



**WORK-HOME CONFLICT: A STUDY OF  
THE IMPACT OF ROLE CONFLICT ON U.S.  
AIR FORCE COMPANY GRADE OFFICER  
TURNOVER INTENTIONS**

THESIS

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Abstract

The Air Force is currently undertaking one of the largest manpower transformations since its creation in 1947 through a program entitled Force Shaping. By separating 40,000 active duty members, to include 8,000 Company Grade Officers (CGOs), the Air Force intends to balance the skills of its personnel to meet the requirements of the Global War on Terror. Given these increasing operational commitments, issues impacting personnel retention decisions within a leaner force should command our attention.

As personnel resources decrease and operational requirements increase, the likelihood of military members experiencing conflicts between work and home life may also increase. As such, this research examined the impact of work and family influences on CGOs' decisions to stay or depart the service. Data to investigate this impact was collected via web-based surveys of CGOs from three CONUS-based Air Force units. Specifically, a construct entitled work-home conflict, which describes the conflicts resulting from competing role demands of family and work, was used to predict retention decisions of military officers--a population that has been largely unrepresented in the management literature.

Results indicated that work-related variables, such as work overload, stress, and advancement expectations, appeared to have no significant impact on CGOs' turnover intentions; a finding contrary to previous work-family literature which suggests work-related experiences are more likely to predict turnover intentions than family-related issues. Perceived family satisfaction with military life did significantly impact retention

decisions, suggesting members considered their families' satisfaction with military life above their own work-related attitudes when making retention decisions. Finally, results indicated that as family members' general satisfaction with military life improved, a corresponding positive impact on the members' willingness to remain in the service resulted.

Because results indicated family satisfaction with military life appears to affect members' retention decisions, the policy implications of this research are significant. As the value of the role that family satisfaction plays on members' retention decisions becomes more evident, strategic decision-making related to retention programs should incorporate more family-centric components. By developing retention programs that consider and overtly embrace the "whole family," the Air Force may increase the possibility of retaining its best personnel while also encouraging and retaining the support of their families.

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*For my lovely wife and children*

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I must first thank God, through whom all things are possible, for showering my life with His favor. In looking back on this experience, it is not a question of if I had to lean on Him, but rather a reflection of when. My most heartfelt gratitude and admiration must be reserved for my wife and sons, whose patience, love, support, and humor continue to be critical elements of my success. I cannot express in a one-page acknowledgement how much they have had to sacrifice and endure so that I could be successful here at AFIT and in my Air Force career. I sincerely thank them and share the credit for this accomplishment and my success with them.

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Gavain K. McDonald

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# WORK-HOME CONFLICT: A STUDY OF THE IMPACT OF ROLE CONFLICT ON COMPANY GRADE OFFICER TURNOVER

## CHAPTER 1

### INTRODUCTION

#### *Background*

The USAF is currently undergoing one of the largest transformational efforts since its inception in 1947 (AFPC web page, 2006a) in order to, as former U.S. Air Force Chief of Staff, General John Jumper, described, “reshape the force to correct existing skill imbalances and account for a new range of missions in the Global War on Terror (GWOT)” (Jumper, 2004). Since the conclusion of the first Persian Gulf War, the USAF has reduced its active duty force by roughly 40%, from 608,000 to fewer than 375,000 members, in an adjustment to the changing geo-political environment following the end of the Cold War (Jumper, 2004; Moseley, 2006). A program entitled Force Shaping took effect to steer this transformation of manpower to its ultimate goal of a reduction of another 40,000 personnel by 2011 (AFPC web page, 2006a). Of the proposed manning billets to be reduced, more than 8,000 are officer billets (Gettle, 2006).

Force Shaping involves the use of both voluntary separation efforts, such as voluntary separation pay (VSP) for individuals in career fields identified as overmanned, and involuntary separation efforts, such as an annual Force Shaping Board (FSB) which will serve as a platform to evaluate and either retain or separate officers who have completed less than five years of commissioned service (Gettle, 2006). Voluntary separation initiatives were new to the Force Shaping program in Fiscal Year (FY) 2007,

and made up the bulk of mandated officer separations for the year (Gettle, 2006). The 2006 FSB considered 2,084 junior line officers from the 2002 and 2003 year groups (AFPC web page, 2006b), ultimately reducing the force (by pre-board separation volunteers and board-selected separations) by more than 1,700 company grade officers (CGO) (AFPC web page, 2006c). FY 2007 Force Shaping initiatives called for the voluntary separation (under VSP) of roughly 3,200 line officers with an additional 900 separations from the FY 2007 FSB (Gettle, 2006).

The current manning imbalance in the officer corps has been attributed by the former U.S. Air Force Chief of Staff, General John Jumper, to an extraordinary recruiting problem following substantial reductions in USAF manpower in the early 1990s, wherein a vigorous economy inspired recruiting shortfalls for the first time since 1979 (Jumper, 2004). To counter this threat, thousands of individuals were recruited to accommodate skill-set mix assumptions that were outdated and not applicable to the perceived demands of the Global War on Terror. The resulting force structure was left in a state of disarray with some career fields significantly overmanned while many others experienced shortages (Jumper, 2004). The current Force Shaping program seeks to undo the damage caused by the recruiting errors of the late 1990s and early 2000s (Jumper, 2004), but the possibility of a recurrence of events that led to the recruiting issues of the early 1990s must be taken into account.

The national unemployment rate, as of December 2006, was 4.5% (U.S. Bureau of Labor and Statistics, 2007a), with the labor force projected to increase in size on a national level at the rate of 10% over the 10-year period from 2004 to 2014, a 2.5% decrease from the rate of labor force growth experienced during the previous 10-year

period from 1994 to 2004 (U.S. Bureau of Labor and Statistics, 2007b). While unemployment rates hovered in the high 4% to low 5% range during the 1994 – 2004 period (U.S. Bureau of Labor and Statistics web page, 2007a), the labor force grew at a faster rate than the growth forecasted for the immediate future. It was during this 1994 – 2004 decade that the USAF experienced the recruiting crisis alluded to by General Jumper.

### *Problem*

Given the combination of a consistently low unemployment rate and a slower rate of growth in the labor force projected over the current decade, the national labor market looks very similar to the labor market observed during the recruiting crisis of the 1990s, when historically high numbers of individuals chose to pursue civilian employment rather than enter into or continue military service in the USAF. As the USAF eliminates the slack in its manning, and balances the force with 40,000 fewer members by 2011 than were present in 2004, it creates a situation where retention of knowledgeable, skilled organizational members is even more critical than in recent history. As the force, especially its largest segment, the CGO corps, becomes balanced and aligns with its envisioned end strength, research (Dalton, Todor, & Krackhardt, 1982) indicates that the voluntary turnover of personnel will have an increased negative effect on mission effectiveness than is present in the current situation, as there is currently slack to fill the void left by departing members, and a balanced force will have far less slack. If current Force Shaping initiatives achieve their designed purposes, it is essential that the USAF leadership understand and engage in activities that maximize the retention of valuable labor resources, and gain a clearer understanding of how work-home conflict (WHC)

may motivate individuals to depart the organization in order to proactively counter the potential loss of desirable personnel.

While traditional turnover predictors such as job satisfaction (Mobley, 1977; Price, 1977; Spector, 1997), organizational commitment (Huselid & Day, 1991; Meyers & Allen, 1991; Mowday, Porter & Steers, 1982), and turnover intention (Griffeth, Hom & Gaertner, 2000; Steel, 2002; Tett & Meyer, 1993) have dominated much of the literature to date, some work-family researchers have recently begun to examine the potentially significant impact of family life on work-related behaviors, especially turnover (e.g., Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Greenhaus, Collins, Singh & Parasuraman, 1997; Greenhaus & Powell, 2003; Hom & Griffeth, 1995; Rosin & Korabik, 1990). Mobley (1982) called attention to the likely effects of family on the turnover process, and in the last 25 years, researchers have produced a steady current of studies investigating the relationship between family and work (Greenhaus & Powell, 2003). However, relatively little research has been conducted on the impact of family on the turnover process (Greenhaus et al., 1997), especially turnover in the military.

Military life demands unusually high levels of commitment and dedication from both military personnel and their family members in terms of hazardous duty assignments, possibility of capture or death, frequent relocations, extended family separations, and the common subservience of family needs to mission objectives and organizational requirements (Bowen, 1989). Research into the effects of these unique stressors on the turnover process in a military setting may be appropriate as the USAF streamlines its officer manning and balances its force structure.

As of 5 February, 2007, 72.2% of the USAF's 69,192 officers were married, and 84.9% were stationed in the continental United States (CONUS) (AFPC web page, 2007a). Of the USAF's 69,192 officers, 39,591 (57%) were CGOs (AFPC web page, 2007b). Of those 39,591 CGOs, 60% were married and 85.9% were stationed in the CONUS (AFPC web page, 2007b). As these statistics indicate, the percentage of married CGOs was slightly lower than the percentage for the total officer force, while the percentage of CGOs stationed in the CONUS was slightly higher than that of the total officer force. This disparity between CGOs and the total officer force should be accounted for by the newly arrived officers who were recent college graduates and/or in the early stages of their military training, and thus unmarried and/or stationed in the CONUS while undergoing training. As such, individuals from this pool should be representative of the total population of USAF officers. This research will attempt to test the hypotheses derived from existing research concerning the effect of WHC on turnover intention for USAF CGOs to determine whether these effects are consistent when studied in a military population, and the potential impact of WHC on USAF officer turnover.

### *Purpose*

The demands of work and family are not always compatible, leading to conflict between the two domains which may generate the potential for negative effects, including turnover (Greenhaus & Powell, 2003; Mesmer-Magnus & Viswesvaran, 2005).

Individuals who participate in both work and family roles are likely to experience conflict between those roles (Greenhaus & Powell, 2003), and researchers investigating this conflict have found that employees who experience high levels of WHC have lower satisfaction with job, life, marriage, and family (Hammer, Bauer & Grandey, 2003; Leiter

& Durup, 1996; Mesmer-Magnus & Viswesvaran, 2005). To address the familial responsibilities and stressors placed on unmarried employees, the conflict traditionally known as work-family conflict (Eby et al., 2005; Greenhaus & Beutell, 1985) has been designated as WHC by Greenhaus, Collins, Singh, and Parasuraman (1997).

This study will focus on the application of the Greenhaus, Collins, Singh, and Parasuraman (1997) model of turnover to the USAF CGO corps. The Greenhaus et al. model maps the involvement of WHC in the turnover process in terms of its impact on stress, and indirectly, turnover intention. Utilizing a modified version of the Greenhaus et al. survey instrument, this study will assess the impact of WHC on the turnover intentions of USAF CGOs.

The relationships between job satisfaction, intent to leave and voluntary turnover are well established in the relevant literature. With a lack of extensive empirical research on WHC in the military, this study will employ a methodology used by Greenhaus et al. to further refine and evaluate the extent to which WHC influences stress and turnover intention. Previous tests of the construct have been limited primarily to accounting, shift work, health care, mid-level female management and civil service (police) employees. While USAF CGOs bear some resemblance to some of these groups in terms of organizational level, education level, and career progression, some significant differences exist. Military officers are employed on a contractual basis, wherein individuals must agree to serve a minimum period of time per promotion, permanent change of station, or other binding circumstance. As such, this identifies military officers as unique among the populations of interest in past research. As CGOs are in the prime window for voluntary turnover, between 1 year and promotion to field grade rank (what Greenhaus et al.

represented as between 1 year and promotion to manager for accountants), they are the most appropriate facet of the USAF officer corps to focus on for this study. In accordance with Greenhaus et al.'s suggestion to evaluate married employees, single employees, and employees without children, this study uses a population of military members, specifically USAF CGOs, to expand the boundaries of the current turnover and WHC research.

## CHAPTER 2

### LITERATURE REVIEW

#### *Preface*

Since 1977, turnover research has predominantly involved testing of theories about how job dissatisfaction predicts turnover (Hom & Kinicki, 2001). However, Steel (2002) proposed that much of the present turnover theory took shape during the 5-year span from 1977 to 1981 and has consistently focused on the effect of attitudinal causes of withdrawal, expressed in the form of job satisfaction or organizational commitment. While traditional antecedents to turnover such as job satisfaction (March & Simon, 1958; Mobley, 1977; Mobley, Horner & Hollingsworth, 1978; Price, 1977; Spector, 1997), organizational commitment (Huselid & Day, 1991; Meyers & Allen, 1991; Mowday, Porter & Steers, 1982), and intent to leave (Griffeth & Hom, 1988; Griffeth, Hom & Gaertner, 2000; Hellman, 1997; Hom & Kinicki, 2001; Steel, 2002; Steel & Ovalle, 1984; Tett & Meyer, 1993) have dominated much of the research to date, some work-family researchers (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Greenhaus, Collins, Singh & Parasuraman, 1997; Greenhaus & Powell, 2003; Hom & Griffeth, 1995; Rosin & Korabik, 1990) have recently begun to examine the potentially significant impact of family life on work-related behaviors, especially turnover, in order to account for variance in the turnover process beyond that accounted for by these traditional attitudinal turnover antecedents.

In the following review of literature, the fundamental concepts involved in the development of the work-home conflict construct will be discussed. First, the concept of dysfunctional voluntary turnover will be defined and elaborated as it applies to this

research. Next, the concepts of job satisfaction and organizational commitment will be defined, turnover research built on those concepts will be introduced, and three models of turnover will be discussed. Then a review of the empirical research regarding work-home conflict will be presented to demonstrate how work-home conflict adds to increasing the amount of explained variance in the traditional models of voluntary turnover. A modified model of voluntary turnover based on the Greenhaus et al. (1997) construct, which includes work-home conflict, will be introduced for use in this study, and relevant factors involved in the model will be reviewed. The review will conclude with an evaluation of individual demographics (marital status, spouse employment status, and ages of children living at home), their proposed influences on individual work-home conflict and turnover intention, and the research hypotheses.

### *Turnover*

Turnover, the voluntary or involuntary act of leaving an organization, occurs at a specific time which is marked by the actual physical separation of the individual from the organization (Mobley, 1982). Turnover has traditionally been divided into two categories, voluntary and involuntary (Price, 1977). Voluntary turnover, as defined by Price (1977), is individual movement across the membership boundary of a social system which is initiated by the individual. Essentially, voluntary turnover is the act of an individual quitting, or resigning from, his or her respective organization. Alternatively, involuntary turnover is movement initiated not by the individual, but most likely by the organization, and includes dismissals, layoffs, retirements, or deaths (Price, 1977). Price (1977) suggested that research has concentrated on voluntary turnover for three reasons: (a) the majority of turnover is voluntary; (b) voluntary and involuntary turnover likely

have different determinants; and (c) organizations are probably able to exercise more control over voluntary turnover.

There are occasions where voluntary turnover in an organization may be considered acceptable. Functional voluntary turnover, the voluntary separation of an individual whom the organization has negatively evaluated, may be argued to be good for the organization (Dalton, Todor & Krackhardt, 1982). However, dysfunctional voluntary turnover, the voluntary separation of an individual whom the organization has positively evaluated, may be viewed as harmful to the organization (Dalton et al., 1982; Hellman, 1997). The retention of positively evaluated, qualified personnel poses an important problem, as dysfunctional voluntary turnover wastes training investments and reduces the effectiveness of the organization (La Rocco, Pugh & Gunderson, 1977). Turnover, whether voluntary or involuntary, generally establishes the necessity to recruit and train suitable replacements, which can represent a substantial cost to an organization. As the fully loaded cost of replacing an employee is generally accepted to be 1.5 times that employee's annual salary (Cascio, 2006), an organization's welfare should be well served in understanding the causes of dysfunctional voluntary turnover in order to take appropriate measures to retain valuable human resources. If the causes of voluntary turnover are known, managers may be able to exert more influence over an individual's decision to depart (Price, 1977). In the following section, early turnover research centered on job satisfaction and organizational commitment will be discussed, and a traditional model of turnover will be explored.

*Defining Job Satisfaction, Organizational Commitment and Turnover Intention*

For the purposes of this review, job satisfaction is defined as an employee's purely affective reaction to his or her current job (Griffeth & Hom, 1988). Conversely, job dissatisfaction is defined as dissatisfaction with the current job. It has been widely theorized that the turnover process is initiated by job dissatisfaction (Griffeth, Hom & Gaertner, 2000; Hom & Griffeth, 1991; Mobley, Horner & Hollingsworth, 1978; Porter & Steers, 1973; Price, 1977). Organizational commitment, on the other hand, is defined as the relative strength of identification with and involvement in an organization (Mowday et al., 1982). Mowday et al. (1982) posited that organizational commitment can be conceptualized by three factors: (a) strong belief in and acceptance of organizational goals and values; (b) willingness to exercise significant effort on behalf of the organization; and (c) a strong desire to maintain organizational membership. Organizational commitment represents a larger concept than sheer loyalty, representing a relationship between the employee and the organization in which the well-being of the organization becomes a priority to the individual (Mowday et al., 1982).

Tett and Meyer (1993) defined turnover intention as a conscious and purposeful willingness, usually measured in a time interval (number of days, weeks, months, years) of an individual to leave an organization. While early research centered on the roles of job satisfaction (March & Simon, 1958; Porter & Steers, 1973; Price, 1977) and/or organizational commitment (Mowday et al., 1982) in their relationship to turnover, turnover intention has become widely recognized as the best predictor of turnover (Griffeth & Hom, 1988; Griffeth et al., 2000; Hellman, 1997; Hom & Kinicki, 2001; Steel, 2002; Steel & Ovalle, 1984; Tett & Meyer, 1993). In a meta-analysis of 34 studies

of voluntary turnover, Steel and Ovalle (1984) found turnover intention to account for 50% of the variance in the turnover process.

### *Traditional Models of Turnover*

Lum, Kervin, Clark, Reid and Sirola (1998) observed that numerous models have been developed to explain voluntary turnover behavior, with many pointing to a common conclusion: turnover is a multistage process involving attitudinal, decisional, and behavioral elements. The determinants of turnover, as identified in the models reviewed by Lum et al. (1998), have been divided into three major classes: (a) individual factors, (b) economic opportunity, and (c) work-related factors, with job satisfaction and organizational commitment included in the “work-related factors.” While much of the early research examined the study of job satisfaction (March & Simon, 1958; Price, 1977) and organizational commitment (Mowday, Porter & Steers, 1982) as the primary antecedents of turnover, some researchers now assert the role of intent to leave, also called intent to quit or turnover intention, as the largest and most significant contributor to turnover (Van Breukelen, Van der Vlist & Steensma, 2004; Griffeth & Hom, 1988; Griffeth et al., 2000; Lum et al., 1998; Spencer, Steers & Mowday, 1983; Steele & Ovalle, 1984; Tett & Meyer, 1993). The following section will trace the development of turnover research and elaborate on the concepts involved in forming a traditional model of voluntary turnover, wherein job satisfaction, organizational commitment and turnover intention serve to translate dissatisfaction into resignation according to a proposed causal flow.

March and Simon (1958) published the first formal theory of voluntary turnover in the context of a model nearly 50 years ago. Their model linked the turnover decision

to job satisfaction, and suggested that individuals who were more satisfied with their current job would report an increased desire to remain in their organization. According to March and Simon (1958), as an individual's job requirements align more with any additional work roles he or she may be performing, that employee's job satisfaction should increase and he or she should be more likely to remain with the organization. However, while March and Simon (1958) are widely credited with creating the theoretical foundation for turnover as the dependent variable in a causal chain, their research concentrated on work-related roles and did not consider family-related roles. In addition to considering the impact of job satisfaction, they introduced a proposed relationship between the size of an organization and the individual employee's perception of desirability of movement between organizations, stating that the desire to quit would be decreased in larger organizations where there is a perception of possible intra-organizational transfer. Appendix A, Figure A1, provides a diagram of March and Simon's (1958) model of perceived desirability of movement.

