
<td>0.7935</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>115.3371</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

### Group Analysis

<table>
<thead>
<tr>
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<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Pct Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 0</td>
<td>138</td>
<td>1.6014</td>
<td>0.8923</td>
<td>0.0760</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.4512 to 1.7517</td>
</tr>
<tr>
<td>Group 1</td>
<td>5</td>
<td>2.2000</td>
<td>0.8867</td>
<td>0.3742</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.6172 to 4.2999</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>1.6224</td>
<td>0.9445</td>
<td>0.0754</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.4745 to 1.7707</td>
</tr>
</tbody>
</table>

**Fixed Effects Model**

- Random Effects Model

**Random Effects Model** = Estimate of Between Component Variance

- 0.0960

### Tests for Homogeneity of Variances

- Cochrane's C = Max. Variance/Sum(Variances) = 5.527, \(P = 0.599\) (Approx.)
- Bartlett-Box F = 0.079, \(P = 0.866\)
- Maximum Variance / Minimum Variance = 1.137
### VARIABLE O24

**ABLE TO PLAN MY LIFE**

### ETNICA

#### ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>P-PROB</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td>1</td>
<td>2,6021</td>
<td>2,6021</td>
<td>2.560</td>
<td>0.111</td>
</tr>
<tr>
<td>WITHIN GROUPS</td>
<td>144</td>
<td>145,079</td>
<td>1,0163</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>145</td>
<td>147,680</td>
<td></td>
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</tbody>
</table>

#### GROUP

<table>
<thead>
<tr>
<th>GROUP</th>
<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95% P.P. CONF. INT. FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 1</td>
<td>150</td>
<td>2.7749</td>
<td>0.0848</td>
<td>0.0848</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.3067 TO 2.9933</td>
</tr>
<tr>
<td>TOTAL</td>
<td>145</td>
<td>2.7743</td>
<td>0.0848</td>
<td>0.0848</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.3067 TO 2.9933</td>
</tr>
</tbody>
</table>

#### FIXED EFFECTS MODEL

<table>
<thead>
<tr>
<th></th>
<th>FIXED EFFECTS MODEL</th>
<th>RANDOM EFFECTS MODEL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.0081</td>
<td>0.2512</td>
</tr>
</tbody>
</table>

#### RANDOM EFFECTS MODEL - ESTIMATE OF BETWEEN COMPONENT VARIANCE

|               | 0.0671               |

#### TESTS FOR HOMOGENEITY OF VARIANCES

<table>
<thead>
<tr>
<th></th>
<th>6.5979</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAXIMUM VARIANCE / MINIMUM VARIANCE</td>
<td>2.702</td>
</tr>
</tbody>
</table>

**NOTE:**

1. The table above represents the analysis of variance for the variable O24, indicating the ability to plan one's life, with data for both between and within groups. The table includes the degrees of freedom, sum of squares, mean squares, and F ratios with corresponding p-values.
2. The group analysis shows the mean, standard deviation, and standard error for each group, along with the 95% confidence interval for the mean.
3. The fixed effects model and random effects model are provided, with an estimate of the between component variance.
4. Tests for homogeneity of variances are performed using Cochran's C and Hartley's F tests, with approximate results.

---

**SUGGESTIONS:**

- Further analysis could be conducted to explore the relationship between the ability to plan one's life and demographic factors.
- The use of additional statistical tests, such as ANOVA, could provide more insights into the data.
## Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>1</td>
<td>2.3574</td>
<td>2.3574</td>
<td>4.950</td>
<td>0.0348</td>
</tr>
<tr>
<td>Within Groups</td>
<td>141</td>
<td>77.6975</td>
<td>0.5510</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>79.0549</td>
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</table>

**Group**

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Confidence Interval 95%</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>13</td>
<td>1.3377</td>
<td>0.4504</td>
<td>0.0667</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.1017 to 1.6520</td>
</tr>
<tr>
<td>GRP 1</td>
<td>130</td>
<td>1.7938</td>
<td>0.7713</td>
<td>0.0647</td>
<td>1.0000</td>
<td>4.0000</td>
<td>1.9595 to 2.8979</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>1.7143</td>
<td>0.7279</td>
<td>0.0609</td>
<td>1.0000</td>
<td>4.0000</td>
<td>1.5916 to 2.8974</td>
</tr>
</tbody>
</table>

**Fixed Effects Model**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.779</td>
<td>0.0709</td>
<td>0.0170</td>
</tr>
</tbody>
</table>

**Random Effects Model**

**Random Effects Model - Estimate of Between Component Variance**

0.0777

**Tests for Homogeneity of Variances**

- Cochran's C = Max. Variance/Sum(Variances) = 0.7029, P = 0.4791 (Approx.)
- Bartlett-Box F = 3.165, P = 0.178
- Maximum Variance / Minimum Variance = 2.936
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>9</td>
<td>0.0564</td>
<td>0.0064</td>
<td>2.969</td>
<td>0.1775</td>
</tr>
<tr>
<td>Within Groups</td>
<td>140</td>
<td>52.2056</td>
<td>0.3729</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>149</td>
<td>55.1620</td>
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<td></td>
<td></td>
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</tbody>
</table>