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March and Simon (1958) also proposed that the state of the economy directly related turnover to the perceived ease of movement from an organization, noting that individuals were more inclined to quit when there was a suitable number of available alternates outside their current organization. Appendix A, Figure A2 illustrates March and Simon's (1958) model of perceived ease of movement.

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Price (1977) elaborated this concept further by introducing a concept he called “opportunity” as a moderator of job satisfaction and turnover, and defined it as the availability of alternative employment in the environment. Price (1977) proposed that job dissatisfaction was the central factor in the turnover process, but suggested job dissatisfaction would lead to turnover only when opportunity was relatively high. This assertion relies on two assumptions: (a) members of the organization must have knowledge of the opportunities available to them, as they are unlikely to pursue an opportunity of which they are unaware; and (b) members of the organization have the freedom to leave the organization, as contractual obligation or government intervention may limit leaving at the time of dissatisfaction (Price, 1977). In Price’s (1977) turnover model, opportunity moderated the relationship between job satisfaction and turnover, such that individuals would act in their own best interest and leave only if suitable job alternatives were favorable to the current job. A diagram of Price’s (1977) model of turnover is presented in Appendix A, Figure A3.

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The concepts of desirability of movement and opportunity/perceived ease of movement have become common components of many subsequent models of voluntary turnover. Porter and Steers (1973) performed a systematic review of pertinent turnover research and concluded that overall job satisfaction played a central role in the turnover decision, identifying 14 component factors of which overall job satisfaction was comprised. These factors were then separated into four broad categories: (a) immediate work environment factors; (b) job-related factors; (c) organizational factors; and (d)

personal factors (Porter and Steers, 1973). Based on these component factors of job satisfaction, with each category representing a separate organizational level, Porter and Steers (1973) concluded that much more emphasis should be placed on researching turnover as a process, and suggested that “intent to leave” may be the next step following job dissatisfaction.

While Porter and Steers (1973) suggested “intent to leave” may be a possible link between job dissatisfaction and turnover, Mobley (1977) was the first researcher to propose a model of turnover including possible linkages between job satisfaction and turnover. Mobley (1977) suggested job dissatisfaction may lead to other forms of withdrawal behavior less extreme than actually quitting, like absenteeism and slow performance, and that “intention to leave,” following other steps, may be the last step in the process prior to actually quitting. In his Turnover Decision Process Model, Mobley (1977) suggested a psychological process that began with an evaluation of an individual’s current job and a resulting emotional state of satisfaction or dissatisfaction. He proposed that dissatisfaction would invoke thoughts of leaving, and if this were the case, the individual would evaluate the expected utility of search and cost of quitting, incorporating March and Simon’s (1958) perceived ease of movement concept. In this stage the individual would examine the probability of finding a suitable alternative to his or her current job and the costs of the search (travel, lost work time), along with the perceived losses involved in quitting the current job (loss of seniority, loss of benefits). If the costs of quitting are high or the likelihood of finding suitable alternatives is low, the individual may reexamine his or her current situation, which may result in a change in

job satisfaction, a reduction in thoughts of quitting, and/or an increase in other forms of withdrawal behavior (Mobley, 1977).

If the individual perceived a likely chance of finding suitable alternatives and the costs were not unreasonable, the next step would be a search for alternatives followed by an evaluation of alternatives identified. If no suitable alternatives were found, the individual may continue the search, reevaluate his or her current job, accept the current situation, increase thoughts of continuance, or engage in other forms of withdrawal behavior (Mobley, 1977). If suitable alternatives were identified, they would be evaluated and compared to the present job. If the evaluation favored the current job, the individual may engage in the same behaviors listed above. However, if the evaluation favored the alternative, it would initiate an intention to quit and eventually lead to actual withdrawal (Mobley, 1977). A diagram of Mobley's (1977) Turnover Decision Process Model is presented in Appendix A, Figure A4.

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While this model has not been formally tested, Mobley et al. (1978) tested a simplified version of Mobley's (1977) Turnover Decision Process Model and reported modest to strong correlations between thinking of quitting, intention to quit, and turnover. Further, Price and Mueller (1981), expanding on Price's (1977) turnover model, were able to conclude that job dissatisfaction had an indirect effect on turnover through a direct effect on the formation of an intent to leave. An illustration of a simplified model of the voluntary turnover process, based on traditional job satisfaction research, is displayed in Figure 1.



**Figure 1: Simplified Traditional Model of Satisfaction-to-Intent to Leave Mediation Model Derived from the Literature**

Researchers have proposed different determinants of job satisfaction. Porter and Steers (1973) suggested 14 determinants of job satisfaction organized in 4 categories. Price (1977) suggested 5 determinants, to include pay, integration, instrumental communication, formal communication, and centralization. Price and Mueller (1981) identified 11 determinants of job satisfaction: opportunity; routinization; participation; instrumental communication; integration; pay; distributive justice; promotional opportunity; professionalism; general training; and kinship responsibility. However, no matter how many determinants were modeled, job satisfaction usually accounted for less than 16% of the explained variance in turnover (Lum et al., 1998). Researchers began to look for other sources to explain the remaining variance in the turnover process.

Organizational commitment gained prominence in the 1970s as another significant predictor of turnover (Porter, Steers, Mowday & Boulian, 1974). Porter et al. (1974) proposed that under certain conditions organizational commitment may be more predictive of turnover than job satisfaction. Individuals experiencing low levels of job satisfaction, but who have high levels of organizational commitment, may supersede the perceived job dissatisfaction and continue to participate in the organization (Porter et al.). In their 1974 longitudinal study of a sample of psychiatric technicians, Porter et al. concluded that organizational commitment predicted turnover better than job satisfaction, and their findings were later corroborated by Hom, Katerburg, and Hulin (1979), whose study utilized the commitment scale developed by Porter et al. to test the re-enlistment

intentions of 534 National Guard members. Hom et al. (1979) found organizational commitment to be as good or better a predictor of turnover since an employee, in quitting, ends his or her relationship with a particular organization, but does not necessarily discontinue performing his or her current set of job duties given that he or she may find similar employment elsewhere. Hom et al. further proposed that organizational commitment better predicts turnover because it serves as an attitudinal scale including items to measure intent to leave an organization. Research on the influence of organizational commitment showed it to be consistently negatively linked to turnover and withdrawal behaviors including absenteeism, withdrawal cognitions, and job search (Mowday, Steers & Porter, 1979; Steers, 1977).

Commitment to the employing organization has received considerable attention by turnover researchers in the past two decades (Lum et al.). Researchers have made the distinction between commitment and satisfaction in that organizational commitment is an affective response to the whole organization, and job satisfaction is an affective response to the specific job (Williams & Hazer, 1986). In researching the impact of organizational commitment on the turnover process, it has been found that individuals who experience high levels of organizational commitment are less likely to leave their jobs than those who experience low levels of commitment (Porter et al.). Many researchers have included both job satisfaction and organizational commitment as antecedents to intent to leave in their analysis of turnover behaviors (Bluedorn, 1982; Griffeth et al., 2000; Stumpf & Hartman, 1984; Tett & Meyer, 1993). Two of the accepted constructs that have evolved from this research are the independent-effects and the satisfaction-to-commitment models (Tett & Meyer, 1993) which will be discussed next.

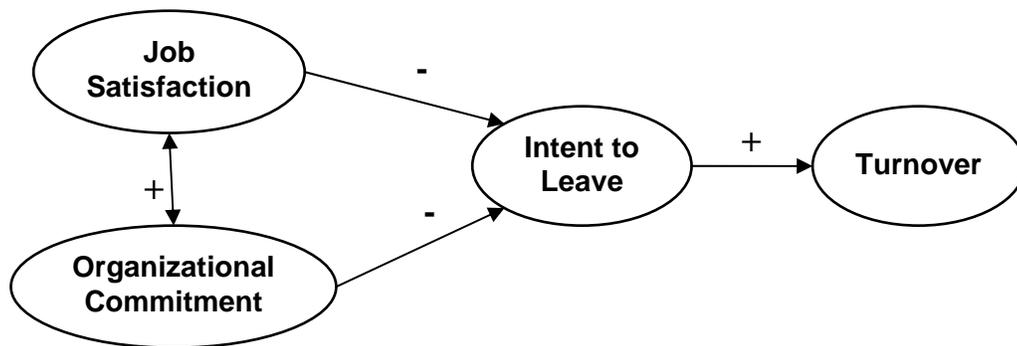
The first of the two constructs, the satisfaction-to-commitment mediation model, represents a more linear view of the turnover process. Researchers have found commitment to be a consistent mediator of the relationship between job satisfaction and intent to leave (Lum et al.; Mueller & Price, 1990; Williams & Hazer, 1986). The foundation for this model is the idea that commitment develops from satisfaction such that the former mediates the effects of the latter on withdrawal variables (Tett & Meyer, 1993). Porter et al.'s (1974) claim that organizational commitment takes longer to develop and is more stable than job satisfaction has been well supported in the literature (e.g., Mowday et al., 1982; Price & Mueller, 1986; Williams & Hazer, 1986). These research models suggest an indirect influence between job satisfaction and turnover intention, and help encourage the study of potential mediators of satisfaction by which individuals develop commitment to an organization (Tett & Meyer, 1993). A simplified model of turnover behavior based on this traditional research related to job satisfaction, organizational commitment, and turnover intention is illustrated in Figure 2.



**Figure 2: Simplified Traditional Model of Satisfaction-to-Commitment Mediation Model Derived from the Literature**

In contrast to the first construct, the independent-effects model involves the relationship between attitudinal (job satisfaction and organizational commitment) and cognitive variables (turnover intention) wherein satisfaction and commitment each contribute individually to the turnover process. Porter et al. suggested that the two attitudinal variables may exercise some relationship with each other but are distinct

constructs. While the notion that the two variables may influence each other was not excluded, Porter et al. did not imply any specific causality between them. This perspective calls for the exploration of the combination of attitudes toward both the job and organization and how those attitudes interact to influence turnover (Tett & Meyer, 1993). Dubbed the independent-effects model by Tett and Meyer (1993), some researchers have chosen to investigate not just the effects of satisfaction and commitment on turnover, but on each other as well (Bluedorn, 1982; Tett & Meyer, 1993). An illustration of a simplified model of voluntary turnover based on the independent effects model derived from the literature is displayed in Figure 3.



**Figure 3: Simplified Independent-Effects Model Derived from the Literature**

In a meta-analysis of 34 studies of voluntary turnover, Steel and Ovalle (1984) reported turnover intention accounted for 50% of the explained variance in the turnover process. They indicated that intentions were more predictive than overall job satisfaction or organizational commitment, but that satisfaction, commitment, and turnover intentions accounted for a rather small amount of turnover variance. Another meta-analysis conducted by Tett and Meyer (1993) supported these findings. In an analysis of 178 independent samples from 155 separate studies, the researchers found: (a) job satisfaction and commitment each provided unique contributions to the prediction of turnover

intention; (b) turnover intentions were predicted more strongly by satisfaction than commitment; and (c) turnover intention mediated nearly all of the linkages between attitudinal variables and turnover (Tett & Mayer, 1993). While the results of their analysis supported the independent effects model and contradicted relationships in the satisfaction-to-commitment model, Tett and Meyer (1993) found that contributions from satisfaction and commitment to the turnover process were not balanced and largely limited to turnover intention. The results of Tett and Meyer's (1993) path analysis of the meta-analytic correlations in the turnover process accounted for a correlation of .71 between satisfaction and commitment, which amounted to 50% shared variance, and supported the distinguishable but related contributions of each to the turnover process. Additionally, in concurrence with Steel and Ovalle (1984), Tett and Meyer (1993) found a limited amount of turnover variance to be explained by satisfaction, commitment, and turnover intentions, with explained variance ranging from 16% to 43%, depending on the measures employed. However, they did find a substantial amount of turnover intention variance,  $R^2 = .55$ , to be explained by satisfaction and commitment.

Griffeth, Hom & Gaertner (2000) conducted what they labeled "the most wide-ranging quantitative review to date of the predictive strength of numerous turnover antecedents" (p. 463) to include job satisfaction, organizational commitment, and turnover intention. The meta-analysis included 500 correlations from 42 studies published in the 1990s, and supported the earlier findings of both Steel and Ovalle (1984) and Tett and Meyer (1993). Griffeth et al.'s (2000) findings supported previous conclusions that organizational commitment and job satisfaction each contributed uniquely to predicting turnover; however, organizational commitment was found to

predict turnover better than overall job satisfaction. They also found turnover intention to be the most dominant predictor of turnover, and concluded that the general decision to quit is initiated by job dissatisfaction. While their analysis identified several strong causal antecedents of turnover, it also revealed the limitations of generalizations for causes of turnover, such as the wide variations in the effect sizes of those determinants across situations and populations. As such, recent research has begun to focus less on traditional attitudinal antecedents of turnover and more on non-attitudinal concepts like work-home (or work-family) conflict.

#### *Work-Home (Work-Family) Conflict*

Mobley (1982) called attention to the likely effects of family on the turnover process, and the last 25 years have produced a steady current of research investigating the relationship between family and work (Greenhaus & Powell, 2003). However, relatively little research has been conducted on the impact of family on the turnover process (Greenhaus et al.). The demands of work and family are not always compatible, leading to conflict between the two domains which may generate the potential for negative effects, including turnover (Greenhaus & Powell, 2003; Mesmer-Magnus & Viswesvaran, 2005). Individuals who participate in both work and family roles are likely to experience conflict between them (Greenhaus & Powell, 2003), and researchers investigating this conflict have found that employees who experience high levels of work-home conflict (WHC) have lower satisfaction with job, life, marriage, and family (Hammer, Bauer & Grandey, 2003; Leiter & Durup, 1996; Mesmer-Magnus & Viswesvaran, 2005). To address the inclusion of the familial responsibilities and stressors placed on unmarried employees, the conflict created between the two domains

has been re-designated as work-home conflict. A review of literature relevant to WHC and its causes will be presented, as well as a discussion on the effect of WHC on job satisfaction, stress, and turnover intention.

Research on WHC has shown that the conflict between the work and family domains arises from concurrent pressures in both domains that are in some respect incompatible (Eby et al., 2005; Greenhaus & Beutell, 1985; Greenhaus & Powell, 2003; Mesmer-Magnus & Viswesvaran, 2005). As a result of this perceived lack of compatibility, participation in one role is made more difficult by participation in the other. The foundation of the conflict perspective in WHC is based on scarcity theory, which suggests that personal resources such as time and energy are limited, and that allocation of greater resources dedicated to one role necessarily reduces the resources allocated to the other (Greenhaus & Powell, 2003). In an examination of the existing literature regarding the conflict between work and family roles, Greenhaus and Beutell (1985) suggested that work-home conflict exists when: (a) time dedicated to the requirements of one role makes it difficult to fulfill the requirements of the other; (b) strain from involvement in one role makes it difficult to fulfill the requirements of the other; and (c) specific behaviors required by one role make it difficult to fulfill the requirements of another. There are three major forms of WHC: (a) time-based conflict; (b) strain-based conflict; and (c) behavior-based conflict (Carlson, Kacmar & Williams, 2000; Greenhaus & Beutell, 1985). A diagram of Greenhaus and Beutell's (1985) Work-Family Role Pressure Incompatibility model is shown in Appendix A, Figure A5.

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The model illustrates the relationships between the three forms of conflict, their domains, and the cumulative effect on the individual, such that any role characteristic that impacts time, strain, or behavior within a role can create conflict between that role and another one (Greenhaus & Beutell, 1985). Time-based conflicts are the result of multiple roles competing for a person's time. As scarcity theory dictates, time is a finite resource, and when time is committed to activities devoted to one role, it generally cannot be concurrently allocated to the other. Time-based conflict exists in two forms: (a) time pressures connected to one role make it physically impossible to fulfill the expectations from another role; and (b) pressures generate a fixation with one role when physically attempting to meet the demands of another role (Greenhaus & Beutell, 1985). Some work-related sources of time-based conflict are the number of hours worked/commuted per week, amount and frequency of overtime, inflexibility of the work schedule, and, as in the case of extreme Type A behavior, personal orientation of the employee by virtue of its influence on time commitment to the work role (Greenhaus & Beutell, 1985).

Other researchers have supported this relationship, indicating that time-based conflict may be higher among those who work more hours, have longer days, or have greater time commitment to work (Eby et al., 2005; Luk & Shaffer, 2005). Home-related sources of time-based conflict may be the product of family role characteristics that call for large amounts of time to be spent on family activities (Greenhaus & Beutell, 1985). WHC has been found to be higher among married persons (Greenhaus & Beutell, 1985; Luk & Shaffer, 2005) and those who have children at home, especially young children, (Behson, 2002; Eby et al.; Greenhaus & Beutell, 1985; Luk & Shaffer, 2005), as the demands of those roles increase the time demands placed on the individual (Greenhaus &

Beutell, 1985). The size of a person's family may impact his or her level of WHC, as larger families may require more of a person's time (Greenhaus & Beutell, 1985; Luk & Shaffer, 2005). Empirical research has generally supported the construct of time-based conflict, and indicated that work schedules, marriage, children, and family size all produce time-based pressures to participate in either the work or family role (Eby et al.; Carlson et al., 2000; Greenhaus & Beutell, 1985; Greenhaus & Powell, 2003; Luk & Shaffer, 2005).

Strain-based conflict involves role-produced strain (Greenhaus & Beutell, 1985), and occurs when the strain encountered in one role intrudes into and interferes with participation in the other role (Carlson et al., 2000; Greenhaus & Beutell, 1985). Any work or family role characteristic that can produce strain may contribute to WHC (Greenhaus & Beutell, 1985). Work-related stressors that can produce strain may include issues such as role conflict/ambiguity at work, boundary-spanning work activities, low perceived leadership support and involvement, rate of work environment changes, stress in communications, and mental concentration required by work activities (Eby et al.; Greenhaus & Beutell, 1985).

Greenhaus and Beutell (1985) suggested that work stressors can produce symptoms of strain such as fatigue, tension, depression, irritability, apathy, and anxiety. Additionally, they cautioned that extensive time involvement in one role, such as frequent business travel and overtime, may indirectly produce strain-based conflict in addition to time-based conflict. These two types of conflict may have some common sources within the work domain (Greenhaus & Beutell, 1985). Home-related sources of strain-based conflict include attitudinal dissimilarities between married partners about family roles,

differing attitudes towards a spouse's employment status, dissimilarity in fundamental beliefs, and low spousal support, which can contribute to tension in the home (Eby et al.; Greenhaus & Beutell, 1985). In comparison to work-related sources of strain, extensive time commitments for familial obligations (e.g., young children at home) may also produce strain similar to that of the work domain (Eby et al.; Greenhaus & Beutell, 1985).

Behavior-based conflict occurs when particular behaviors required by one role are incompatible with behavioral expectations in another role (Eby et al.; Greenhaus & Beutell, 1985). For example, the work domain may require an individual to be aggressive, emotionally stable, self-reliant, objective, authoritative, and impersonal while the home domain may expect that same individual to be warm, approachable, nurturing, emotional, and vulnerable (Greenhaus & Beutell, 1985). As the behaviors expected in each role can be incompatible, behavior-based conflict may lead individuals to feel wedged between the two behavior systems, and that tension may contribute to WHC (Eby et al.; Greenhaus & Beutell, 1985). Work-home (work-family) conflict is the product of three different types of inter-role conflict wherein pressure from one role makes compliance with the other more difficult (Greenhaus & Beutell, 1985).