### Group Statistics

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% CI Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>52</td>
<td>1.1154</td>
<td>0.3728</td>
<td>0.0639</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.2470 to 1.2740</td>
</tr>
<tr>
<td>GRP 1</td>
<td>91</td>
<td>1.3776</td>
<td>0.6564</td>
<td>0.0609</td>
<td>1.0000</td>
<td>4.0000</td>
<td>1.2069 to 1.4489</td>
</tr>
<tr>
<td>TOTAL</td>
<td>143</td>
<td>1.2887</td>
<td>0.6140</td>
<td>0.0515</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.1800 to 1.3966</td>
</tr>
</tbody>
</table>

### Random Effects Model
- Estimate of Between Component Variance: 0.0137

### Tests for Homogeneity of Variances
- Coefficient of Variation: Max Variance/Sum Variance = 0.8023, P = 0.000 (Approx.)
- Bartlett-Box F = 14.299, P = 0.000
- Maximum Variance / Minimum Variance = 4.059
VARIABLE ABSENCE
BY VARIABLE 004 MILITARY FAMILY

ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>Source</th>
<th>df</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>p Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>between groups</td>
<td>1</td>
<td>2.2517</td>
<td>7.2517</td>
<td>2.851</td>
<td>0.0955</td>
</tr>
<tr>
<td>within groups</td>
<td>140</td>
<td>110.5773</td>
<td>0.7898</td>
<td></td>
<td></td>
</tr>
<tr>
<td>total</td>
<td>141</td>
<td>112.8289</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Confidence Interval for Mean</th>
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</thead>
<tbody>
<tr>
<td>Group 0</td>
<td>26</td>
<td>3.7692</td>
<td>0.7046</td>
<td>0.1500</td>
<td>3.0000</td>
<td>5.0000</td>
<td>3.4604 to 4.0791</td>
</tr>
<tr>
<td>Group 1</td>
<td>116</td>
<td>4.0948</td>
<td>0.9135</td>
<td>0.0488</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.9268 to 4.2428</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>4.0352</td>
<td>0.8915</td>
<td>0.0731</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.8966 to 4.1836</td>
</tr>
</tbody>
</table>

Fixed effects model:
- Mean: 0.8887
- Standard Error: 0.0746
- 95% Confidence Interval: 3.8878 to 4.7827

Random effects model:
- Mean: 0.7723
- Standard Error: 0.0442
- 95% Confidence Interval: 4.2245

Random effects model = estimate of between component variance: 0.0344

Tests for homogeneity of variances:
- Cochrans C = max. variance/sum(variances) = 0.5880, P = 0.139 (approx.)
- Bartlett-Box F = 1.186, P = 0.276
- Maximum variance / minimum variance = 1.427
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>4</td>
<td>17,177.0</td>
<td>3,571.4</td>
<td>2.924</td>
<td>0.053</td>
</tr>
<tr>
<td>Within Groups</td>
<td>138</td>
<td>119,608.4</td>
<td>0.865</td>
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<tr>
<td>Total</td>
<td>142</td>
<td>129,785.4</td>
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#### Group Means

<table>
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<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95 PCT Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>13</td>
<td>3.0767</td>
<td>0.9541</td>
<td>0.2646</td>
<td>2.0000</td>
<td>5.0000</td>
<td>2.5004 to 7.6533</td>
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<tr>
<td>1</td>
<td>43</td>
<td>3.8605</td>
<td>0.9150</td>
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<td>5.0000</td>
<td>3.7799 to 4.1421</td>
</tr>
<tr>
<td>2</td>
<td>61</td>
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<td>0.9289</td>
<td>0.1789</td>
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<td>5.0000</td>
<td>3.7064 to 3.9827</td>
</tr>
<tr>
<td>3</td>
<td>24</td>
<td>3.6250</td>
<td>0.9696</td>
<td>0.1979</td>
<td>2.0000</td>
<td>5.0000</td>
<td>4.2536 to 4.0344</td>
</tr>
<tr>
<td>4</td>
<td>2</td>
<td>4.0000</td>
<td>0.0000</td>
<td>0.0000</td>
<td>4.0000</td>
<td>4.0000</td>
<td>4.0000 to 4.0000</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>3.5315</td>
<td>0.9554</td>
<td>0.0799</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.3735 to 3.6994</td>
</tr>
</tbody>
</table>

**Fixed Effects Model:**
- Mean: 0.9705
- Standard Error: 0.0778

**Random Effects Model:**
- Mean: 0.1640
- Standard Error: 0.0752

**Random Effects Model = Estimate of Between Component Variance:** 0.0674

**Tests for Homogeneity of Variances**

- **Cochrans C** = \( \frac{\text{Max. Variance} \times \text{Sum of Variances}}{\text{Max. Variance} \times \text{Sum of Variances}} \) = 1.264, \( p = 0.467 \) (approx.)
- **Bartlett-Box F** = 0.038, \( p = 0.999 \)
- **Maximum Variance / Minimum Variance** = 1.123
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
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<td>166.9248</td>
<td>1.7450</td>
<td>1.745</td>
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<td>136.8498</td>
<td>1.0067</td>
<td>1.006</td>
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<td>Total</td>
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<td>145.7746</td>
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**Group**

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Confidence Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 1</td>
<td>116</td>
<td>3.6413</td>
<td>0.07764</td>
<td>0.0929</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.7626 to 7.4457</td>
</tr>
<tr>
<td>GRP 2</td>
<td>119</td>
<td>3.8471</td>
<td>0.19441</td>
<td>0.2211</td>
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<td>5.0000</td>
<td>3.4146 to 4.5740</td>
</tr>
<tr>
<td>GRP 3</td>
<td>123</td>
<td>5.0000</td>
<td>0.00000</td>
<td>0.0000</td>
<td>5.0000</td>
<td>5.0000</td>
<td>5.0000 to 5.0000</td>
</tr>
<tr>
<td>GRP 4</td>
<td>124</td>
<td>5.0000</td>
<td>0.00000</td>
<td>0.0000</td>
<td>5.0000</td>
<td>5.0000</td>
<td>5.0000 to 5.0000</td>
</tr>
<tr>
<td>GRP 5</td>
<td>124</td>
<td>5.0000</td>
<td>0.00000</td>
<td>0.0000</td>
<td>5.0000</td>
<td>5.0000</td>
<td>5.0000 to 5.0000</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>3.6620</td>
<td>0.0853</td>
<td>0.0847</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.6903 to 4.6903</td>
</tr>
</tbody>
</table>

**Fixed Effects Model**

|                     | 7.0031 | 0.0847 |

**Random Effects Model**

|                     | 0.2589 |

**Random Effects Model** = Estimate of Between Component Variance 0.0874

**Tests for Homogeneity of Variances**

- Cochran's C = Max. Variance/Sum(Variance) = .4017, P = .351 (approx.)
- Hartlett-Box F = .066, P = .036
- Maximum Variance / Minimum Variance = 1.349
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.f.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>P Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>5</td>
<td>7.9102</td>
<td>1.5820</td>
<td>2.902</td>
<td>0.050</td>
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<td>Within Groups</td>
<td>137</td>
<td>90.6073</td>
<td>0.6614</td>
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<tr>
<td>Total</td>
<td>142</td>
<td>98.5175</td>
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#### Group Statistics

<table>
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<tr>
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<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Conf. Int. for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>6</td>
<td>3.0000</td>
<td>0.0</td>
<td>0.0</td>
<td>3.0000</td>
<td>3.0000</td>
<td>2.9952 TO 3.0025</td>
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<tr>
<td>GRP 1</td>
<td>117</td>
<td>2.3077</td>
<td>0.7029</td>
<td>0.0733</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.3709 TO 2.4329</td>
</tr>
<tr>
<td>GRP 2</td>
<td>19</td>
<td>2.2637</td>
<td>0.9912</td>
<td>0.2274</td>
<td>1.0000</td>
<td>4.0000</td>
<td>2.1584 TO 2.4579</td>
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<tr>
<td>GRP 4</td>
<td>1</td>
<td>4.0000</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRP 6</td>
<td>1</td>
<td>3.0000</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>2.3447</td>
<td>0.8329</td>
<td>0.0697</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.2820 TO 2.4473</td>
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</tbody>
</table>

**Fixed Effects Model:** Mean = 0.8132, std. dev. = 0.0680

**Random Effects Model:** Mean = 0.2750, std. dev. = 0.0545

**Random Effects Model Estimate of Between Component Variance:** 0.1032

#### Tests for Homogeneity of Variances

- **Cochran's C** = Max. Variance/Sum(Variances) = 0.6028, P = 0.000 (Approx.)
- **Bartlett-Box F** = 1.7213, P = 0.190
- Maximum Variance / Minimum Variance = 1.563
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F-Ratio</th>
<th>E-Prob</th>
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<tbody>
<tr>
<td>Between Groups</td>
<td>1</td>
<td>1.5075</td>
<td>1.5075</td>
<td>2.162</td>
<td>0.143</td>
</tr>
<tr>
<td>Within Groups</td>
<td>136</td>
<td>94.8149</td>
<td>0.6972</td>
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<tr>
<td>Total</td>
<td>137</td>
<td>96.3264</td>
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</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95 Pct Conf Interval for Mean</th>
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<tbody>
<tr>
<td>GRP 1</td>
<td>128</td>
<td>2.2969</td>
<td>0.7873</td>
<td>0.0866</td>
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<td>5.0000</td>
<td>2.1502 to 2.4344</td>
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<tr>
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<td>10</td>
<td>2.7000</td>
<td>1.3375</td>
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<td>5.0000</td>
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<tr>
<td>Total</td>
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<td>2.3261</td>
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<td>0.0774</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.1440 to 2.4677</td>
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</tbody>
</table>

**Fixed Effects Model**
- Mean: 0.8350
- Standard Error: 0.0774

**Random Effects Model**
- Mean: 0.2070

### Random Effects Model - Estimate of Between Component Variance
0.0437

### Tests for Homogeneity of Variances
- Cochran's C = Max. Variance/Sum(Variances) = .7427, P = .000 (Approx.)
- Bartlett-Box F = 6.241, P = .013
- Maximum Variance / Minimum Variance = 2.886
VARIABLE JOBCOM BY VARIABLE GED YEARS TO STAY

ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F.RATIO</th>
<th>F.PROB.</th>
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<tbody>
<tr>
<td>BETWEEN GROUPS</td>
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<td>3,7278</td>
<td>0.6213</td>
<td>1.706</td>
<td>0.7440</td>
</tr>
<tr>
<td>WITHIN GROUPS</td>
<td>135</td>
<td>49,5170</td>
<td>0.3641</td>
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<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>142</td>
<td>53,2448</td>
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</tr>
</tbody>
</table>

GROUP COUNT MEAN STANDARD DEVIATION STANDARD ERROR MINIMUM MAXIMUM 95 PCT CONF INT FOR MEAN

<table>
<thead>
<tr>
<th>GROUP</th>
<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95 PCT CONF INT FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 1</td>
<td>2</td>
<td>1.5000</td>
<td>0.7071</td>
<td>0.5000</td>
<td>1.0000</td>
<td>2.0000</td>
<td>[1.0531, 1.9469]</td>
</tr>
<tr>
<td>GRP 2</td>
<td>4</td>
<td>1.0000</td>
<td>0.0000</td>
<td>0.0000</td>
<td>1.0000</td>
<td>1.0000</td>
<td>[1.0000, 1.0000]</td>
</tr>
<tr>
<td>GRP 3</td>
<td>23</td>
<td>1.0217</td>
<td>1.0798</td>
<td>0.3166</td>
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<td>1.0000</td>
<td>[1.0000, 1.0000]</td>
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<tr>
<td>GRP 4</td>
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<td>1.0000</td>
<td>[1.0000, 1.0000]</td>
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<tr>
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<td>1.0607</td>
<td>0.3750</td>
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<td>1.0000</td>
<td>[1.0000, 1.0000]</td>
</tr>
<tr>
<td>GRP 6</td>
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<td>1.1731</td>
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<td>[1.0000, 1.0000]</td>
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<td>GRP 7</td>
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<td>[1.0000, 1.0000]</td>
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<tr>
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<td>1.0000</td>
<td>[1.0000, 1.0000]</td>
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</table>

FIXED EFFECTS MODEL 0.6034 0.0505 1.965 2.3845

RANDOM EFFECTS MODEL 0.0778 1.965 2.3845

RANDOM EFFECTS MODEL = ESTIMATE OF BETWEEN COMPONENT VARIANCE 0.0143

TESTS FOR HOMOGENEITY OF VARIANCES

COCHRAN'S C = MAX. VARIANCE/SUM(VARIANCES) = 352.8, P = .000 (APPROX.)

BARTLETT-BOX F = 10.217, P = .00

MAXIMUM VARIANCE / MINIMUM VARIANCE 9.643
## Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>p Prob</th>
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</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>6</td>
<td>1.0327</td>
<td>0.1721</td>
<td>2.235</td>
<td>.1044</td>
</tr>
<tr>
<td>Within Groups</td>
<td>136</td>
<td>30.9892</td>
<td>0.2279</td>
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</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>31.0219</td>
<td>0.2264</td>
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### Group Statistics

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Pct Conf Int for μμμμ</th>
<th>3-16</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>1.5500</td>
<td>0.7071</td>
<td>0.5000</td>
<td>1.0000</td>
<td>2.0000</td>
<td>4.9531 TO 7.8531</td>
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</tr>
<tr>
<td>2</td>
<td>4</td>
<td>1.6360</td>
<td>0.5069</td>
<td>0.2500</td>
<td>1.0000</td>
<td>2.0000</td>
<td>2.8586 TO 4.8586</td>
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</tr>
<tr>
<td>3</td>
<td>3</td>
<td>1.5226</td>
<td>0.5069</td>
<td>0.2500</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.2700 TO 2.7700</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>16</td>
<td>1.2250</td>
<td>0.3416</td>
<td>0.0854</td>
<td>1.0000</td>
<td>2.0000</td>
<td>2.0476 TO 2.7076</td>
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</tr>
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<td>2.0000</td>
<td>1.3727 TO 1.7076</td>
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</tr>
</tbody>
</table>

### Fixed Effects Model

- 0.4773

### Random Effects Model

- 0.0741

### Tests for Homogeneity of Variances

- Cochran's C = Max. Variance / Sum(Variances) = 0.2751, p = 0.028 (Approx.)
- Bartlett-Box F = 4.541, p = 0.077
- Maximum Variance / Minimum Variance = 4.786
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F.Prob.</th>
</tr>
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<tbody>
<tr>
<td>Between Groups</td>
<td>6</td>
<td>171.7500</td>
<td>28.6250</td>
<td>1.987</td>
<td>0.0777</td>
</tr>
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<td>Within Groups</td>
<td>136</td>
<td>134.1431</td>
<td>0.9683</td>
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<td></td>
</tr>
<tr>
<td>Total</td>
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<td>145.8931</td>
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<td></td>
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### Group Analysis