A more recent development in the study of WHC has been the investigation of the two directions of WHC; work interference with family (WIF), and family interference with work (FIW) (Carlson et al.; Eby et al.; Grandey, Cordeiro & Crouter, 2005; Greenhaus et al.; Luk & Shaffer, 2005; Mesmer-Magnus & Viswesvaran, 2005). The two directions of WHC have varying permeability, as family roles tend to be less structured and formalized and more permeable to competing role requirements (Eby et

al.; Grandey et al.). Work domain predictors influence the interference of work on family and family domain predictors influence the interference of family on work, suggesting the total process may impact both family and work outcomes (Carlson et al.). Consistent with Greenhaus and Beutell's (1985) concept of the three sources of inter-role conflict, Carlson et al., developed an 18-item WHC instrument to measure what has become recognized as the six dimensions of WHC: (a) time-based WIF; (b) time-based FIW; (c) strain-based WIF; (d) strain-based FIW; (e) behavior-based WIF; and (f) behavior-based FIW.

In a series of three studies, Carlson et al. found that the six dimensions of WHC are differentially related to outcomes such as job satisfaction, organizational commitment, life satisfaction, and family satisfaction. In a meta-analysis of 190 work-family studies published between 1980 and 2002, Eby et al. found that WIF conflict mediated the relationship between the time demands of work and psychological strain outcomes such that increased work demands led to increased WIF, which predicted greater psychological strain. In addition, they also found that FIW conflict mediated the relationship between off-work demands and psychological strain such that increased off-work demands led to increased FIW, which also predicted higher psychological strain (Eby et al.). Workers who spent a greater percentage of time at work experience more work overload, report greater parental role demands, perceive less family involvement, and devoted less time to family activities report higher levels of WIF conflict (Carlson et al.; Eby et al.; Mesmer-Magnus & Viswesvaran, 2005). Additionally, workers with higher work involvement, less work autonomy, and decreased emotional support reported higher levels of FIW conflict (Carlson et al.; Eby et al.; Mesmer-Magnus & Viswesvaran,

2005). WIF has been shown to be related to increased life stress, and FIW has been shown to be related to both increased life stress and lower career satisfaction (Eby et al.). Regardless of direction, both forms of conflict impact stress, which has been associated with decreased levels of job satisfaction and organizational commitment and high levels of organizational turnover (Parasuraman, 1982). Stress also has an independent effect on turnover above and beyond the effects of work-related stressors (Greenhaus et al.). WHC exerts an indirect effect on job satisfaction by increasing reported levels of job stress (Eby et al.).

In a separate meta-analysis of 25 independent samples, Mesmer-Magnus and Viswesvaran (2005) found that, while both FIW and WIF have adequate unique variance to consider them separately, they also have comparable correlations to withdrawal behaviors, as both were predictive of tardiness, absenteeism, family-related work interruptions, and intent to leave. However, FIW was found to have a stronger impact on job satisfaction than WIF (Mesmer-Magnus & Viswesvaran, 2005). Both FIW and WIF are believed to contribute to job stress (Carlson et al.; Grandey et al.), and to exert indirect effects on job satisfaction by increasing job stress (Eby et al.). As discussed previously, the relationships between job satisfaction, intent to leave and voluntary turnover are well established in the relevant literature. With a lack of extensive empirical research on WHC in the military, this study will replicate the findings of Greenhaus et al. to further refine and evaluate the extent to which WHC influences stress and turnover intention. Previous tests of the construct have been limited primarily to accounting, shift work, health care, mid-level female management and civil service (police) employees. In accordance with Greenhaus et al.'s suggestion to evaluate married employees, single

employees, and employees without children, this study uses a population of military members to account for the construct's ability to explain additional variability in turnover across diverse employee groups.

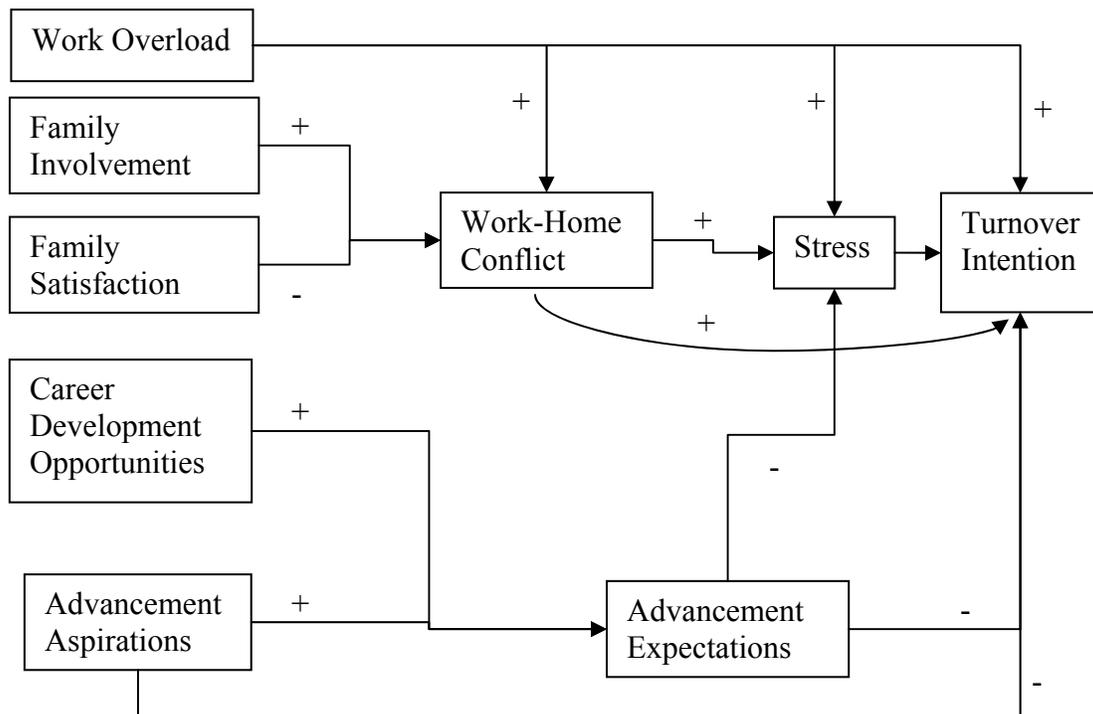
#### *Modified Model of Turnover, Model Factors, and Hypotheses*

The Greenhaus et al. model of voluntary turnover was created to study turnover in professional accounting. There are several similarities between public accounting and the profession of arms. Greenhaus et al. indicated that professional accountants, especially in the Big 6 firms (now called the Big 4 firms, including PriceWaterhouseCoopers, Deloitte Touche Tohmatsu, Ernst and Young, and KPMG), work long hours, particularly during certain busy periods. They indicated an average work-week, among the 310 accountants sampled, of 59 hours per week during the busy season (which lasts about 16 weeks), not including time spent driving to and from clients' offices where much of the accountants' work is accomplished. In comparison, company grade officers who participated in this study reported working an average of 53 hours during a normal week ( $n = 77$ ).

Greenhaus et al. indicated that professional accountants must progress through several positions before reaching the partnership level, occupying positions of increasing responsibility along the way. Similarly, USAF officers must also progress through many ranks and occupational positions. The turnover rate in large public accounting firms (the Big 4) is substantial, and a large proportion of those who leave their firms are believed to withdraw entirely from the profession of public accounting (Greenhaus et al.). While company grade USAF officers, as members of a large U.S. federal agency, are less likely than private sector employees to leave the organization (Hellman, 1997), in the event that they do separate, they leave not only the organization but also the profession of arms.

While individuals may find work in similar jobs to that which they performed in the military, their active affiliation with the military is lost.

The modified model of voluntary turnover examines four sets of potential influences on the turnover process: (a) work experiences (work overload, career development opportunities, advancement aspirations, and advancement expectations); (b) family responsibilities; (c) work-home conflict, and (d) stress. An illustration of Greenhaus et al.'s model of voluntary turnover, as modified for use in this study, is displayed in Figure 4.



**Figure 4: Modified Greenhaus, Collins, Singh & Parasuraman (1997) model of voluntary turnover.**

Work experiences include work overload, career development opportunities, advancement aspirations, and advancement expectations. Work overload, the work stressor created by individual perceptions of too many activities and too little time, has been identified as a predictor of both intention to leave and actual departure (Brown &

Benson, 2005; Greenhaus et al.). Additionally, a lack of career development opportunity may prompt an employee to decide to leave (Collins, 1993; Greenhaus et al.). While advancement aspirations may not be considered strictly a work experience, Greenhaus et al. found that a strong desire to be promoted sustained an interest to remain in the organization, potentially reflecting increased levels of commitment. Finally, optimistic advancement expectations were found to decrease the likelihood of departing the organization/profession (Greenhaus et al.). In accordance with the research objective and these observations, the first research hypothesis is:

*H1: WHC will account for variance in turnover intention beyond that accounted for by Work overload, Advancement Expectations and Stress such that the effects on Turnover Intention will be greater for respondents who report higher levels of WHC.*

Originally, Greenhaus et al. presented four indicators of family responsibilities, hypothesizing that role conflict arising from increased allocation of time to family and home activities would increase the likelihood of withdrawal. However, they found that of the four indicators, only family involvement, the perceived level of personal involvement in family responsibilities like child care and family/household activities, affected WHC or any other variables in the model, and correlated negatively in contrast to the hypothesized relationship (Greenhaus et al.). In this study, Greenhaus et al.'s 3-item measure will be included as the measure of perceptual levels of family involvement, along with a measurement item for family satisfaction. As military members and their families make a broad range of personal and family sacrifices to accommodate the mission of the USAF (e.g., frequent relocations, extended family separations, subservience of family preferences and needs to work objectives and mission requirements), greater demands are placed on the commitment, time, and energy of

service members and their families (Bowen, 1989), and should be observed to affect time, strain, and behavior-based forms of the inter-role conflict that makes up the WHC construct. Based on the possible effects of family satisfaction on WHC, the second and third research hypotheses are:

*H2: Work Overload and Family Involvement will have a positive effect on WHC, while Family Satisfaction with Military Life will have a negative effect on WHC.*

*H3: Controlling for work overload, advancement expectations, stress, and WHC, family satisfaction with military life will moderate the relationship between WHC and turnover intention such that the interaction between family satisfaction with military life and WHC will decrease turnover intentions.*

### *Demographics & Hypotheses*

Demographic distinctions provide a method for indicating differences in applicability of a turnover construct across individual characteristics in relation to turnover. Particular demographic variables of interest in this research are marital status, spouse employment status, parental status, and if applicable, ages of children living at home.

*Marital Status.* Most research into WHC has focused on conflict arising from the existence of incompatible simultaneous pressures from work and family domains (Greenhaus & Powell, 2003). Research has shown that individuals who participate in family and work roles are likely to experience increasing degrees of WHC (Greenhaus & Powell, 2003). However, little research has been conducted to assess the degree of WHC in unmarried employees or employees without children living at home (Greenhaus et al.), especially in a military organization. The Greenhaus et al. study, upon which this research is based, included only respondents who were married with at least one child, leaving a large opening for future applications of this model to include unmarried

employees as well. As unmarried employees face familial obligations, albeit arguably different obligations than that of married employees, they too should be subject to the effects of WHC (Greenhaus et al.). The effects of WHC on unmarried employees should be observable particularly for military members, who are commonly separated from extended family for protracted periods of time while serving their particular military organization. Some life satisfaction research has indicated that the satisfaction of military personnel with the environment for families is a dominant predictor of military members' overall satisfaction for all married households studied except one: civilian spouse with no children (Bowen, 1989).

*Parental Status.* Lewis and Cooper (1987) found that several physical and psychological manifestations of stress were predicted by non-work variables, especially for parents. Greater parental role pressure and family conflict regarding household obligations and childcare have both been found to predict stress (Eby et al.). Based on the reported effects of parental status, the final hypothesis for this research effort is:

*H4: Parental status will have a positive effect on WHC such that married, divorced, legally separated, or widowed individuals with children living at home will report a higher level of WHC than married, divorced, legally separated, or widowed individuals with no children living at home.*

## CHAPTER 3

### METHODOLOGY

#### *Procedure*

Data for this study were collected using a 109-item questionnaire administered to military respondents stationed in the continental United States (CONUS). The questionnaires were distributed to U.S. Air Force (USAF) company grade officers stationed in the CONUS through an email containing a link to the online Internet survey instrument. To encourage participation and ensure participant anonymity, the online questionnaire included instructions stating the voluntary nature of participation in the study and noted that the information collected would be reported at the group level only to summarize trends observed in large groups of participants. The online questionnaire was accessible from 2 January, 2007 to 26 January, 2007, and respondents were able to access the survey using either a personal or government computer. The survey's first page described the expectations of survey respondents and summarized the purpose of the data collection. Furthermore, it reinforced the voluntary nature of the survey and encouraged participation. The last page of the survey reiterated the anonymous nature of the data collection, and participants were instructed to provide contact information if feedback from the completed study was desired.

The questionnaire was pilot tested with a small group of participants solely for the purposes of gathering feedback on the instrument itself. Pilot test participants were asked to provide commentary regarding confusing or misleading items, areas of obvious scale overlap, time required to complete the questionnaire, and operational problems. Participants' comments were used to create a final measurement tool.

### *Participants*

The survey population included all USAF CGOs between 1 and 8 years of total federal military service and stationed at the following units: (a) the 30th Space Wing at Vandenberg Air Force Base (AFB); (b) CA ( $N = 215$ ); the 62nd Maintenance Group at McChord AFB, WA ( $N = 19$ ); and (c) the 90th Maintenance Group at Francis E. Warren AFB, WY ( $N = 17$ ). Of the total population of 251 CGOs invited to participate, 84 respondents attempted the online survey, 75 of which provided usable data, resulting in a 29.9% participation rate. Two of the questionnaires attempted online were missing most of the data entries or simply not completed, and seven were completed by individuals who identified themselves as enlisted personnel. The typical respondent was a married ( $n = 45$ ), 30-year-old ( $n = 74$ ,  $SD = 6.26$ ), male ( $n = 49$ ) who had served in the USAF for approximately 7 years ( $n = 75$ ,  $SD = 5.58$ ).

### *Measures*

The questionnaire was constructed to measure 9 dimensions and individual characteristics. The 9 dimensions of the survey instrument included work overload, career development opportunities, advancement aspirations, advancement expectations, family involvement, perceived family satisfaction with military life, work-home conflict, stress, and turnover intention. The applicable individual characteristics incorporated in the questionnaire included gender, marital status, parental status, ages of children living at home, and spouse employment. The questionnaire used in this study is attached as Appendix B. Additionally, a consolidated list of means, standard deviation, reliabilities, and population sizes for all included measures and relevant sub-dimensions may be found in Appendix C, Table C1.

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*Work Experiences.* The dimension of work experiences was comprised of four sub-dimensions: (a) work overload, (b) career development opportunities, (c) advancement aspirations, and (d) advancement expectations.

*Work Overload.* Work overload was measured using nine items utilized by Greenhaus, Collins, Singh, and Parasuraman (1997). The measure was composed of items 1 through 9, which assessed quantitative overload by asking respondents to reply to items such as, “I am responsible for too many activities,” and measured perceived time pressures by asking participants to respond to items such as, “There is not enough time to do my work.” Responses to the items were made on a 5-point scale anchored by strongly disagree (1) to strongly agree (5) and were averaged to produce a total work overload score. Greenhaus et al. reported a Coefficient Alpha for the work overload scale of .91, whereas the Coefficient Alpha from this research was .94 ( $n = 73$ ,  $M = 31.58$ ,  $SD = 8.61$ ).

*Career Development Opportunities.* This sub-dimension was assessed with seven items utilized by Greenhaus et al. (1997). The measure was comprised of items 10 through 16, which measured the frequency with which respondents experienced a form of career developmental support (e.g., assistance on career planning, coaching or counseling, a decidedly visible work assignment) within the past year on a 5-point scale with semantic descriptions of *never* (1), *rarely* (2), *occasionally* (3), *frequently* (4), and *very frequently* (5). Responses to these seven items were averaged to produce a total career development score. Greenhaus et al. reported a Coefficient Alpha for the career

development scale of .76, whereas the Coefficient Alpha from this research was .72 ( $n = 73$ ,  $M = 19.78$ ,  $SD = 4.35$ ).

*Advancement Aspirations.* This sub-dimension was measured with a single item utilized by Greenhaus et al. (1997). The measure, item 18, was assessed with the following question: “Do you want to eventually be promoted to lieutenant colonel or higher in the U.S. Air Force?” Responses to this single item were *yes* (1), *not sure* (2), and *no* (3). The item was reverse coded prior to data analysis.

*Advancement Expectations.* This sub-dimension was evaluated with a single item utilized by Greenhaus et al. (1997). The measure, item 19, was assessed with the following question: “Is it likely or unlikely that you will be promoted to lieutenant colonel or higher in the U.S. Air Force?” Responses to this item ranged from very *unlikely* (1) to *very likely* (5).

*Family Responsibilities.* The dimension of family responsibilities was comprised of two sub-dimensions: family involvement and perceived family satisfaction.

*Family Involvement.* This sub-dimension was assessed with a 3-item scale utilized by Greenhaus et al. (1997). The measure was comprised of items 71 through 73 and asked participants to respond to items such as, “I am very much personally involved in my family.” Responses were indicated on a 5-point scale from *strongly disagree* (1) to *strongly agree* (5), and were averaged to generate a total family involvement score.

Greenhaus et al. reported a Coefficient Alpha of .85, whereas the Coefficient Alpha from this research was .78 ( $n = 52$ ,  $M = 13.31$ ,  $SD = 1.80$ ). The three behavioral indicators of family responsibilities were open-ended items that directed participants to relate, on

average, how many hours per week the spent on: (a) household activities; (b) care of aging parents; and (c) care of their children.

*Perceived Family Satisfaction with Military Life.* This sub-dimension was assessed using two items written for this study. Item 79 asked respondents to indicate how happy they would say their families are with military life. Responses were made on a 5-point scale, ranging from *very unhappy* (1) to *very happy* (5). Item 80 asked respondents to indicate how satisfied they would say their families are with military life. Responses were made on a 5-point scale, ranging from *completely dissatisfied* (1) to *completely satisfied* (5). Responses to the two items were averaged to form a total perceived family satisfaction score. The reported Coefficient Alpha for the perceived family satisfaction scale from this sample was .92 ( $n = 51$ ,  $M = 6.39$ ,  $SD = 2.21$ ).

*Work-Home Conflict.* The work-home conflict (WHC) scale (adopted from Carlson, Kacmar, & Williams, 2000) was comprised of 18 items and assessed the three forms of WHC (time, strain, and behavior) and two directions of WHC (work interference with family and family interference with work). Carlson et al. (2000) identified three items for each combination of WHC form and direction. The reported Coefficient Alpha for the overall WHC scale was .86 ( $n = 49$ ,  $M = 52.67$ ,  $SD = 10.45$ ). Responses to the sub-dimensions of WHC were indicated on a 5-point scale, ranging from *strongly disagree* (1) to *strongly agree* (5), and were averaged to generate a total score for each sub-dimension. The reliability statistics were as follows:

*Time-Based Work Interference with Family.* Time-based work interference with family was measured by three items, numbers 44 through 46, and asked participants to respond to items such as, “The time I must devote to my job keeps me

from participating equally in household responsibilities and activities.” Collins et al. reported a Coefficient Alpha of .87, whereas the Coefficient Alpha from this research was .93 ( $n = 52, M = 11.04, SD = 3$ ).

*Time-Based Family Interference with Work.* Time-based family interference with work was measured by three items, numbers 47 through 49, and asked participants to respond to items such as, “The time I spend on family responsibilities often interferes with my work responsibilities.” Collins et al. reported a Coefficient Alpha of .79, whereas the Coefficient Alpha from this research was .55 ( $n = 51, M = 8.08, SD = 2.14$ ).