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 1</td>
<td>5</td>
<td>4.5000</td>
<td>0.7071</td>
<td>0.5900</td>
<td>4.0000</td>
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<tr>
<td>GRP 2</td>
<td>4</td>
<td>3.2500</td>
<td>0.9574</td>
<td>0.4787</td>
<td>2.0000</td>
<td>4.0000</td>
</tr>
<tr>
<td>GRP 3</td>
<td>23</td>
<td>2.8694</td>
<td>1.0998</td>
<td>0.2393</td>
<td>1.0000</td>
<td>5.0000</td>
</tr>
<tr>
<td>GRP 4</td>
<td>38</td>
<td>2.8804</td>
<td>1.0698</td>
<td>0.1733</td>
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</tr>
<tr>
<td>GRP 5</td>
<td>8</td>
<td>2.7500</td>
<td>1.0500</td>
<td>0.4119</td>
<td>2.0000</td>
<td>5.0000</td>
</tr>
<tr>
<td>GRP 6</td>
<td>52</td>
<td>2.5769</td>
<td>0.9169</td>
<td>0.1269</td>
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<td>5.0000</td>
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<td>GRP 7</td>
<td>16</td>
<td>2.3750</td>
<td>0.8042</td>
<td>0.2016</td>
<td>1.0000</td>
<td>4.0000</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>2.7343</td>
<td>1.0136</td>
<td>0.0848</td>
<td>1.0000</td>
<td>5.0000</td>
</tr>
</tbody>
</table>

### Fixed Effects Model

- **Mean**: 2.7343
- **Standard Deviation**: 1.0136
- **95% CI for Mean**: 2.5667 to 2.9019

### Random Effects Model

- **Estimate of Between Component Variance**: 0.0541

### Tests for Homogeneity of Variances

- **Cochran's C**: Max. Variance/Sum(Variances) = 2.052, P = 0.375 (Approx.)
- **Bartlett-Box F**: 0.307, P = 0.806
- **Maximum Variance / Minimum Variance**: 2.714
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>5</td>
<td>9.3267</td>
<td>1.8653</td>
<td>3.847</td>
<td>.0377</td>
</tr>
<tr>
<td>Within Groups</td>
<td>135</td>
<td>136.3328</td>
<td>1.0009</td>
<td>3.847</td>
<td>.0377</td>
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<td>Total</td>
<td>140</td>
<td>145.6596</td>
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<td></td>
<td></td>
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### Group Summary

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error Prop.</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Pct. Conf. Int. For Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>2</td>
<td>3.3000</td>
<td>0.7071</td>
<td>0.5000</td>
<td>1.0000</td>
<td>4.0000</td>
<td>2.9599 to 4.0531</td>
</tr>
<tr>
<td>GRP 1</td>
<td>12</td>
<td>3.7477</td>
<td>1.0609</td>
<td>0.1029</td>
<td>1.0000</td>
<td>5.0000</td>
<td>4.5465 to 4.9318</td>
</tr>
<tr>
<td>GRP 2</td>
<td>11</td>
<td>3.0999</td>
<td>0.7076</td>
<td>0.2113</td>
<td>1.0000</td>
<td>4.0000</td>
<td>2.6202 to 4.5617</td>
</tr>
<tr>
<td>GRP 3</td>
<td>19</td>
<td>3.5263</td>
<td>0.7773</td>
<td>0.1772</td>
<td>2.0000</td>
<td>5.0000</td>
<td>3.1341 to 4.9044</td>
</tr>
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<td>1</td>
<td>3.0000</td>
<td>0.0000</td>
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<tr>
<td>Total</td>
<td>64</td>
<td>3.6960</td>
<td>0.0700</td>
<td>0.0849</td>
<td>1.0000</td>
<td>4.0000</td>
<td>3.4897 to 4.5094</td>
</tr>
</tbody>
</table>

#### Fixed Effects Model

- F = 7.0049, P = .0846
- 95% Pct. Conf. Int. For Mean: 2.4979 to 4.9269

#### Random Effects Model

- F = 0.7707
- 95% Pct. Conf. Int. For Mean: 4.0602 to 4.9400

### Tests for Homogeneity of Variances

- Cochran's C = Max. Variance/Sum(Variances) = 1.4167, P = .007 (Approx.)
- Bartlett-Box F = 1.588, P = .101
- Maximum Variance / Minimum Variance = 2.910
### VARIABLE SATIS BY VARIABLE GOV

#### HIGHEST EXPECTED RANK

#### ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>F PROB.</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td>5</td>
<td>2.3525</td>
<td>0.4705</td>
<td>2.027</td>
<td>0.0788</td>
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<td>WITHIN GROUPS</td>
<td>144</td>
<td>31.5630</td>
<td>0.2321</td>
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<tr>
<td>TOTAL</td>
<td>149</td>
<td>33.9155</td>
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#### GROUP COUNT MEAN STANDARD DEVIATION STANDARD ERROR MINIMUM MAXIMUM 95% PCT. CONF. INT. FOR. MEAN

<table>
<thead>
<tr>
<th>GROUP</th>
<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95% PCT. CONF. INT. FOR. MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>2</td>
<td>1.5000</td>
<td>0.7071</td>
<td>0.5000</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.3402 to 1.8531</td>
</tr>
<tr>
<td>GRP 1</td>
<td>108</td>
<td>1.4352</td>
<td>0.4981</td>
<td>0.3500</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.3402 to 1.5307</td>
</tr>
<tr>
<td>GRP 2</td>
<td>11</td>
<td>1.5455</td>
<td>0.5222</td>
<td>0.3500</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.1945 to 1.8065</td>
</tr>
<tr>
<td>GRP 3</td>
<td>12</td>
<td>1.1055</td>
<td>0.3153</td>
<td>0.2373</td>
<td>1.0000</td>
<td>2.0000</td>
<td>0.9532 to 1.2572</td>
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<tr>
<td>GRP 4</td>
<td>1</td>
<td>1.0000</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRP 5</td>
<td>1</td>
<td>1.0000</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>142</td>
<td>1.3944</td>
<td>0.4904</td>
<td>0.3412</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.3150 to 1.4757</td>
</tr>
</tbody>
</table>