*Strain-Based Work Interference with Family.* Strain-based work interference with family was measured by three items, numbers 50 through 52, and asked participants to respond to items such as, “I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.” Collins et al. reported a Coefficient Alpha of .85, whereas the Coefficient Alpha from this research was .91 ( $n = 51, M = 9.57, SD = 3.15$ ).

*Strain-Based Family Interference with Work.* Strain-based family interference with work was measured by three items, numbers 53 through 55, and asked participants to respond to items such as, “Tension and anxiety from my family life often weakens my ability to do my job.” Collins et al. reported a Coefficient Alpha of .87, whereas the Coefficient Alpha from this research was .91 ( $n = 51, M = 6.29, SD = 2.44$ ).

*Behavior-Based Work Interference with Family.* Behavior-based work interference with family was measured by three items, numbers 56 through 58, and asked participants to respond to items such as, “The problem-solving behaviors I use in my job

are not effective in resolving problems at home.” Collins et al. reported a Coefficient Alpha of .78, whereas the Coefficient Alpha from this research was .83 ( $n = 52$ ,  $M = 8.73$ ,  $SD = 2.70$ ).

*Behavior-Based Family Interference with Work.* Behavior-based family interference with work was measured by three items, numbers 59 through 61, and asked participants to respond to items such as, “The problem-solving behaviors that work for me at home do not seem to be as useful at work.” Collins et al. reported a Coefficient Alpha of .85, whereas the Coefficient Alpha from this research was .94 ( $n = 52$ ,  $M = 8.85$ ,  $SD = 2.70$ ).

*Stress.* Stress was measured with two items utilized by Greenhaus et al. (1997). The first item, number 39, asked participants to indicate how frequently they feel “tired or worn out during a good part of the day.” The other item, number 40, asked respondents to indicate how often they feel “nervous, tense, or edgy.” Responses for both items were indicated on a 5-point scale, ranging from *never* (1) to *very frequently* (5). Responses from the two items were averaged to generate a total stress score. Greenhaus et al. reported a Coefficient Alpha of .64, whereas the Coefficient Alpha from this research was .53 ( $n = 75$ ,  $M = 6.32$ ,  $SD = 1.46$ ).

*Turnover Intention.* Intentions to leave the U.S. Air Force (USAF) were assessed with three items utilized by Greenhaus et al. (1997), modified for administration to USAF personnel. The measure consisted of items 33 through 35, which assessed turnover intentions by asking participants to reply to items such as, “I will probably look for a new job outside the U.S. Air Force in the next year.” Item 35 was reverse coded to create a consistent measure for turnover intention. Responses were indicated on a 5-point scale

from *strongly disagree* (1) to *strongly agree* (5), with answers to the three items averaged to form a total turnover intentions score. Greenhaus et al. reported a Coefficient Alpha of .92, whereas the Coefficient Alpha from this research was .84 ( $n = 71$ ,  $M = 9$ ,  $SD = 3.65$ ).

*Individual Characteristics.* Data regarding respondents' gender, marital status, parental status, ages of children living at home, and spouse employment were collected with survey items 94, 96, 97, 98, and 88 respectively. .

*Gender.* Regarding gender, respondents were asked to select their gender from a choice between male and female. Responses were coded as either 1 (male) or 2 (female).

*Marital Status.* With respect to marital status, participants were asked to select their current marital status from the following choices: (a) never married, (b) married, (c) divorced, (d) legally separated, and (e) widowed. In accordance with the order in which they were listed, marital status was scaled from 1 (never married) to 5 (widowed), respectively.

*Parental Status.* In reference to parental status, participants were asked to indicate the number of children they currently had in each of the age groups listed in the following paragraph. The responses were pooled for each respondent and recoded as follows: (a) individuals with no children (0); (b) individuals with one child (1); (c) individuals with two children (2); (d) individuals with three children (3); (e) individuals with four children (4); (f) individuals with five children (5), and (g) individuals with six or more children (6).

*Ages of Children Living at Home.* Participants were asked to indicate the number of children they had in each of the following age groups: (a) under 1 year old; (b)

1 year to under 2 years old; (c) 2 to 5 years old; (d) 6 to 13 years old; (e) 14 to 22 years old; (f) 23 to 64 years old; and (g) 65 years or older. Responses were indicated using the scale listed above for parental status, allowing a possible range from 1 to 6 for each age group.

## CHAPTER 4

### RESULTS AND ANALYSIS

#### *Preface*

This chapter summarizes the findings of analyses conducted on data collected using the Work-Home Conflict Survey. The first three hypotheses were evaluated using linear regression analysis. The fourth hypothesis was evaluated using a nonparametric test for difference in means.

Correlations for all model variables were computed and are reported in Appendix C, Table C2. The strongest significant correlations, which could potentially introduce multicollinearity issues among the independent variables, were observed between work overload and WHC ( $r = .56, n = 47, p < .01$ ), between family satisfaction with military life and WHC ( $r = -.48, n = 48, p < .01$ ), between stress and work overload ( $r = .46, n = 73, p < .01$ ), and between stress and WHC ( $r = .41, n = 49, p < .01$ ). The somewhat high correlations among the identified independent variables raised some concerns regarding multicollinearity. In linear regression, multicollinearity exists when independent variables are highly correlated, and creates a situation where the determination of the separate effects of the independent variables on the dependent variable is very difficult, if not impossible. Collinearity diagnostics for the following regression analyses implied no serious problems with multicollinearity (Variance Inflation Factors (VIF)  $< 2$ ; collinearity tolerances close to 1; eigenvalues not close to 0; condition indices not greater than 30).

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Insert Appendix C, Table C2 about here  
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*Hypothesis 1.* Hypothesis one proposed that WHC would account for variance in turnover intention beyond that accounted for by work overload, advancement expectations, and stress. Hypothesis one was evaluated using linear regression. All assumptions of regression were met (McClave, Benson & Sincich, 2005: 712): (a) there was a linear, or “straight line,” relationship apparent between the dependent and independent variables in the model; (b) the error term had a normal distribution with a mean of “0”; (c) the variance of the error term was constant across cases and independent of the variables in the model; and (d) the value of the error term for a given case was independent of the values of the variables in the model and of the values of the error term for other cases.

Turnover intention was regressed on the independent variables of work overload, advancement expectations, stress, and work-home conflict (WHC). Using the Enter method, gender and time-in-service were first entered as control variables, followed by work overload, advancement expectation, stress, and work home conflict. The Durbin-Watson statistic reported at 1.503 that the results of the analysis were reliable for this data set. The results of the subsequent tests for autocorrelation did not indicate an impact to the reliability of the results. The model summary, displayed in Table C3 of Appendix C, showed that less than 1/7th of the variation in turnover intention ( $R^2 = .14, p > .10$ ) was explained by the model. However, the significance of the  $F$  statistic, illustrated in Table C5 of Appendix C, was greater than .10, which means the variance explained in the model may be due to chance.

Results indicated all predictors in the model were not significant; thus, hypothesis one was not supported. Refer to Appendix C, Tables C3 and C4 for the multicollinearity diagnostic statistics.

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Insert Appendix C, Table C3 through C5 about here  
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*Hypothesis 2.* Hypothesis two, testing the effects of work overload, family involvement, and family satisfaction with military life on WHC, was also evaluated using linear regression. WHC was regressed on the independent variables of work overload, family involvement, and family satisfaction with military life. Using the Enter method, gender and time in service were first entered as control variables, followed by work overload, family involvement, and family satisfaction with military life. The Durbin-Watson statistic, as illustrated in Table C6 of Appendix C, reported at 1.612 that the results of the analysis were reliable for this data set. The results of the subsequent tests for autocorrelation did not indicate an impact to the reliability of the results. In the coefficients matrix illustrated in Table C6 of Appendix C, the highest VIF observed was 1.15, for work overload, indicating collinearity was not an issue in this model. Additionally, the tolerances in the same matrix were all sufficiently high, showing that 3% to 14% of the variance in a given predictor could be explained by the other predictors. As indicated in the matrix, gender, time in service, and family involvement were not significant.

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Insert Appendix C, Table C6 about here  
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The collinearity diagnostics confirmed that there were no serious problems with collinearity. Only one of the Eigenvalues was less than .03, suggesting that the predictors may be highly correlated. However, an inspection of the condition indices, illustrated in Table C7 of Appendix C, indicated only one value greater than 15 (29.644 for factor 6) and no value was greater than 30, indicating no serious problems with collinearity.

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Insert Appendix C, Table C7 about here  
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The following significant standardized coefficients of the regression line for WHC were indicated in the results of the analysis; work overload ( $\beta = .44, p < .01$ ) and family satisfaction with military life ( $\beta = -.43, p < .01$ ). There is a positive, significant relationship between work overload and WHC, such that participants in the study who reported higher levels of work overload were more likely to report higher levels of WHC. There was a negative, significant relationship between family satisfaction and WHC, such that the more satisfaction a participant perceived his or her family to have with military life, the lower his or her reported level of WHC was likely to be.

The model summary, displayed in Table C6 of Appendix C, indicated the adjusted  $R^2$  for the model as .49 ( $p < .001$ ); thus, nearly half of the variance in WHC is explained by the model. Additionally, Table C8 of Appendix C showed the significance of the  $F$  statistic ( $F = 7.527$ ) to be less than .001, signifying that the variance explained by the model was not due to chance.

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Insert Appendix C, Table C8 about here  
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While the hypothesis was not entirely supported by the results of the regression analysis, the predicted effects of both work overload and family satisfaction with military life on WHC were supported. Both were found to be significant predictors of WHC ( $p < .001$ ), such that an increase in work overload would correspond to an increase in the level of WHC, and an increase in family satisfaction with military life would correspond to a decrease in the level of WHC reported by survey participants. However, family involvement, a significant predictor of WHC in the Greenhaus et al. (1997) model, was not found to be a significant predictor of WHC ( $p > .10$ ) for this data set. Additionally, Greenhaus et al. found an  $R^2$  of .38 ( $p < .05$ ) for their proposed model of the antecedents of WHC. The proposed model in this analysis found an adjusted  $R^2$  of .43 ( $p < .001$ ), a substantial increase in explained incremental variance. The significance of this finding is that the members' perception of family satisfaction with military life appeared to augment the Greenhaus et al. model, explaining more of the variance in WHC and demonstrating a previously unaccounted for predictor of WHC. The hypothesis that work overload and family satisfaction would each have positive, significant effects on WHC, and family satisfaction with military life would have a negative, significant effect on WHC, was not supported. It is of note, however, that the hypothesized impact of family satisfaction with military life on WHC was found to be supported by the results of the regression analysis.

*Hypothesis 3.* Hypothesis three, testing the moderating effects of family satisfaction with military life on the relationship between WHC and turnover intention, was also evaluated using linear regression. The hypothesized relationship suggested that family satisfaction with military life, as perceived and reported by the military member,

influenced the relationship between WHC and turnover intention and produced an interaction effect. To test the proposed relationship, an interaction term comprised of WHC and family satisfaction with military life was created.

As illustrated in Table C9 of Appendix C, more than 40% of the variance in turnover intention (Adjusted  $R^2 = .44$ ,  $p < .001$ ) was explained by the model. Additionally, the significance of the  $F$  statistic ( $F = 7.661$ ) was less than .001, indicating that the variation explained by the model was not due to chance.

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Insert Appendix C, Table C9 about here  
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As revealed in Table C10 of Appendix C, the following significant standardized coefficients of the regression line for turnover intention were indicated in the results of the analysis: stress ( $\beta = .40$ ,  $p < .01$ ), and the interaction term ( $\beta = -.70$ ,  $p < .001$ ). The interaction term was observed to have a significant negative relationship to turnover intention, such that increased family satisfaction with military life decreased the impact of WHC on turnover intention. Also, in contrast to the findings in hypothesis one, this model showed stress to have a significant positive relationship to turnover intention, such that increased levels of stress should produce higher levels of turnover intention.

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Insert Appendix C, Table C9 about here  
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The prediction that, controlling for work overload, advancement expectations, stress, and WHC, family satisfaction with military life would moderate the relationship between WHC and turnover intention, was supported. WHC, by itself, was not found to have a significant impact on turnover intention in the survey sample. However, the interaction term was observed to have a significant negative effect on turnover intention,

such that increased family satisfaction with military life should result in a decreased impact of WHC on turnover intention.

*Hypothesis 4.* Hypothesis four, testing the impact of parental status on WHC for married, divorced, legally separated, and widowed survey participants, was evaluated using the Wilcoxon Rank Sum Test (WRST) for independent samples. The nonparametric WRST was chosen for this analysis as the assumptions required for the validity of the test do not stipulate the shape or type of probability distribution (McClave et al., 2005). The only requirements for a valid WRST are: (a) the two samples are random and independent; and (b) the two probability distributions from which the samples are drawn are continuous (McClave et al., 2005).

The two samples of cases were drawn from the population of survey participants with completed surveys. The data set provided only 15 cases where the individuals reported a WHC score in addition to identifying themselves as non-parents and either married, divorced, legally separated, or widowed. This sample was identified in the analysis as “Sample 2.” Fifteen cases from the group of individuals who reported a WHC score in addition to identifying themselves as parents and either married, divorced, legally separated, or widowed were randomly selected. This sample was identified in the analysis as “Sample 1.” Both of the conditions for a valid WRST were met by the samples.

The sample observations were ranked as though they were drawn from the same sample. The measurements were pooled and ranked from smallest (a rank of 1) to largest (a rank of 29.5). Ties were treated by assigning the average value of the ranks to each of

the tied observations. The measurements of WHC for the 30 cases are illustrated in table C11 of Appendix C, along with the calculations of the test statistic and rejection region.

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Insert Appendix C, Table C11 about here  
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As the samples were both larger than  $n = 10$ , hypothesis four was tested by establishing a null and alternate hypothesis, with  $D_1$  representing the probability distribution for Sample 1, and  $D_2$  representing the probability distribution for Sample 2, as follows:

*Ho:  $D_1$  and  $D_2$  are identical*

*Ha:  $D_1$  is shifted to the right of  $D_2$*

As indicated in Table C11, the test statistic,  $z$ , was found to be  $-.0215$ . The rejection region for the rank sum test was  $z > z_\alpha$ , with  $z_\alpha = 1.645$  (for  $\alpha = .05$ ) (McClave, Benson, & Sincich, 2005). As  $-.0215 < 1.645$ , the test failed to reject the null hypothesis, finding no difference in the probability distributions for the two samples. As such, hypothesis four was not supported.

### *Summary*

This chapter summarized the results from the WHC survey and the tests of the WHC construct's ability to account for added variability in turnover intention for a military sample, as well as the impact of family satisfaction with military life in a predictive role for WHC. The results did not indicate WHC, or any other predictor variable from the Greenhaus et al. (1997) model of turnover, to be significant coefficients of turnover intention at the  $p < .10$  level. However, the results did provide for a new predictive variable for WHC, family satisfaction with military life, which regression

analysis revealed to be a significant predictor of WHC in the sample analyzed. Additionally, the results showed family involvement, a predictor of WHC found to be significant in the literature, not to be a significant predictor of WHC for this sample of USAF CGOs. Also, the interaction between WHC and family satisfaction was found to be a significant predictor of turnover intention, even though WHC by itself was not. Inclusion of the interaction term prompted the conditions wherein stress became a significant predictor of turnover intention, in contrast to the findings of prior analysis which did not include the interaction term. Finally, the results demonstrated no difference between the probability distributions of WHC for non-single/never married members (married, divorced, legally separated, or widowed) with children living at home and those of the same group without children living at home.

## CHAPTER 5

### DISCUSSION

#### *Introduction*

The purpose of this study was to engage a different approach in researching voluntary turnover in the CGO corps of the USAF. While the USAF administers an annual Climate Assessment Survey, there are currently no ongoing efforts by the USAF to measure the family-related antecedents of turnover in its own personnel. This study tested a modified version of Greenhaus, Collins, Singh and Parasuraman's (1997) model of work and family influences on departure in the accounting profession. This study is unique in that no previous published USAF research has focused solely on the impact of family in the turnover decision process for active military personnel stationed and working at stateside bases. The study is also unique in that the timeliness of the research coincides with the USAF Force Shaping program (the largest restructuring of USAF manpower since the conclusion of the first Persian Gulf War in the early 1990s) as individuals from "overmanned" career fields are being encouraged to separate in order to "balance" the force.

#### *Work Home Conflict (WHC)*

While this study does not support a direct influence of WHC on turnover intention, it does expand the understanding of the construct and the role of family in the turnover decision process. Results suggested that none of the predictors of turnover intention as identified by Greenhaus et al. (1997) were significant for this sample of USAF CGOs. According to these findings, it may be inferred that WHC, stress, work overload, and advancement expectations do not significantly influence the formation of

an intention to depart the USAF. However, the relationships between family satisfaction with military life and WHC and between family satisfaction with military life and turnover intention were found to be significant. While the Greenhaus et al. (1997) study focused on family involvement as the significant predictor of WHC, this study included an examination of the role of family satisfaction with military life and its proposed influence on both WHC and turnover intention. Results suggested that individuals who perceive higher levels of family satisfaction with military life will experience lower levels of WHC. Additionally, the results indicated that the interaction of family satisfaction with military life and WHC facilitated a model where stress became a significant predictor of turnover intention and explained at least 44% of the variance in turnover intention ( $p < .001$ ) for those surveyed in this study. It may be inferred from these results that individuals who perceive a higher level of family satisfaction with military life and a lower level of stress will experience lower levels of turnover intention.

What makes these findings unique among similar studies is that most of the factors that affected departure in previous studies were related to work experiences. In this study, work experiences produced no significant predictive influence on turnover intention. Rather, the only significant predictors of turnover intention in this study were the interaction between family satisfaction with military life and WHC, and stress, with stress only becoming significant in the observed relationship upon inclusion of the WHC-family satisfaction interaction variable. This presents a departure from traditional turnover theory, suggesting that family plays a much larger role than work experiences in the formation of turnover intention for CGOs in the USAF.

#### *Individual Characteristics*

This study found that neither gender nor time in service produced significant predictive coefficients for turnover intention. Both were included as control variables in regression analyses, but were not found to be significant in any of them. Additionally, parental status was not found to have a significant influence on WHC in this study. Scores for WHC seemed to be consistent for survey participants regardless of whether or not they had any children living at home.

### *Limitations*

The reliability and validity of the questionnaire used to collect data was supported by the coefficient alphas reported for the factors measured. However, while the coefficient alphas for the measures generally reported values close to or greater than the expected values of previous researchers, two of the reliability statistics were lower than expected. The first of these factors, time-based family interference with work, was analyzed alongside five other sub-dimensions as a part of the collective measurement for WHC, whose overall coefficient alpha was well above the accepted threshold for reliability. However, the coefficient alpha for the second factor, stress, was low enough that the possibility exists for some error in the conclusions based on statistical calculations using this factor as an individual assessment of stress, and not a part of a collective measure.

Time-based family interference with work was one of six sub-dimensions of WHC and had a low individual coefficient alpha of .55. This sub-dimension included questions such as, “The time I spend on family responsibilities often interferes with my work responsibilities” and “I have to miss work activities due to the amount of time I must spend on family responsibilities.” Considering that all USAF members not on

official leave status are legally bound to be present for work activities, this sub-dimension of WHC may not fit well into a military population. Failure to report for work responsibilities carries an immediate and intense penalty for military personnel, which may limit the interference of family time on work. However, the coefficient alpha for WHC as an overall measure of the six sub-dimensions was .86. The introduction of error into conclusions based on statistical calculations of this factor was limited by the fact that all sub-dimensions of WHC were used collectively.

Stress had a low coefficient alpha of .53. The coefficient alpha reported by Greenhaus et al. (1997) for this same factor was .64; however, the structure of the two questions used to measure stress was changed in an effort to improve the reported coefficient alpha from the original Greenhaus et al. (1997) study. The first item asked respondents to indicate how frequently they felt “tired and worn out during a good part of the day.” Responses in the Greenhaus et al. (1997) study were made on a five-point scale ranging from two to three times a week to less than once a month, whereas responses in this study were made on a five-point scale ranging from never to very frequently. The second item asked participants to indicate how often they felt “nervous, tense, or edgy.” Responses in the Greenhaus et al. (1997) study were made on a five-point scale ranging from more than 50% of the time to less than 10% of the time, whereas responses in this study were made on a five-point scale ranging from never to very frequently. While the questions asked were identical, the available responses for survey participants were different. No explanation for the weaker reliability statistic is immediately available. A modified measure for stress may be considered in future applications of this questionnaire.

As the sample was limited to USAF CGOs stationed at three stateside bases, the findings may not be generalizable to the entire USAF officer corps or even the entire USAF CGO corps. Generalizability may be limited solely to Air Force Space Command CGOs or potentially to distinct demographic groups within the larger population of USAF CGOs.

Bias known as common method variance may introduce error into findings generated by self-report data such as the type collected in this study. Self-report measures encounter limitations from the potential for the existence of better measures of the variables and the fact that such variables are not verifiable by other means such as cross-validation of people's perceptions of their own intentions and feelings (Podsakoff & Organ, 1986). Specifically, two types of common method variance may affect the validity of research findings; consistency motif, and social desirability (Podsakoff & Organ, 1986). Common method variance may arise when two or more variables in a research model are collected from the same respondents and attempts are made to infer correlations between the variables (Podsakoff & Organ, 1986). The potential for artificial covariance resulting from the respondent, and not the measures themselves, may lead to erroneous findings of significant correlations. According to Podsakoff & Organ (1986), there is no way to substantively confirm that observed covariance is the result of a true interaction between the variables of interest or simply the interjection of the respondent's artificial covariance.

The consistency motif is observed when respondents have an urge to maintain consistency in their answers, or at least what they perceive as a consistent line of answers for the variable (Podsakoff & Organ, 1986). Survey participants have lay theories about

how organizational constructs should be related, and may inject their own judgments to maintain uniformity with those theories (Podsakoff & Organ, 1986). In an effort to alleviate the effects of the consistency motif, the survey instrument for this study was pilot tested with a small group of participants solely for the purposes of gathering feedback on the instrument itself, and possible areas of obvious overlap. The results of the pilot test were used to create a final measurement tool that minimized obvious scale overlap, but retained all the pertinent scales of interest in the study.

Podsakoff and Organ (1986) indicated that the social desirability problem stems from the tendency for survey participants to respond to survey items in a manner that presents them in what they perceive as a favorable light. As such, respondents may be inclined to respond to items in a manner which insulates them from self-indictment or admission of failure, instead conditioning their answers to present a more socially approved image. However, Podsakoff and Organ (1986) indicate that social desirability bias is not a serious problem in terms of interpreting correlations, as the problem tends to cause upward shifts in the distribution of responses. Even if the effect of social desirability bias were to compress the range of responses, the damage would only occur in the erosion of observable correlations (Podsakoff & Organ, 1986).

In order to minimize the possible adverse effects of common method variance, administration of the survey was standardized across all three participating units and contact information was provided to address any questions by survey respondents. The Internet-based survey questionnaire was constructed so that respondents were only asked to respond to items matching their current life situation. For example, single individuals without children were not shown items related to parental issues or spousal concerns.

Items in the questionnaire were ordered so as to avoid seemingly repetitive scales and in the directions to the survey respondents were asked to answer all items presented.

Overall, there was sufficient variability within the responses for scales in the questionnaire to alleviate major concerns regarding common method variance issues.

### *Future Research*

Since WHC has proven to be a viable predictor of stress and intent to leave in previous research, future efforts should attempt to sample from a larger population of military personnel. A substantially larger pool of respondents may allow for more paths of analysis and more significant findings. If possible, future research should attempt to administer this questionnaire to a larger and more diverse group CGOs across the USAF. Additionally, this research should be extended to include enlisted personnel. Interesting comparisons may be observable between samples of both officer and enlisted personnel, and may help identify strengths and weaknesses in the differing policies regarding the assignment processes for each group. Another potential population of interest in work family research would be the families of military personnel, to include spouses, partners (i.e., boyfriend or girlfriends living with the military member), and children.

The identification of perceived family satisfaction with military life as a significant predictor of both WHC and turnover intention in this sample brings about another avenue for future research. The potential for family satisfaction to explain previously unaccounted for variance in both turnover intention and WHC presents another opportunity to expand the existing pool of knowledge regarding the value of work-family research in the creation and management of personnel-related policy.

Finally, a longitudinal study effort involving WHC may provide data from which causal relationships may be inferred. This study provides a cross-sectional assessment of the feelings and perceptions of active duty Air Force CGOs in a certain point in time. In order to examine the impact of family satisfaction and WHC on the turnover intention process, a future study should be conducted using the same or similar resources and techniques. Collected data from such a study could then be compared to this data and related analysis. As the USAF Force Shaping program continues and the CGO corps dwindles, there may be differences in the constructs that will indicate an impact on the individual, his or her family, and his or her behavior.

### *Conclusions*

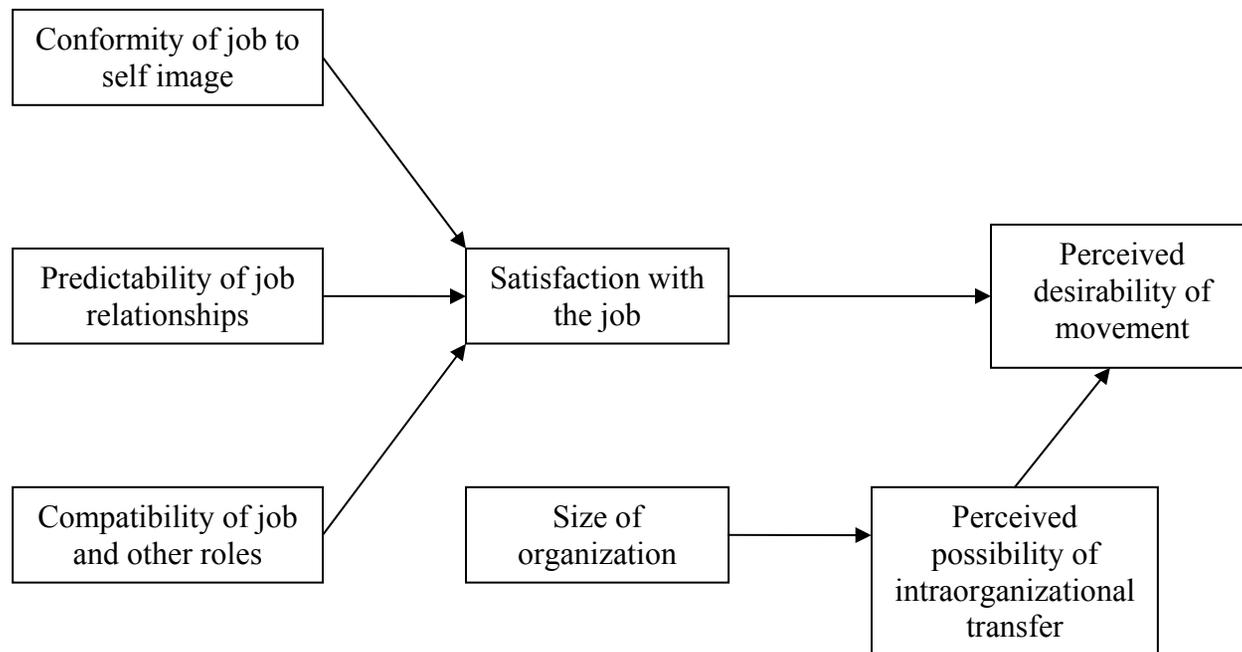
The results presented in this study contribute to the previous work and findings of Greenhaus et al. (1997) and aid in the maturation and development of work-family research, especially in regards to its application in a military sample. While much of the initial goal of explaining WHC's role in the relationships for a military sample cannot be determined without further study, this research is a step towards understanding a real problem through the use of behavioral research.

Based on the findings of this study, there are many avenues by which the USAF could actively identify and address familial concerns and issues affecting the turnover intention of CGOs. Some suggestions include, but are by no means limited to allowing longer assignments and/or more individual input in the assignment process in order that more family-friendly assignments become possible; investing in more family-friendly resources such as financial support for squadron, group, and wing spouses' groups to include adequate facilities (i.e., a community center) in which to meet, indoor parks,

shaded outdoor parks, and open park areas with walking/biking trails; continuity in medical care, especially in pediatrics and obstetrics; and access for immediate family members to discounted travel options to and from the member's base of assignment (including suitable Space Available travel options). Understandably, all these suggestions include a price tag, and during a time when budgets are constrained, these suggestions would likely not be considered a priority, but the results of this study suggest that family satisfaction does impact turnover intentions of CGOs. Hopefully, this research, in combination with future research efforts, may enable the USAF to develop a more comprehensive understanding of the role of family in the turnover process and enact policies more capable of influencing turnover decisions.

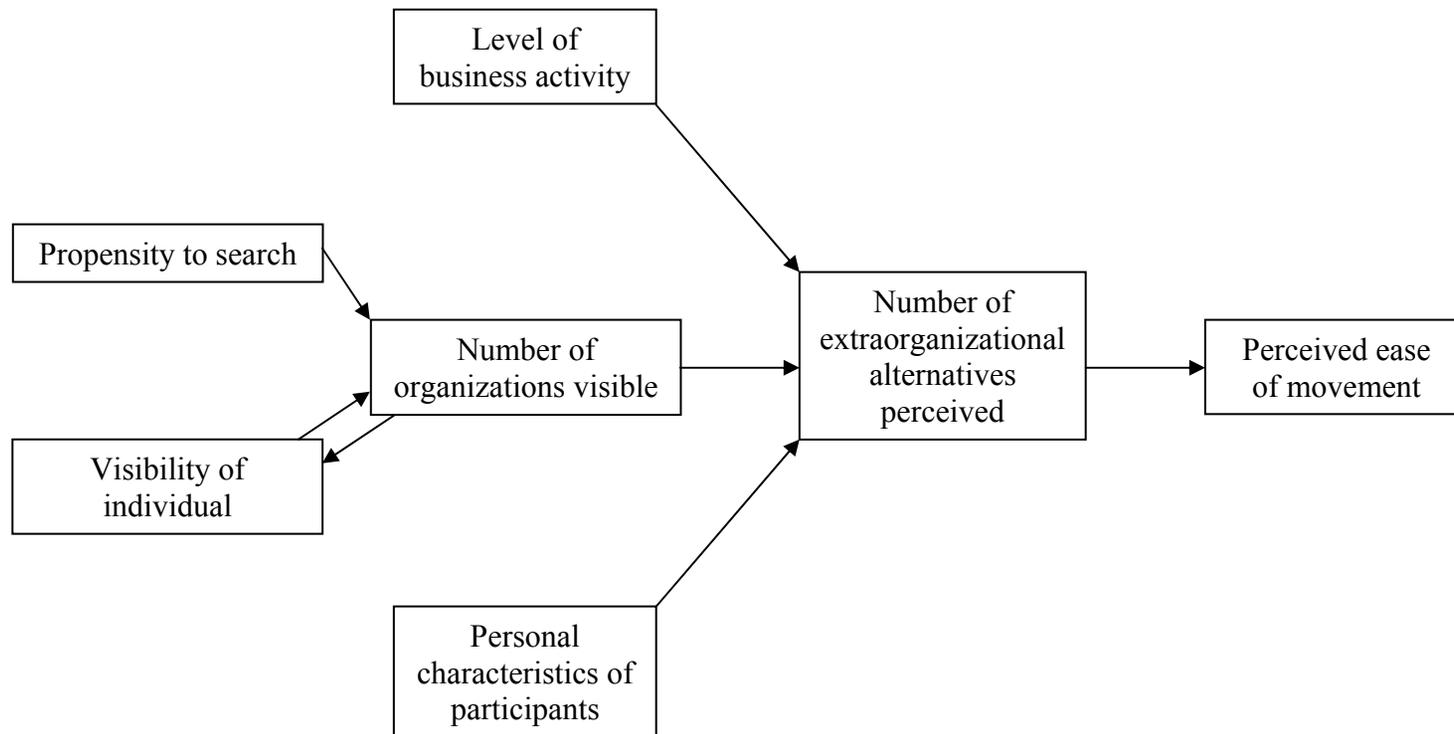
## Appendix A1: Previous Turnover Models

Figure A1: March and Simon (1958, p. 99) – Major Factors Affecting Perceived Desirability of Movement



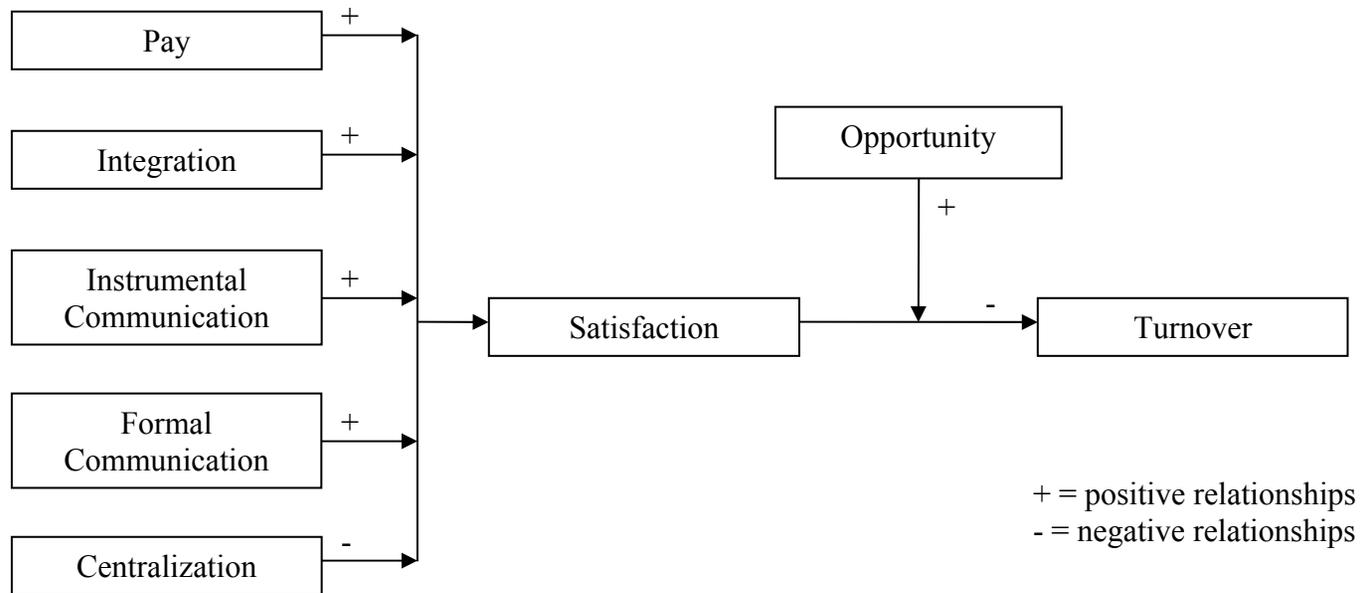
March, J., & Simon, H. (1958). *Organizations*. New York, NY: Wiley.

Figure A2: March and Simon (1958, p. 106) – Major Factors Influencing Perceived Ease of Movement



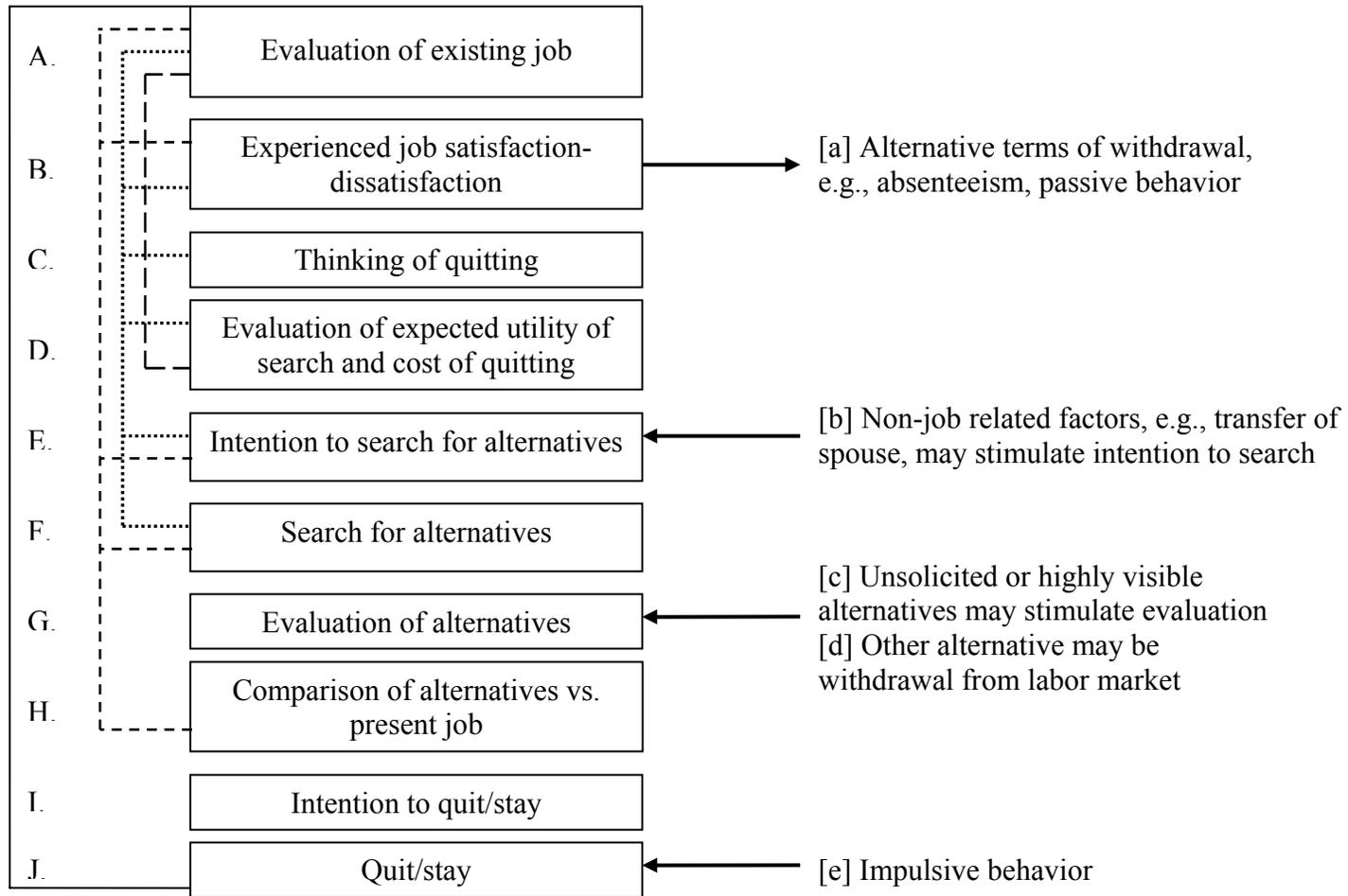
March, J., & Simon, H. (1958). *Organizations*. New York, NY: Wiley.