#### TESTS FOR HOMOGENEITY OF VARIANCES

- **COCHRAN'S C** = MAX. VARIANCE/SUM(VARIANCES) = 0.4469, P = 0.001 (APPROX.)
- **BARTLETT-ROX F** = 1.731, P = 0.149
- **MAXIMUM VARIANCE / MINIMUM VARIANCE** = 5.029
**ANALYSIS OF VARIANCE**

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>F PROB.</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td>5</td>
<td>10.3160</td>
<td>2.0632</td>
<td>2.078</td>
<td>0.079</td>
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<tr>
<td>WITHIN GROUPS</td>
<td>144</td>
<td>135.0437</td>
<td>0.9450</td>
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<td>TOTAL</td>
<td>149</td>
<td>145.3592</td>
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**GROUP**

<table>
<thead>
<tr>
<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95% PCT CONF INT FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>2</td>
<td>4.0000</td>
<td>0.7071</td>
<td>4.0000</td>
<td>5.0000</td>
<td>4.000 TO 5.000</td>
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<tr>
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<td>100</td>
<td>2.7883</td>
<td>0.0821</td>
<td>2.0000</td>
<td>5.0000</td>
<td>2.691 TO 2.887</td>
</tr>
<tr>
<td>GRP 2</td>
<td>11</td>
<td>2.9941</td>
<td>1.0444</td>
<td>2.0000</td>
<td>5.0000</td>
<td>2.257 TO 3.734</td>
</tr>
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<td>GRP 3</td>
<td>19</td>
<td>7.3674</td>
<td>1.0656</td>
<td>7.0000</td>
<td>8.0000</td>
<td>7.055 TO 7.738</td>
</tr>
<tr>
<td>GRP 4</td>
<td>1</td>
<td>2.0000</td>
<td>0.2444</td>
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<td>5.0000</td>
<td>1.855 TO 2.145</td>
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<td>1</td>
<td>2.0000</td>
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<tr>
<td>TOTAL</td>
<td>142</td>
<td>2.7394</td>
<td>0.0653</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.571 TO 2.907</td>
</tr>
</tbody>
</table>

**TESTS FOR HOMOGENEITY OF VARIANCES**

- COCHRAN'S C = PAX (VARIANCE/SUM(VARIANCES)) = 0.3075, P = 0.539 (APPROX.)
- BARTLETT-BOX F = 0.138, P = 0.937
- MAXIMUM VARIANCE / MINIMUM VARIANCE = 2.269
VARIABLE Q15  PAP PROG IMPORTANT  HIGHEST EXPECTED RANK
BY VARIABLE Q09

<table>
<thead>
<tr>
<th></th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>F PROB</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td>5</td>
<td>7,5992</td>
<td>1.5198</td>
<td>5.079</td>
<td>.0495</td>
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<td>TOTAL GROUPS</td>
<td>141</td>
<td>74,7324</td>
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ANOVA TABLE

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<th>GROUP</th>
<th>COUNT</th>
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<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95% PCT. CONF. INT. FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>1</td>
<td>1.5000</td>
<td>0.7071</td>
<td>0.5000</td>
<td>1.0000</td>
<td>2.0000</td>
<td>1.8537 to 2.1563</td>
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<tr>
<td>GRP 1</td>
<td>108</td>
<td>1.7222</td>
<td>0.6949</td>
<td>0.5669</td>
<td>1.0000</td>
<td>4.0000</td>
<td>3.8597 to 4.1403</td>
</tr>
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<td>2.3636</td>
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<td>1.0000</td>
<td>4.0000</td>
<td>3.6777 to 4.3223</td>
</tr>
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<td>1.3644</td>
<td>0.4956</td>
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<td>2.0000</td>
<td>1.4296 to 1.6073</td>
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<td>1</td>
<td>2.0000</td>
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<td>GRP 5</td>
<td>1</td>
<td>1.0000</td>
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<td>TOTAL</td>
<td>142</td>
<td>1.7193</td>
<td>0.7240</td>
<td>0.0611</td>
<td>1.0000</td>
<td>4.0000</td>
<td>1.5975 to 1.8391</td>
</tr>
</tbody>
</table>

FIXED EFFECTS MODEL

| STAND. | 0.7026 | 0.0590 |

RANDOM EFFECTS MODEL

| STAND. | 0.2414 |

RANDOM EFFECTS MODEL = ESTIMATE OF BETWEEN COMPONENT VARIANCE

FESTS FOR HOMOGENEITY OF VARIANCES

<table>
<thead>
<tr>
<th>COCHRAN'S C</th>
<th>MÁX. VARIANCE/SUM(VARIANCES)</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.6679</td>
<td>.000 (APPROX.)</td>
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</tbody>
</table>