Figure A3: Price (1977, p. 84) – Relationships Between the Determinants, Intervening Variables, and Turnover



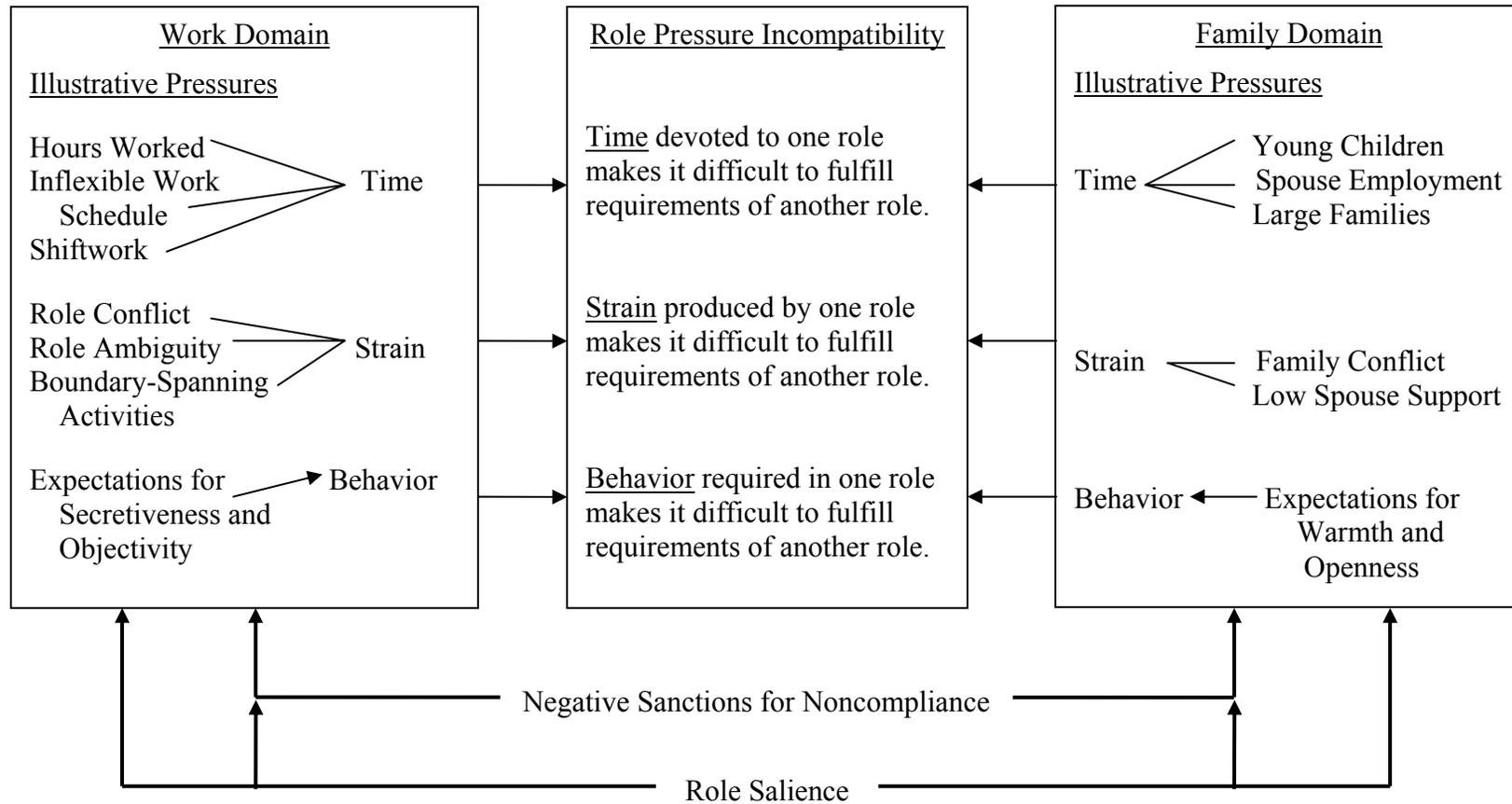
Price, J.L. (1977). *The study of turnover*. Ames; Iowa State University Press.

Figure A4: Mobley (1977) – Turnover Decision Process Model



Mobley, W.H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, 238.

Figure A5: Greenhaus & Beutell (1985) – Work-Family Role Pressure Incompatibility Model



Greenhaus, J.H., & Beutell, N.J. (1985). Sources of conflict between work and family roles. *Academy of Management. The Academy of Management Review*, 10(000001), 79.

## Appendix B: Work-Home Conflict Survey

## Work-Home Conflict Survey

**Purpose:** To conduct research on a concept called work-home conflict and to determine if it is a key factor in understanding why individuals choose to separate from the U.S. Air Force. Work-home conflict represents a measure of the extent to which conflicts arising between work and family roles affect individual behavior.

**Participation:** We would greatly appreciate your participation in our data collection effort. Your participation is COMPLETELY VOLUNTARY. Your decision to not participate or to withdrawal from participation will not jeopardize your relationship with the Air Force Institute of Technology, the U.S. Air Force, or the Department of Defense.

**Confidentiality:** We ask for some demographic information in order to interpret results more accurately. ALL ANSWERS ARE ANONYMOUS. No one other than the research team will see your completed questionnaire. Findings will be reported at the group level only. Reports summarizing trends in large groups may be published.

**Contact information:** If you have any questions or comments about the survey, contact Capt Gavain McDonald at the telephone numbers, fax, mailing addresses, or e-mail addresses listed below.

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***Capt Gavain McDonald***

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### INSTRUCTIONS

- Base your answers on your own thoughts and experiences
- Please make your answers clear and concise when asked to answer in a response or when providing comments.
- Be sure to select the correct option button when asked.

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## **SECTION 1: WORK ACTIVITIES**

**This first section of the survey is designed to learn about your work environment.**

### **PART A**

**First, we would like to ask you some questions about your work demands. For each item, please select the response which indicates the extent to which you agree or disagree with the statement. Use the scale below for your responses.**

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I have to take work home to stay caught up.	①	②	③	④	⑤
2. The time deadlines for completing work assignments are too unreasonable.	①	②	③	④	⑤
3. I am asked to do a lot of unnecessary projects.	①	②	③	④	⑤
4. I have to rush in order to complete my job.	①	②	③	④	⑤
5. I am responsible for too many activities.	①	②	③	④	⑤
6. There is not enough time to do my work.	①	②	③	④	⑤
7. I have too much work to do to be able to complete it all in a timely fashion.	①	②	③	④	⑤
8. I am constantly working against the pressure of time.	①	②	③	④	⑤
9. I can't seem to do my job because I am asked to do too many conflicting tasks.	①	②	③	④	⑤

### **PART B**

**Next, we are interested in your perceptions of career development and promotional opportunities available in your current position and your assessment of job performance. Use the scale below for your responses.**

**Within the past year, how often have you...**

	①	②	③	④	⑤
	Never	Rarely	Occasionally	Frequently	Very Frequently
10. Received job assignments that provided you with new skills and experience?	①	②	③	④	⑤

	①	②	③	④	⑤
	Never	Rarely	Occasionally	Frequently	Very Frequently
11. Received guidance on career planning?	①	②	③	④	⑤
12. Been given highly visible assignments?	①	②	③	④	⑤
13. Received guidance or assistance from a mentor?	①	②	③	④	⑤
14. Participated in firm-sponsored training or education programs?	①	②	③	④	⑤
15. Received coaching or counseling from someone supervising you?	①	②	③	④	⑤
16. Received coaching or counseling from your peers?	①	②	③	④	⑤

17. Is it likely or unlikely that you will be promoted to **major** in the U.S. Air Force?  
(Please choose the response that best describes your perception)

- Very unlikely
- Unlikely
- Neither likely nor unlikely
- Likely
- Very likely

18. Do you want to eventually be promoted to **lieutenant colonel or higher** in the U.S. Air Force?

- Yes
- Not sure
- No

19. Is it likely or unlikely that you will be promoted to **lieutenant colonel or higher** in the U.S. Air Force? (Please choose the response that best describes your perception)

- Very unlikely
- Unlikely
- Neither likely nor unlikely
- Likely
- Very likely

20. How would you rate your performance over the past year? (Please choose the response that best describes your perception)

- Deficient, below expectations
- Variable, at times not meeting expectations
- Meets expectations
- Consistently above expectations
- Far exceeds normal expectations

### **PART C**

Now, we would like to ask about your attitudes toward your **current job**. Please indicate your agreement or disagreement with each of the following items by using the scale below for your responses.

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
21. Generally speaking, I am satisfied with my job.	①	②	③	④	⑤
22. I frequently think of changing my job.	①	②	③	④	⑤
23. I am generally satisfied with the kind of work I do in my job.	①	②	③	④	⑤
24. I often think about leaving the U.S. Air Force and seeking employment in the private sector.	①	②	③	④	⑤

### **PART D**

We are also interested in your attitudes toward your **career in the U.S. Air Force**. For each item, use the following scale to indicate the extent to which you agree or disagree with the statement.

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25. A major source of satisfaction in my life is my career.	①	②	③	④	⑤
26. Most of the important things that happen to me involve my career.	①	②	③	④	⑤
27. I am very much involved personally in my career.	①	②	③	④	⑤
28. I am satisfied with the success I have achieved in my career.	①	②	③	④	⑤
29. I am satisfied with the progress I have made toward meeting my overall career goals.	①	②	③	④	⑤
30. I am satisfied with the progress I have made toward meeting my goals for income.	①	②	③	④	⑤
31. I am satisfied with the progress I have made toward meeting my goals for advancement.	①	②	③	④	⑤
32. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	①	②	③	④	⑤

①	②	③	④	⑤	
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
33. I often think about leaving the U.S. Air Force.	①	②	③	④	⑤
34. I will probably look for a new job outside the U.S. Air Force in the next year.	①	②	③	④	⑤
35. Serving in the U.S. Air Force will most likely be my lifetime profession.	①	②	③	④	⑤

## **SECTION II – YOURSELF**

**This section of the survey collects information on how your life is going.**

### **PART A**

36. The following words and phrases can be used to describe how you feel about your present life. Please select a response on every line that describes how you see your life.

- |                  |   |   |   |   |   |             |
|------------------|---|---|---|---|---|-------------|
| a. Boring        | ① | ② | ③ | ④ | ⑤ | Interesting |
| b. Miserable     | ① | ② | ③ | ④ | ⑤ | Worthwhile  |
| c. Empty         | ① | ② | ③ | ④ | ⑤ | Full        |
| d. Discouraging  | ① | ② | ③ | ④ | ⑤ | Hopeful     |
| e. Disappointing | ① | ② | ③ | ④ | ⑤ | Rewarding   |
| f. Hard          | ① | ② | ③ | ④ | ⑤ | Easy        |
| g. Tied Down     | ① | ② | ③ | ④ | ⑤ | Free        |

## **PART B**

**The following questions are included to learn about how you are feeling these days. For each item, please select the response that best describes your feelings.**

37. Taking all things together, how happy would you say you are these days?
- Very unhappy
  - Somewhat unhappy
  - Neutral
  - Somewhat happy
  - Very happy
38. In general, how satisfying do you find the ways you're spending your life these days?
- Completely dissatisfied
  - Somewhat dissatisfied
  - Neutral
  - Somewhat satisfied
  - Completely satisfied
39. Most people have days when they feel tired and worn out during a good part of the day. How often does this happen to you?
- Never
  - Rarely
  - Occasionally
  - Frequently
  - Very Frequently
40. How often do you feel nervous, tense, or edgy?
- Never
  - Rarely
  - Occasionally
  - Frequently
  - Very Frequently

**SECTION III – NONWORK ACTIVITIES**

**Another important purpose of this study is to learn more about the home environment of company grade officers in the U.S. Air Force. For the purposes of this study, we consider the following to be family members: (a) spouse, (b) partner, i.e. someone you are living with, (c) children.**

- 41. a. Are you currently married?
  - Yes (please respond to the questions in this section)
  - No
- b. Are you currently living with your spouse?
  - Yes (please respond to the questions in this section)
  - No
  - N/A
- 42. Are you currently living with a partner?
  - Yes (please respond to the questions in this section)
  - No
- 43. Do you have any children?
  - Yes (please respond to the questions in this section)
  - No

**Online questionnaire will direct participants appropriately**

**PART A**

**First, we would like to ask some questions on the relationship between work and family activities. For the purposes of this study, we consider the following to be family members: (a) spouse, (b) partner, i.e. someone you are living with, (c) children.**

**For each item, please use the following scale to indicate the extent to which you agree or disagree with the statement.**

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
44. My work keeps me from my family activities more than I would like.	①	②	③	④	⑤
45. The time I must devote to my job keeps me from participating equally in household responsibilities and activities.	①	②	③	④	⑤
46. I have to miss family activities due to the amount of time I must spend on work responsibilities.	①	②	③	④	⑤

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
47. The time I spend on family responsibilities often interferes with my work responsibilities.	①	②	③	④	⑤
48. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.	①	②	③	④	⑤
49. I have to miss work activities due to the amount of time I must spend on family responsibilities.	①	②	③	④	⑤
50. When I get home from work I am often too frazzled to participate in family activities/responsibilities.	①	②	③	④	⑤
51. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.	①	②	③	④	⑤
52. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.	①	②	③	④	⑤
53. Due to stress at home, I am often preoccupied with family matters at work.	①	②	③	④	⑤
54. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.	①	②	③	④	⑤
55. Tension and anxiety from my family life often weakens my ability to do my job.	①	②	③	④	⑤
56. The problem-solving behaviors I use in my job are not effective in resolving problems at home.	①	②	③	④	⑤
57. Behavior that is effective and necessary for me at work would be counterproductive at home.	①	②	③	④	⑤
58. The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.	①	②	③	④	⑤
59. The behaviors that work for me at home do not seem to be effective at work.	①	②	③	④	⑤
60. Behavior that is effective and necessary for me at home would be counterproductive at work.	①	②	③	④	⑤
61. The problem-solving behaviors that work for me at home do not seem to be as useful at work.	①	②	③	④	⑤

**PART B**

**Next, we are interested in the relative importance you place on various aspects of your life, as well as the time you spend on a number of nonwork activities.**

62. Please read the following four activities. Weigh each of these activities from 0% - 100% in terms of your perception of their relative importance in your life. Note that your weights must sum to 100%.

	Relative Weight
a. Community, social, or religious activities	_____ %
b. Home or family activities	_____ %
c. Leisure or recreational activities	_____ %
d. Career activities	_____ %
e. Other ( _____ )	_____ %
Must total 100%	_____ %

63. In an average week, including weekends, how many hours do you devote to the following activities: (Write "NA" if an item does not apply to your current situation)

a. Household responsibilities (including cooking, repairs, cleaning, shopping, yardwork, finances)	_____ HOURS PER WEEK
b. Community, social, religious activities	_____ HOURS PER WEEK
c. Care of aging parent(s)	_____ HOURS PER WEEK
d. Time spent in school	_____ HOURS PER WEEK
e. Leisure or recreational activities	_____ HOURS PER WEEK

64. In an average week, including weekends, how many hours are spent by hired individuals on routine tasks at your home, such as housework and yard work? If no hours are spent, check "NONE."

\_\_\_\_\_ HOURS PER WEEK

**SECTION IV – YOUR FAMILY (SPOUSE/PARTNER AND/OR CHILDREN)**

**This section of the survey is designed to learn something about your relationship with your family members. For the purposes of this study, we consider the following to be family members: (a) spouse, (b) partner, i.e. someone you are living with, (c) children.**

**PART A**

**First, we would like to ask you some questions on the relationship between your work life and family life. For each item please select the response which indicates the extent to which you agree or disagree with the statement.**

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
65. My family (i.e. spouse/partner and/or children) takes up time I would like to spend working.	①	②	③	④	⑤
66. The demands of my family life make it difficult to concentrate on my work.	①	②	③	④	⑤
67. My work schedule often conflicts with my family life.	①	②	③	④	⑤
68. My family dislikes how often I am preoccupied with my work when I am home.	①	②	③	④	⑤
69. My work takes up time that I'd like to spend with my family.	①	②	③	④	⑤
70. My job makes it difficult to be the kind of spouse/partner and/or parent I'd like to be.	①	②	③	④	⑤

**PART B**

**Next, we would like to ask you about your attitudes toward your family. For each item, please select the response which indicates the extent to which you agree or disagree with the statement.**

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
71. A major source of satisfaction in my life is my family.	①	②	③	④	⑤
72. Most of the important things that happen to me involve family.	①	②	③	④	⑤
73. I am very much involved personally in my family.	①	②	③	④	⑤

①	②	③	④	⑤			
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
74. I am satisfied with my present family situation.			①	②	③	④	⑤
75. My family situation is very frustrating to me.			①	②	③	④	⑤

### **PART C**

**Now we are interested in learning about your childcare responsibilities.**

76. In an average week, including weekends, how many hours a week is spent on childcare responsibilities by:

Yourself \_\_\_\_\_ HOURS PER WEEK

Your spouse/partner \_\_\_\_\_ HOURS PER WEEK

77. In an average week, including weekends, how many hours a week is your child (children) cared for by someone other than you or your spouse/partner:

\_\_\_\_\_ HOURS PER WEEK

78. How satisfied are you with your present childcare arrangements:

- Not applicable
- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied

### **PART D**

**Now, we are interested in your perceptions of your family's satisfaction with life in the U.S. Air Force. For the purposes of this study, we consider the following to be family members: (a) spouse, (b) partner, i.e. someone you are living with, (c) children.**

**Please select the response that best describes your perception. If these questions do not pertain to you, please choose "NA."**

79. Taking all things together, how happy would you say your family is with military life?

- Very unhappy
- Somewhat unhappy
- Neutral
- Somewhat happy
- Very happy

80. Taking all things together, how satisfied would you say your family is with military life?

- Completely dissatisfied
- Somewhat dissatisfied
- Neutral
- Somewhat satisfied
- Completely satisfied

**SECTION V – YOUR SPOUSE/PARTNER**

**Assistance provided by your spouse/partner can influence your ability to balance work and home demands. This section gathers information on the support provided by your spouse/partner. Items in this section are applicable to only those individuals currently married or living with a partner.**

**PART A**

**First, we are interested in your perceptions of your spouse/partner’s career involvement as well as his or her support of your career in the U.S. Air Force. For each item, please select the response which indicates the extent to which you agree or disagree with the statement.**

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
81. A major source of satisfaction is my spouse/partner’s life in his/her career.	①	②	③	④	⑤
82. Most of the important things that happen to my spouse/partner involve his/her career.	①	②	③	④	⑤
83. My spouse/partner is very much involved personally in his/her career.	①	②	③	④	⑤
84. My spouse/partner respects my professional accomplishments.	①	②	③	④	⑤
85. My spouse/partner resents the amount of time I put into my career.	①	②	③	④	⑤
86. My spouse/partner plays an active role in my career.	①	②	③	④	⑤

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
87. My spouse/partner listens to me talk about my job-related problems.	①	②	③	④	⑤
88. My spouse/partner gives me advice when I have a work-related problem.	①	②	③	④	⑤
89. My spouse/partner praises me for my job-related accomplishments.	①	②	③	④	⑤

## **PART B**

**Next, we would like to ask you some questions about the hours your spouse/partner spends on work and nonwork activities.**

90. What type of work does your spouse/partner do? (Please mark all that apply: e.g., part-time student and military officer)
- Homemaker
  - Military – enlisted
  - Military – officer
  - Civilian job – part time
  - Civilian job – full time
  - Self-employed
  - Student – part time
  - Student – full time
91. How many hours would you say your spouse/partner works at his or her job and/or on school (class-time and homework) in an average week:
- NOT APPLICABLE (SPOUSE/PARTNER IS NOT EMPLOYED OUTSIDE HOME)
  - Fewer than 20 hours
  - 20 – 29 hours
  - 30 – 39 hours
  - 40 – 49 hours
  - 50 – 59 hours
  - 60 hours or more

92. In an average week, including weekends, how many hours does your spouse/partner devote to the following activities: (Write “NA” if an item does not apply to your current situation)

Household responsibilities \_\_\_\_\_ HOURS PER WEEK  
 (including cooking, repairs, cleaning, shopping, yardwork, finances)

Community, social, religious activities \_\_\_\_\_ HOURS PER WEEK

Care of aging parent(s) \_\_\_\_\_ HOURS PER WEEK

Time spent in school \_\_\_\_\_ HOURS PER WEEK

Leisure or recreational activities \_\_\_\_\_ HOURS PER WEEK

**SECTION VI – SINGLE INDIVIDUALS**

**In this section of the survey we are interested in learning more about single individuals and employment in the U.S. Air Force. Items in this section are applicable only to those individuals not currently married or living with a partner.**

**We are interested in your perception of issues of interest to single company grade officers in the U.S. Air Force. For each item, please select the response which indicates the extent to which you agree or disagree with the statement.**

	①	②	③	④	⑤
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
93. Being a company grade officer in the U.S. Air Force makes it difficult for me to establish social relationships.	①	②	③	④	⑤
94. Working as a company grade officer in the U.S. Air Force makes it difficult for me to maintain social relationships.	①	②	③	④	⑤
95. Being a company grade officer in the U.S. Air Force is not compatible with the lifestyle of a single individual.	①	②	③	④	⑤

**SECTION VII – BACKGROUND INFORMATION**

**The remaining questions in the survey are concerned with your background and work experiences. This information will help identify trends in the data for different groups of officers. Please respond to each item by choosing the response that best describes you.**

**Please remember that your responses are completely confidential.**

96. Gender.

- Male
- Female

97. Your present age: \_\_\_\_\_ YEARS

98. Your present marital status:

- SINGLE/NEVER MARRIED
- MARRIED
- DIVORCED
- LEGALLY SEPARATED
- WIDOWED

99. How many children or other legal dependents do you have in each of the following age groups who live on a regular basis with you at your permanent duty station?  
(MARK ONE ANSWER IN EACH ROW)

Age	<u>None</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5 or more</u>
a. Under 1 year old	<input type="radio"/>					
b. 1 year to under 2 years old	<input type="radio"/>					
c. 2 – 5 years old	<input type="radio"/>					
d. 6 – 13 years old	<input type="radio"/>					
e. 14 – 22 years old	<input type="radio"/>					
f. 23 – 64 years old	<input type="radio"/>					
g. 65 years old or older	<input type="radio"/>					

100. What is your highest education level?

- Bachelor Degree
- Graduate Degree
- Doctorate
- Post Doctorate
- Professional

101. What is your current rank?
- O-1
  - O-2
  - O-3
  - O-1E
  - O-2E
  - O-3E
102. Are you eligible to receive Voluntary Separation Pay under the current Force Shaping program?
- Yes
  - No
  - Don't know
103. If eligible, have you elected to separate under the Voluntary Separation Pay provision of the current Force Shaping program? (If question does not pertain to you, mark "NA")
- Yes
  - No
  - Undecided
  - NA
104. Are you vulnerable to involuntary separation by a Force Shaping Board in 2007?
- Yes
  - No
  - Don't Know
105. What is your current gross annual salary range (do not consider spouse's income)?
- \$10K - \$20K
  - \$20K - \$30K
  - \$30K - \$40K
  - \$40K - \$50K
  - \$50K - \$60K
  - \$60K - \$70K
  - \$70K - \$80K
  - \$80K+
106. What is your current gross annual salary range (consider all sources of income)?
- \$10K - \$20K
  - \$20K - \$30K
  - \$30K - \$40K
  - \$40K - \$50K
  - \$50K - \$60K
  - \$60K - \$70K
  - \$70K - \$80K
  - \$80K-\$120K
  - \$120K+

107. Roughly, what is the total amount of savings you (and your spouse) have? (Please include funds in bank accounts, IRAs, money market accounts, Certificates of Deposit (CDs), Savings Bonds, mutual funds, stocks and/or bonds)

- \$0
- \$1 - \$1,000
- \$1,001 - \$2,500
- \$2,501 - \$5,000
- \$5,001 - \$7,500
- \$7,501 - \$10,000
- \$10,001 - \$12,500
- \$12,501 - \$15,000
- \$15,001 - \$17,500
- \$17,501 - \$20,000
- \$20,001 - \$50,00
- \$50,001 - \$100,000
- \$100,000 and above

108. Do you (or your spouse) pay child support?

- Yes, I pay child support
- Yes, my spouse pays child support
- Yes, both my spouse and I pay child support
- No

109. What is the total amount you (and your spouse) paid last month for rent or mortgage?

- \$0
- \$1 - \$400
- \$401 - \$800
- \$801 - \$1,200
- \$1,201 - \$1,600
- \$1,600 - \$2,000
- \$2,001 and above

110. What is the total amount you (and your spouse) paid last month for all car loans and leases on cars, trucks, or motorcycles?

- \$0
- \$1 - \$250
- \$251 - \$500
- \$501 - \$750
- \$751 - \$1,000
- \$1,001 - \$1,250
- \$1,251 - \$1,500
- \$1,501 and above

111. What is the amount of payments that you (and your spouse) made last month to cover personal unsecured debt? (Include all credit cards, debt consolidation loans, AAFES loans, NEXCOM loans, student loans, and other personal loans; exclude home mortgage and car loans.)

- \$0
- \$1 - \$150
- \$151 - \$300
- \$301 - \$450
- \$451 - \$600
- \$601 - \$750
- \$751 - \$900
- \$901 - \$1,050
- \$1,051 and above

112. After the last payment was made on personal unsecured debt, what was the total amount your (and your spouse) still owed? (Include all credit cards, debt consolidation loans, AAFES loans, NEXCOM loans, student loans, and other personal loans; exclude home mortgage and car loans.)

- \$0
- \$1 - \$1,000
- \$1,001 - \$2,500
- \$2,501 - \$5,000
- \$5,001 - \$7,500
- \$7,501 - \$10,000
- \$10,001 - \$12,500
- \$12,501 - \$15,000
- \$15,001 - \$17,500
- \$17,501 - \$20,000
- \$20,001 and above

113. Which of the following best describes the financial condition of you (and your spouse)?

- Very comfortable and secure
- Able to make ends meet without much difficulty
- Occasionally have some difficulty making ends meet
- Tough to make ends meet but keeping your head above water
- In over your head

114. What is your total time-in-service (Total Federal Active Military Service)?

Years \_\_\_\_\_ Months \_\_\_\_\_

115. What is your total time-in-grade?

Years \_\_\_\_\_ Months \_\_\_\_\_

116. What is your primary AFSC (to 3 digits)? \_\_\_\_\_



### ***Reassurance of Anonymity***

***ALL ANSWERS ARE ANONYMOUS.*** No one other than the research team will see your completed questionnaire. Findings will be reported at the group level only. We asked for some demographic information in order to interpret results more accurately. Reports summarizing trends in large groups may be published.

### ***Questions/Concerns***

If you have any questions or concerns please feel free to contact the research team members listed on the front page of the questionnaire. We appreciate your participation and would be happy to address any questions you may have regarding the questionnaire or our research in general.

### **Comments**

Please use the following space to leave any comments you may have regarding this survey instrument or the research being conducted:

Appendix C: Tables C1 through C11

Table C1  
*Variable Descriptive Statistics and Reliabilities*

Variable	<i>n</i>	M	<i>sd</i>	Coefficient Alpha
Work Overload	73	31.58	8.61	.94
Career Development Opportunities	73	19.78	4.35	.72
Family Involvement	52	13.31	1.8	.78
Perceived Family Satisfaction with Military Life	51	6.39	2.21	.92
Work-Home Conflict	49	52.67	10.45	.86
Time-Based WIF	52	11.04	3	.93
Time-Based FIW	51	8.08	2.14	.55
Strain-Based WIF	51	9.57	3.15	.91
Strain-Based FIW	51	6.29	2.44	.91
Behavior-Based WIF	52	8.73	2.7	.83
Behavior-Based FIW	52	8.85	2.7	.94
Stress	75	6.32	1.46	.53
Turnover Intention	71	9	3.65	.84

Table C2  
*Inter-Correlations Between Dependent and Independent Variables*

Variables	Mean	sd	Scale Range	1	2	3	4	5	6	7	8	9
1	3.00	1.22	1 - 5	1								
2	2.93	.58	1.89 - 3.83	.03	1							
3	3.51	.96	1 - 5	.29*	.56**	1						
4	3.26	1.23	1 - 5	.02	-.05	.07	1					
5	2.27	.78	1 - 3	-.35**	-.00	.01	.24*	1				
6	4.44	.60	3 - 5	.16	-.15	-.11	-.01	-.32*	1			
7	3.20	1.10	1 - 5	-.57**	-.48**	-.20	-.10	.40**	-.09	1		
8	3.16	.73	2 - 5	.22	.41**	.46**	.22	-.10	.06	-.06	1	
9	9.14	3.17	3.39 - 16.67	-.581**	.09	.13	-.13	.50**	-.19	.82**	.20	1

<sup>a</sup>n ranged from 46 to 75 for all columns

<sup>b</sup>Pearson two-tailed coefficients

\* Correlation is significant at the .05 level

\*\* Correlation is significant at the .01 level

1. Turnover Intent
2. Work-Home Conflict (WHC)
3. Work Overload
4. Advancement Expectations
5. Advancement Aspirations
6. Family Involvement
7. Family Satisfaction with Military Life
8. Stress
9. WHC X Family Satisfaction with Military Life

Table C3

*Model Summary and Coefficients Matrix for Hypothesis 1*

**Model Summary <sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.366 <sup>a</sup>	.134	.017	1.17505	.134	1.148	5	37	.353	1.503
2	.367 <sup>b</sup>	.135	-.009	1.19094	.000	.020	1	36	.889	

a. Predictors: (Constant), Stress, Advancement\_Expectations, Gender\_Q96, TIS\_Q114\_MONTHS, Work\_Overload

b. Predictors: (Constant), Stress, Advancement\_Expectations, Gender\_Q96, TIS\_Q114\_MONTHS, Work\_Overload, WHC

c. Dependent Variable: Turnover\_Intent

**Coefficients <sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.742	1.268		1.374	.178		
	Gender_Q96	.360	.423	.134	.853	.399	.944	1.059
	TIS_Q114_MONTHS	-.003	.003	-.201	-1.269	.212	.928	1.077
	Work_Overload	.033	.222	.025	.147	.884	.831	1.203
	Advancement_Expectations	-.139	.153	-.144	-.904	.372	.919	1.088
	Stress	.456	.297	.260	1.536	.133	.819	1.221
2	(Constant)	1.827	1.422		1.285	.207		
	Gender_Q96	.361	.428	.134	.843	.405	.944	1.059
	TIS_Q114_MONTHS	-.004	.003	-.203	-1.259	.216	.921	1.086
	Work_Overload	.048	.250	.036	.192	.849	.674	1.483
	Advancement_Expectations	-.141	.156	-.147	-.902	.373	.909	1.100
	Stress	.467	.310	.266	1.504	.141	.770	1.299
	WHC	-.056	.400	-.026	-.140	.889	.681	1.469

a. Dependent Variable: Turnover\_Intent

Enter Method

Table C4  
*Collinearity Diagnostics for Hypothesis 1*

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions						
				(Constant)	Gender_Q96	TIS_Q114_MONTHS	Work_Overload	Advancement_Expectations	Stress	WHC
1	1	5.486	1.000	.00	.00	.01	.00	.00	.00	
	2	.265	4.548	.00	.02	.79	.00	.06	.00	
	3	.125	6.631	.00	.44	.03	.00	.38	.00	
	4	.080	8.271	.00	.26	.14	.29	.26	.03	
	5	.028	14.049	.00	.08	.02	.52	.07	.80	
	6	.016	18.511	1.00	.20	.03	.18	.22	.16	
2	1	6.453	1.000	.00	.00	.00	.00	.00	.00	.00
	2	.268	4.908	.00	.01	.80	.00	.05	.00	.00
	3	.125	7.179	.00	.39	.03	.00	.42	.00	.00
	4	.091	8.402	.00	.32	.10	.13	.23	.01	.03
	5	.028	15.230	.00	.09	.01	.48	.07	.71	.00
	6	.022	17.094	.10	.05	.00	.39	.02	.27	.49
	7	.013	22.524	.90	.13	.05	.00	.21	.01	.47

a. Dependent Variable: Turnover\_Intent

Enter Method

Table C5  
ANOVA Table for Hypothesis 1

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.925	5	1.585	1.148	.353 <sup>a</sup>
	Residual	51.088	37	1.381		
	Total	59.013	42			
2	Regression	7.953	6	1.326	.935	.482 <sup>b</sup>
	Residual	51.060	36	1.418		
	Total	59.013	42			

a. Predictors: (Constant), Stress, Advancement\_Expectations, Gender\_Q96, TIS\_Q114\_MONTHS, Work\_Overload

b. Predictors: (Constant), Stress, Advancement\_Expectations, Gender\_Q96, TIS\_Q114\_MONTHS, Work\_Overload, WHC

c. Dependent Variable: Turnover\_Intent

Enter Method

Table C6

Model Summary and Coefficients Matrix for Hypothesis 2

**Model Summary<sup>f</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.111 <sup>a</sup>	.012	-.035	.58241	.012	.260	2	42	.772	1.612
2	.701 <sup>b</sup>	.491	.426	.43382	.479	12.233	3	39	.000	

a. Predictors: (Constant), TIS\_Q114\_MONTHS, Gender\_Q96

b. Predictors: (Constant), TIS\_Q114\_MONTHS, Gender\_Q96, Family\_Involvement, Family\_Satisfaction, Work\_Overload

c. Dependent Variable: WHC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.767	.306		9.052	.000		
	Gender_Q96	.019	.202	.014	.094	.926	.998	1.002
	TIS_Q114_MONTHS	.001	.001	.110	.718	.476	.998	1.002
2	(Constant)	2.805	.672		4.173	.000		
	Gender_Q96	.050	.153	.038	.326	.746	.972	1.029
	TIS_Q114_MONTHS	.001	.001	.099	.826	.414	.901	1.109
	Work_Overload	.275	.076	.442	3.611	.001	.869	1.150
	Family_Involvement	-.074	.116	-.074	-.636	.528	.957	1.045
	Family_Satisfaction	-.217	.061	-.433	-3.588	.001	.897	1.115

a. Dependent Variable: WHC

Enter Method

Table C7  
*Collinearity Diagnostics for Hypothesis 2*

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Gender_Q96	TIS_Q114_MONTHS	Work_Overload	Family_Involvement	Family_Satisfaction
1	1	2.724	1.000	.01	.01	.03			
	2	.228	3.458	.02	.13	.82			
	3	.049	7.487	.97	.86	.14			
2	1	5.519	1.000	.00	.00	.01	.00	.00	.00
	2	.243	4.765	.00	.05	.85	.00	.00	.00
	3	.111	7.045	.00	.13	.03	.06	.00	.63
	4	.087	7.955	.00	.61	.09	.25	.00	.01
	5	.033	12.850	.03	.20	.01	.45	.22	.25
	6	.006	29.644	.97	.01	.01	.24	.77	.11

a. Dependent Variable: WHC

Enter Method

Table C8  
*ANOVA Table for Hypothesis 2*

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.176	2	.088	.260	.772 <sup>a</sup>
	Residual	14.247	42	.339		
	Total	14.423	44			
2	Regression	7.083	5	1.417	7.527	.000 <sup>b</sup>
	Residual	7.340	39	.188		
	Total	14.423	44			

a. Predictors: (Constant), TIS\_Q114\_MONTHS, Gender\_Q96

b. Predictors: (Constant), TIS\_Q114\_MONTHS, Gender\_Q96, Family\_Involvement, Family\_Satisfaction, Work\_Overload

c. Dependent Variable: WHC

Enter Method

Table C9  
*Model Summary and ANOVA Table for Hypothesis 3*

**Model Summary<sup>f</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.236 <sup>a</sup>	.055	-.041	1.20677	.055	.573	4	39	.684	1.659
2	.709 <sup>b</sup>	.502	.436	.88772	.447	34.071	1	38	.000	

- a. Predictors: (Constant), WHC, Advancement\_Expectations, Stress, Work\_Overload
- b. Predictors: (Constant), WHC, Advancement\_Expectations, Stress, Work\_Overload, WHC\_FamSat
- c. Dependent Variable: Turnover\_Intent

**ANOVA<sup>c</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.336	4	.834	.573	.684 <sup>a</sup>
	Residual	56.795	39	1.456		
	Total	60.131	43			
2	Regression	30.185	5	6.037	7.661	.000 <sup>b</sup>
	Residual	29.946	38	.788		
	Total	60.131	43			

- a. Predictors: (Constant), WHC, Advancement\_Expectations, Stress, Work\_Overload
- b. Predictors: (Constant), WHC, Advancement\_Expectations, Stress, Work\_Overload, WHC\_FamSat
- c. Dependent Variable: Turnover\_Intent

Table C10  
*Coefficients Matrix for Hypothesis 3*

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.054	1.275		1.611	.115		
	Work_Overload	-.061	.246	-.046	-.246	.807	.682	1.466
	Advancement_Expectations	-.087	.150	-.092	-.580	.565	.971	1.030
	Stress	.398	.305	.227	1.306	.199	.800	1.251
	WHC	.048	.401	.022	.120	.905	.693	1.443
2	(Constant)	3.608	.975		3.701	.001		
	Work_Overload	.044	.182	.033	.239	.812	.676	1.480
	Advancement_Expectations	-.145	.111	-.153	-1.308	.199	.964	1.038
	Stress	.707	.230	.404	3.068	.004	.757	1.320
	WHC	-.051	.296	-.024	-.173	.864	.691	1.448
	WHC_FamSat	-.264	.045	-.701	-5.837	.000	.910	1.099

a. Dependent Variable: Turnover\_Intent

Enter Method

Table C11

WHC Scores, as Indicated by Military Members with and without Children

Sample 1 (Children)		Sample 2 (No Children)	
WHC	Rank	WHC	Rank
2.94	14	2.94	14
2.39	6	2.56	7
3.72	28	3.61	26
3.17	18	3.67	27
2.61	8.5	3.5	23
3.83	29.5	3.33	19
2.67	10	3.56	25
3.06	17	3.83	29.5
3	16	2.78	12
1.89	1	2.17	3.5
3.5	23	3.5	23
3.44	20.5	2.61	8.5
2.17	3.5	2.33	5
2.72	11	2	2
2.94	14	3.44	20.5
$T_1 =$	220	$T_2 =$	245

$$\text{Test statistic: } z = \frac{T_1 - \frac{n_1(n_1 + n_2 + 1)}{2}}{\sqrt{\frac{n_1 n_2 (n_1 + n_2 + 1)}{12}}} = \frac{220 - \frac{15(15 + 15 + 1)}{2}}{\sqrt{\frac{(15)(15)(15 + 15 + 1)}{12}}} = \frac{220 - 232.5}{581.25} = -.0215$$

Rejection region (one-tailed test):  $z > z_\alpha$  (or  $z < -z_\alpha$ )

$$z_\alpha = z_{.05} = 1.645 \text{ (one-tailed)}$$

**Fail to reject null hypothesis**

## Appendix D: Survey Participants' Comments

This appendix contains all comments received from survey participants, whether the results from that individual case were included in the analysis or not. The comments are not arranged in any particular order and, as the survey was anonymous, no identifying information about the participants is included. All comments are reproduced completely verbatim from the completed surveys, with no corrections of spelling or grammar.

*Comment 1.*

“Join-spouse with both members on Active Duty really affects our happiness and stress levels. With deployments being at different times, and with the stress of not knowing if you can get an assignment together, it's had both of us considering if we really want to stay in for 20+ years.”

*Comment 2.*

“Though I am not eligible for Voluntary Separation Pay under the force shaping program, I am eligible to separate under the Limited Active Duty Service Commitment Waiver Program(similar program, but I don't get any money to leave). I will be taking that option and have a separation date in Aug 07. My wife was an active duty officer, but recently got out due to the birth of our first child.”