BARTLETT-BOX F = 2.276  P = .078

MAXIMUM VARIANCE / MINIMUM VARIANCE = 4.294
# VARIABLE ABSENCE BY VARIABLE Q10 DEPENDENTS

## ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob</th>
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<tbody>
<tr>
<td>Between Groups</td>
<td>3</td>
<td>4.1945</td>
<td>1.3982</td>
<td>7.925</td>
<td>0.028</td>
</tr>
<tr>
<td>Within Groups</td>
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<td>100.2351</td>
<td>0.7263</td>
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</tr>
<tr>
<td>Total</td>
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<td>104.4296</td>
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</tbody>
</table>

## GROUPS

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95 Pct Conf Interval for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>10</td>
<td>3.6000</td>
<td>0.6992</td>
<td>0.2711</td>
<td>3.0000</td>
<td>5.0000</td>
<td>3.0000 to 5.0000</td>
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<tr>
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<td>19</td>
<td>4.1053</td>
<td>0.5093</td>
<td>0.1857</td>
<td>3.0000</td>
<td>5.0000</td>
<td>4.0000 to 5.0000</td>
</tr>
<tr>
<td>GRP 2</td>
<td>64</td>
<td>3.9844</td>
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<td>0.3736</td>
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<td>4.0000 to 5.0000</td>
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<tr>
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<tr>
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<td>0.2772</td>
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<td>5.0000</td>
<td>4.0000 to 5.0000</td>
</tr>
</tbody>
</table>

### FIXED EFFECTS MODEL
- Estimate of Between Component Variance: 0.0217

### RANDOM EFFECTS MODEL
- Estimate of Between Component Variance: 0.0217

## TESTS FOR HOMOGENEITY OF VARIANCES

- **Cochrane C** = Max. Variance/Sum(Variances) = .3469, P = .751 (Approx.)
- **Bartlett-Box F** = 1.228, P = .298
- Maximum Variance / Minimum Variance = 1.850
### VARIABLE Q40

#### OPPORT TO COMMAND

##### DEPENDENTS

#### ANALYSIS OF VARIANCE

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>E ERROR</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td>3</td>
<td>4.1038</td>
<td>1.3679</td>
<td>4.926</td>
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<td>133</td>
<td>98.0160</td>
<td>0.7135</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>144</td>
<td>102.1197</td>
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#### GROUP

<table>
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<tr>
<th>GROUP</th>
<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95 % CONF. INT. FOR MEAN</th>
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</thead>
<tbody>
<tr>
<td>GRP 1</td>
<td>10</td>
<td>1.9279</td>
<td>0.7370</td>
<td>0.2327</td>
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<td>4.0000</td>
<td>1.4572 TO 2.4272</td>
</tr>
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<td>1.4211</td>
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<td>4.0000</td>
<td>1.0176 TO 1.8248</td>
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<tr>
<td>GRP 3</td>
<td>49</td>
<td>1.7344</td>
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<td>0.1725</td>
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<td>5.0000</td>
<td>1.4896 TO 1.9794</td>
</tr>
<tr>
<td>TOTAL</td>
<td>142</td>
<td>1.5986</td>
<td>0.8510</td>
<td>0.0714</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.4572 TO 1.7344</td>
</tr>
</tbody>
</table>

#### FIXED EFFECTS MODEL

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>0.4278</td>
<td>0.0707</td>
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</tbody>
</table>

#### RANDOM EFFECTS MODEL

<p>| | | | | | | | | |</p>
<table>
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<tr>
<th></th>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.2458</td>
<td>0.0570</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

#### RANDOM EFFECTS MODEL = ESTIMATE OF BETWEEN COMPONENT VARIANCE

0.0272

#### TESTS FOR HOMOGENEITY OF VARIANCES

<p>| COCHRAN'S C = MAX. VARIANCE/SUM(VARIANCES) | .3660, P = .069 (APPROX.) |
| BARTLETT-BOX F = | 3.011, P = .029 |
| MAXIMUM VARIANCE / MINIMUM VARIANCE | 2.304 |</p>
<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>JOBCOM</th>
<th>EDUCATIONAL LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ANALYSIS OF VARIANCE**

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>D.F.</th>
<th>SUM OF SQUARES</th>
<th>MEAN SQUARES</th>
<th>F RATIO</th>
<th>F PROB.</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETWEEN GROUPS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WITHIN GROUPS</td>
<td>136</td>
<td>48.3131</td>
<td>0.3515</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>147</td>
<td>53.1620</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**GROUP COUNTS**

<table>
<thead>
<tr>
<th>GROUP</th>
<th>COUNT</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95 PCT CONF INT FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>116</td>
<td>1.2328</td>
<td>0.4820</td>
<td>0.0448</td>
<td>1.0000</td>
<td>4.0000</td>
<td>0.8972 TO 1.2974</td>
</tr>
<tr>
<td>GRP 1</td>
<td>4</td>
<td>1.8980</td>
<td>0.9465</td>
<td>0.0399</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.2441 TO 2.6271</td>
</tr>
<tr>
<td>GRP 2</td>
<td>7</td>
<td>1.5514</td>
<td>0.5345</td>
<td>0.0202</td>
<td>1.0000</td>
<td>7.0000</td>
<td>1.0771 TO 2.0659</td>
</tr>
<tr>
<td>TOTAL</td>
<td>142</td>
<td>1.2847</td>
<td>0.6740</td>
<td>0.0515</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.1860 TO 1.9906</td>
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</tbody>
</table>

**FIXED EFFECTS MODEL**

<table>
<thead>
<tr>
<th></th>
<th>STANDARD DEVIATION</th>
<th>STANDARD ERROR</th>
<th>MINIMUM</th>
<th>MAXIMUM</th>
<th>95 PCT CONF INT FOR MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIXED EFFECTS MODEL</td>
<td>0.5929</td>
<td>0.0499</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.2441 TO 2.6271</td>
</tr>
<tr>
<td>RAN DOM EFFECTS MODEL</td>
<td>0.2381</td>
<td>0.0310</td>
<td>1.0000</td>
<td>2.0659</td>
<td>1.0771 TO 2.0659</td>
</tr>
</tbody>
</table>

**RANDOM EFFECTS MODEL**

**ESTIMATE OF BETWEEN COMPONENT VARIANCE**

0.0795

**TESTS FOR HOMOGENEITY OF VARIANCES**

- CROHAMS C = MAX. VARIANCE/SUM(VARIANCES) = 1.7515, P = .000 (APPROX.)
- BARTLETT-BOX F = 10.570, P = .000
- MAXIMUM VARIANCE / MINIMUM VARIANCE = 15.425
### Analysis of Variance

<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>F Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>3</td>
<td>60737</td>
<td>20246</td>
<td>17.617</td>
<td>.00359</td>
</tr>
<tr>
<td>Within Groups</td>
<td>138</td>
<td>106.7502</td>
<td>0.7336</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>141</td>
<td>112.8239</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Conf Int for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRP 0</td>
<td>15</td>
<td>3.6000</td>
<td>1.2212</td>
<td>0.2895</td>
<td>1.0000</td>
<td>5.0000</td>
<td>2.9731 to 4.2709</td>
</tr>
<tr>
<td>GRP 1</td>
<td>16</td>
<td>4.1121</td>
<td>0.8212</td>
<td>0.0762</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.9670 to 4.2571</td>
</tr>
<tr>
<td>GRP 2</td>
<td>4</td>
<td>3.2500</td>
<td>1.7078</td>
<td>0.8939</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.0325 to 4.6275</td>
</tr>
<tr>
<td>GRP 3</td>
<td>7</td>
<td>4.1429</td>
<td>0.6901</td>
<td>0.2608</td>
<td>3.0000</td>
<td>5.0000</td>
<td>3.5047 to 4.7817</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>4.0332</td>
<td>0.8045</td>
<td>0.0751</td>
<td>1.0000</td>
<td>5.0000</td>
<td>3.8868 to 4.1846</td>
</tr>
</tbody>
</table>

**Fixed Effects Model**
- Estimate of Between Component Variance: 0.0830

**Random Effects Model**
- Estimate of Between Component Variance: 0.0830

### Tests for Homogeneity of Variances
- Cochran's C = Max. Variance/Sum(Variances) = 5475, P = .000 (Approx.)
- Bartlett-Box F = 2.493, P = .050
- Maximum Variance / Minimum Variance = 6.125
<table>
<thead>
<tr>
<th>Source</th>
<th>D.F.</th>
<th>Sum of Squares</th>
<th>Mean Squares</th>
<th>F Ratio</th>
<th>P-Prob.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>3</td>
<td>21.0158</td>
<td>7.0053</td>
<td>10.485</td>
<td>0.0000</td>
</tr>
<tr>
<td>Within Groups</td>
<td>141</td>
<td>113.2143</td>
<td>0.6681</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>144</td>
<td>134.2301</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>Count</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
<th>95% Pct. Conf. Int. for Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grp 0</td>
<td>15</td>
<td>1.5333</td>
<td>0.6399</td>
<td>0.1692</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.1749 to 1.8577</td>
</tr>
<tr>
<td>Grp 1</td>
<td>116</td>
<td>1.5346</td>
<td>0.2216</td>
<td>0.0769</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.3822 to 1.6864</td>
</tr>
<tr>
<td>Grp 2</td>
<td>4</td>
<td>3.7500</td>
<td>1.5000</td>
<td>0.2500</td>
<td>2.0000</td>
<td>5.0000</td>
<td>1.3647 to 4.7444</td>
</tr>
<tr>
<td>Grp 3</td>
<td>7</td>
<td>2.1429</td>
<td>0.3780</td>
<td>0.1429</td>
<td>2.0000</td>
<td>5.0000</td>
<td>1.7094 to 2.4974</td>
</tr>
<tr>
<td>Total</td>
<td>142</td>
<td>1.6248</td>
<td>0.8961</td>
<td>0.0752</td>
<td>1.0000</td>
<td>5.0000</td>
<td>1.4749 to 1.7754</td>
</tr>
</tbody>
</table>

Fixed Effects Model: 0.8174
Random Effects Model: 0.5399

Random Effects Model - Estimate of Between Component Variance: 0.4206

Tests for Homogeneity of Variances:
- Cochran's C = Max. Variance / Sum of Variances = 0.6450, P = 0.000 (approx.)
- Bartlett-Box F = 2.985, P = 0.030
- Maximum Variance / Minimum Variance = 15.750
APPENDIX 4

LIST OF REFERENCES

(WP009-80)


END

DTIC

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