*Comment 3.*

“I'm enlisted, but was told to do this survey--I answered a few of the questions as an equivalent (i.e. my AFSC is 4B0X1 the officer equivalent is 43E). How come this is officer oriented? We really, really, really, need this type of feedback for enlisted as well that the MAJCOMS can look at. Questions regarding work interaction between coworkers would not be amiss. Maybe even career field specific. I know there are career

fields that work harder than the BEEs but I know also that there are career fields that are not as busy.”

*Comment 4.*

“Work less with less is really not happening in our unit. We seem to be working more with less and starting to get less time to take care of our selves.”

*Comment 5.*

“Seems to be expected that you must spend excess extra after hours because your peers are doing the same. Some members have no spouse therefore will spend their life at work. Tasks constantly being generated that go against the AFSO21 initiatives, pushes my work to the side. As patient care provider, I must see patients to maintain my clinical skills up to 50% of my time based on career field guidance but it has been extremely difficult due to the admin duties outside my job plus the lack of any supervisor support with a comment "well good luck with that". I've truly enjoyed my career, the flt/cc experience at my previous base was outstanding however my initial experience so far in a similar role has been with few rewards. Our leadership styles are diametrically opposed and I do feel pressured or influenced that I need to handle problems/issues in their manner otherwise I'm considered ineffective. I've never spent so much time away from family until I arrived at my present duty station. I'd consider the full 30 but this has left a negative impact with family and I... retirement at the end of my commitment may be in sight.”

*Comment 6.*

“You asked if being a CGO in the AF was compatible with single life - I don't think it's compatible with any type of life. Those that have families are forced to neglect

them, and many of those that don't have families probably never will because of the sheer amount of time they spend at work. Most of the CGOs I know work until 1900-2000 at night and come in on weekends. I think that being a CGO in today's AF is much more lonely than it used to be - the social structure just isn't there at a lot of bases. The only people that participate in the CGOC are those that are trying to get bullets for it, and few people have peers in their units these days, which means that making friends is extremely difficult.”

*Comment 7.*

“you might want to ask a question about people staying late to finish work. I for one, refuse to take work home, so home will always be home and not an extension of the office. Other people might stay late at the office to finish work instead of taking it home. That would mess up your numbers for your first set of questions, if there were more people like me. That's why i answered "neutral" on that first set of questions, because instead of going home with work, i stay all day sometimes, and come back early the next day. thanks.”

*Comment 8.*

“If the Air Force increased the amount of VSP which they have the money allotted for, we would probably consider getting out!”

*Comment 9.*

“Overseas they have a lot of programs/base activities that cater to the needs of single enlisted airmen but there aren't any programs for single CGOs. Just because we make more money doesn't mean that services shouldn't offer up programs to keep us "entertained" as well. Most of us are the same ages as the enlisted airmen and have the

same interests and would like to participate in similar activities on the officer side of the house. We get bored/lonely and need something productive to do with our spare time just as much as they do. Also due to the reductions in force this has required many of us lower level CGOs to step up to higher level positions. For example as a brand new second Lt I was placed in a Capt billet because there weren't any higher level officers available to fill the position. I am working 65+ hrs a week including weekends and I have 16 squadron additional duties because in the past year and a half we been reduced from eight officers in the squadron down to four. Two of us are Lts so we get all of the additional duties. The sad part is that this is occurring all across our base, and I'm sure across the Air Force. I totally understand the concept that we need to step up to the plate and get the mission done, but in the same respect, since all officers are so busy now we are forgetting core principles such as mentoring and training. There just isn't enough time in the day any more for higher level folks to ensure that their CGOs are being successful and they are overlooking the fact that some of us are totally drowning under new workloads we have been given. We are still getting the mission done, but the quality of the product begins to suffer for some of us. And even though we have cheesy AFN commercials that tell us to watch out for our peers and troops I know most people don't take heed to these messages. I have quite a few friends that are seriously depressed or quickly becoming alcoholics because the work load is too much and they don't know how to deal with the stress. It is especially hard overseas not having family or friends around to comfort them. The AF just needs to make sure that it is ensuring that its people are mentally and physically ready to take on all of these new changes, challenges, and requirements it is placing on its number one asset - Its Troops."

*Comment 10.*

“I have loved my career for 21 years so far, but I know that manning shortages in general are creating more stress throughout. Fellow prior-enlisted CGOs and SNCOs that I work with all agree that manning is as bad as we've ever seen it. Doing "more with less" will eventually drive me out of the military. We talk about learning from history... Al Quada (and pressures from the US) bankrupted the former USSR- are we next? Perhaps we should consider that when making long-term considerations, policies and financial decision for our military and mission. Just a thought.”

*Comment 11.*

“Being a single officer in the AF is hard. The opportunities to meet and maintain relationships is almost impossible. Most people think that most CGOs hang out together but no one really wants to give the competition a head start. The push that the military is making to become what they call LEAN is not really LEAN at all. Instead of having five people to do five jobs the military is in the process of firing four of those people and requiring the one person they kept to do all the jobs the other four were doing.”

*Comment 12.*

“I think sometimes being a CGO overseas is a little rough because people forget you. There's an outreach to deployed spouses and first term airmen during the holidays, but first term CGO's are usually left to fend for themselves. People assume that since we aren't married, we don't have families. We do, and we're separated from them just like everyone else. I'm lucky in that I have a lot of friends and we take care of each other, but I know there are some others out there who probably sit in their houses every night and stare at the TV.”

*Comment 13.*

“Officer's that put their families first seem to be viewed as not dedicated enough. The demands of having a family prohibit me from regularly working until 17:30 or 18:00 which seems to be the normal expectation now. I can't sacrifice as much time and energy for my job as single people (or officers married to other officers) can. Because we are judged against our peers and not an objective standard I have to compete with those that are willing to sacrifice happiness in their personal lives to be successful in their careers. Today is the perfect example, I showed up at 0600 to fly and am sitting here at almost 1700 doing another survey. After this I will have to log on and do the tasks associated with being a GPC card holder. I will be lucky to be home by 1800, another 12 hour day. I do 3 jobs, and there is not enough time to do any of them as well as I would like. It is like the old expression, "jack of all trades, master of none." My commitment is up when I PCS back to the states, and because making money is not my main objective in life, I am very interested in finding a job that puts much less stress on my family and still pays the bills. The Air Force is definitely not that career.”

*Comment 14.*

“I LOVE my work and appreciate the benefits, I just dislike the "more with less" approach being taken and doing 3 different jobs which leaves little time for family/leisure activities.”

*Comment 15.*

“The job environment is terrible at this time. There is great turmoil due to no PCS assignments and a projected squadron relocation. Advancement within the squadron appears to favor a "good old boy" network. Major agendas pushed by the MAJCOM

make absolutely no sense operationally; however, these major changes involve great costs with little to no increased value in mission accomplishment. I do not believe that senior leadership (Group and above) have a vested interest in the people. It is all about the newest weapon system or gadget that makes situational awareness readily available. The term "people first" is a complete failure because it is all spoken with no action. The MAJCOM has no concern about the mission and it does not trust the people who actively work the mission. Because of this genuine lack of concern for the troops, how the mission is accomplished, and the general willingness to ignore the experts in the field, I am considering leaving the service because I no longer want to work for an organization who has no vested interest in its people and is more concerned about how things appear than how things are.”

*Comment 16.*

“I will stay in as long as the AF will keep me. I’m still holding on to a dream of being a group commander before I retire. I’ve indicated that I’ve considered leaving the AF only because AF Force Shaping makes continued service unknown. With my time in service, I’m normally safe, but that can easily change. I think its crap that I’m worried about job security after nearly 18 years in the Air Force. I have to be prepared. I’ve got a very strong family who supports my military career; however, with the continued Force Shaping and manning cuts leaves the rest of us to pick up the pieces which requires extra time and work to ensure things get done. I have never been this absent from my family life and I hate it. I use to chaperone, attend concerts, coach or assist coach sports, attend sporting events/practice...all the things a good active parent does. Since I’ve been at my current assignment, I’ve increasingly been out of the picture as far as my family is

concerned. The sad thing is they've come to expect it and don't rely on me to be there for them any more. I hate that! AFSO21, while conceptually good, will/is already causing huge breakdowns in continuity, training and experience. Its being pushed too fast to make a transition without major problems attached. My impression after attending leadership briefing by the MAJCOM on AFSO21 and Lean is that they barely believe in it. I'm not talking about the generals who are talking heads for this new program, but the O-6 to O-6 level and below. The reality makers in our business. Here's this great program, but you have to do it with less people, added unfunded positions to make it work, and really no funding to speak of...less your already reduced wing annual budget. Good grief!"

## Appendix E: Human Subjects Research Review Forms

MEMORANDUM FOR AFIT/ENV  
AFIT/ENR  
AFRL/HEH  
IN TURN

FROM: AFIT/ENS/GLM

SUBJECT: Request for Exemption from Human Experimentation Requirements (AFI 40-402): Thesis Research, AFIT/ENS/GLM, Work-home conflict: A study of the impact of role conflict on company grade officer turnover.

1. Request exemption from Human Experimentation Requirements of AFI 40-402 for the proposed study, Work-home conflict: A study of the impact of role conflict on company grade officer turnover, to be conducted in conjunction with thesis research at the Air Force Institute of Technology. The purpose of this study is to determine if work-home conflict is a key factor in understanding why company grade officers choose to separate from the U.S. Air Force (USAF). The results of this study will extend the range of work-family research into the military environment, and may provide USAF leadership with information about the turnover process of valuable personnel. Reliable information on the turnover process in an organization can help managers and leaders focus their efforts to retain personnel assets.

2. This request is based on the Code of Federal Regulations, title 32, part 219, section 101, paragraph (b) (2); Research activities that involve human subjects will be exempt when the research involves the use of survey procedures provided (i) information obtained cannot be directly or through identifiers linked to the subjects, and (ii) disclosure of subjects' responses does not place the subjects at risk of criminal or civil liability, financial strain, employability or reputation ruin.

Methodology used to collect information for retraining and turnover intention research is based on survey procedures. The following information is provided to show cause for such an exemption:

2.1. Equipment and facilities: No special equipment or facilities will be used.

2.2. Subjects: Subjects will be commissioned officers, between the ranks of second lieutenant and captain, from throughout the Air Force.

2.3. Timeframe: Data will be collected December 2006

2.4. Description: This will be a web-based survey accessible by all AFSCs. It will utilize measures for job satisfaction, perceived organizational support, and intent to depart the organization.

2.5. Data collected: No identifying information is obtained through the survey.

- 2.6. Informed consent: All subjects are self-selected to volunteer to participate in the survey. No adverse action is taken against those who choose not to participate. Subjects are made aware of the nature and purpose of the research, sponsors of the research, and disposition of the survey results. A copy of the Privacy Act Statement of 1974 is presented for their review.
- 2.7. Risks to Subjects: Individual responses of the subjects will not be disclosed. This eliminates any risks to the subjects as noted in paragraph 2. There are no anticipated medical risks associated with this study.
3. If you have any questions about this request, please contact Maj Sharon Heilmann (primary investigator); E-mail – Sharon.Heilmann@afit.edu.

GAVAIN K. MCDONALD, Capt, USAF  
Graduate Student, AFIT/ENS/GLM

SHARON G. HEILMANN, Maj, USAF  
Faculty Advisor, AFIT/ENV/GEM

Attachment:  
Work-Home Conflict Survey

DEPARTMENT OF THE AIR FORCE  
AIR FORCE INSTITUTE OF TECHNOLOGY  
WRIGHT PATTERSON AFB, OHIO

MEMORANDUM FOR HQ AFPC/DPSAS  
550 C Street West Ste 35  
Randolph AFB TX 78150-4737

27 November 2006

FROM: AFIT/ENS/GLM  
2950 Hobson Way, Bldg 640  
Wright-Patterson AFB, OH 45433-7765

Subject: Request for Survey Approval

1. This letter is to request approval to administer a survey to a random sample of Air Force personnel. The desired sample size will be 300 – 500 personnel in the ranks of O-1 to O-3 (to include O-1E, O-2E, and O-3E).
2. The data obtained from the survey will be used in academic thesis research for current and future graduate students. The purpose of this research is to investigate how the intentions of USAF company grade officers to leave the U.S. Air Force (USAF) are affected by reported conflicts between work and home/family roles.
3. This survey will be performed IAW AFI 36-2601. Section 2 of this AFI lists several areas of information required to be provided to your office before an approval is granted. This information is listed in attachment 1.
4. We feel that this effort is of high value to the Air Force and ask for your quick and positive response to the effort. The point of contact for this survey is Maj Sharon Heilmann ([sharon.heilmann@afit.edu](mailto:sharon.heilmann@afit.edu)), (937) 255-3636, ext. 7395.

//signed//

GAVAIN K. MCDONALD, Capt, USAF  
Graduate Student, Logistics Management

2 Attachments:

1. Survey Procedure Information
2. Proposed Web Based Survey

## Attachment 1

### AFI 36-2601 Section 2 Requested Data

1. The following is specific data requested IAW AFI 36-2601, section 2

**a. Survey purpose.** The purpose of this study is to examine the impact of inter-role conflicts, especially between work and family/home roles, on the turnover intentions of U.S. Air Force (USAF) company grade officers (CGO). The demands of work and home are not always compatible, leading to conflicts between the two domains that have been shown in prior research to have a negative affect on satisfaction with job, life, marriage, and family. The relationship between the inter-role conflict and turnover intention will be measured using the work-home conflict (WHC) model and associated survey instrument developed by Greenhaus, Collins, Singh, and Parasuraman (1997), adjusted for application to a military sample. Previous studies of WHC have been limited primarily to accounting, shift work, health care, mid-level female management and civil service (police) employees. While USAF CGOs bear some resemblance to some of these groups in terms of organizational level, education level, and career progression, some significant differences exist. Military officers are employed on a contractual basis, wherein individuals must agree to serve a minimum period of time per promotion, permanent change of station, or other binding circumstance. These circumstances identify military officers as unique among the populations of interest in past research. As the CGO corps becomes balanced and aligns with the envisioned end strength of current manning policy (“Force Shaping”), the voluntary turnover of personnel will have an increased negative effect on mission effectiveness. The results of this study should provide valuable insight into previously unmeasured determinants of turnover among the USAF CGO corps.

**b. How will the results be used?** The survey results will be analyzed and reported in a graduate thesis and academic journals. The research results involving the impact of work-home conflict on turnover intention will provide invaluable information on the behavior and motivation of USAF CGOs to continue their service. This information may lead to subsequent behavioral studies and eventually impact the curriculum at Air Force PME schools. All research results published will be in aggregate form without any individual participant identifiers included since the survey will not require any personal identification.

**c. POC.** The Points of Contact for the survey are Maj Sharon Heilmann, AFIT/ENV, DSN 785-3636, x7395 and Capt Gavain McDonald, AFIT/ENS, DSN 785-3636.

**d. Engineering the sample population.**

(1) **What is the population of interest?** The population of interest is a random sample of Air Force members in the ranks of O-1 to O-3 (including prior enlisted officers in the grades of O-1E, O-2E, and O-3E). The more diverse the sample, the more

useful the data will be to the research effort. In the event that a random sample of personnel in these ranks is not logistically feasible, data will be obtained from the following units, whose commanders have indicated support for the research and have granted access to their CGOs: 13 SW, Colonel Jack Weinstein (13 SW/CC); 90 MXG, Colonel Liston Mobley (90 MXG/CC); and 62 MXG, Colonel James Weber (62 MXG/CC).

(2) **Sample size.** The desired sample size is estimated to be approximately 300 – 500 USAF CGOs which have been randomly selected from the larger population. The large sample size is required to control for potential nuisance variables, such as AFSC. For instance, if not enough participants from a specific AFSC are not included in the final sample, then it will not be possible to control for the effects of AFSC in the data analysis.

(3) **How will the sample be selected?** The population of Air Force members in the ranks of O-1 - O-3 (to include prior enlisted CGO ranks) would be randomly sampled. The researcher will work with AFPC to determine a process for a random stratified sample from each rank in the USAF. Otherwise, the entire CGO populations of the 13 SW, 90 MXG, and 62 MXG would be selected as convenience samples.

**e. How will the data be collected?** The survey data will be conducted by use of an Internet web-based based survey. Individuals will be sent an email containing a link to the survey. The research instrument consists of a 119-item questionnaire utilizing a Likert scale response format. The estimated time to complete the survey is 20 minutes. The survey will be available to the participants for approximately two weeks. The respondents will be reminded at the one-week point that there is still an opportunity to participate if they haven't done so already. All data will be stored on AFIT's secure server.

**f. When and how often will people be surveyed?** The survey will be distributed and data collected in the Dec 06 – Jan 07 timeframe. The survey will be distributed on a one-time basis.

To: WRIGHT SITE IRB

From: AFIT/ENV

Subject: Work-home conflict: A study of the impact of role conflict on company grade officer turnover.

1. The undersigned have reviewed the protocol and affirm that it meets all requirements for ethical human experimentation as set forth in current Federal, DoD, Air Force, and AFRL guidance.
2. Specifically, we confirm that the proposed project meets the following criteria:
  - a. The investigators are fully qualified to carry out the proposed research and understand the duties required by AFRLI 40-1 para 1.4.
  - b. The proposal has undergone adequate peer review to ensure its scientific quality.
  - c. The research is relevant to valid Air Force needs.
  - d. The required information can only be obtained by use of human subjects.
  - e. The experimental design is adequate to resolve the hypothesis or answer the research question.
  - f. Every effort has been made to minimize the number of human subjects and the discomfort and risk to which each will be exposed.
  - g. The laboratory or other facility has undergone adequate safety inspection and is fully prepared to respond to medical emergencies. The medical monitor understands the duties contained within AFRLI 40-402, paragraph 1.6.
3. The personnel and resources required to implement this protocol are available within the division. It is the division's intention to carry out this research if the protocol is approved.

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SHARON G. HEILMANN, Major, USAF  
Assistant Professor, AFIT/ENV/GEM

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JEFF BIDERGER, Major, USAF, MC, MS  
AFRL/HEPG  
Aircrew Performance and Protection Branch

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ADEDEJI BADIRU, AD-25, DAF  
Dept Head, Dept of Systems and Engineering  
Management

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GAVAIN K. MCDONALD, Capt, USAF  
Graduate Student, AFIT/ENS/GLM

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## **Vita**

Captain Gavain K. McDonald graduated from University High School in Irvine, California. He entered undergraduate studies at the Chapman University in Orange, California, subsequently transferring to the University of Texas at Dallas, Texas, where he graduated with Bachelor of Arts degrees in History and Literature in August 1998. He entered the Air Force's Officer Training School at Maxwell AFB, Alabama in July 2001, was recognized as a Distinguished Graduate, and was commissioned September 27, 2001.

His following assignment was to F.E. Warren AFB, Wyoming in the 90th Maintenance Squadron. Through the course of the ensuing three and a half years, he held several distinguished positions such as Officer-in-Charge (OIC) of Conventional Munitions, OIC of the Missile Handling Team Section, OIC of the Peacekeeper Missile Maintenance Section, Executive Officer for the 90th Maintenance Group, and OIC of Maintenance Plans and Programs. In August 2005, he entered the Graduate School of Engineering and Management, Air Force Institute of Technology. Upon graduation, he will be assigned to the 516th Aeronautical Systems Group at Wright-Patterson AFB, Ohio until his separation from the U.S. Air Force on August 1, 2007.

<b>REPORT DOCUMENTATION PAGE</b>				Form Approved OMB No. 074-0188	
<p>The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of the collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p> <p><b>PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.</b></p>					
<b>1. REPORT DATE (DD-MM-YYYY)</b> 23-03-2007		<b>2. REPORT TYPE</b> Master's Thesis		<b>3. DATES COVERED (From - To)</b> Aug 2005 - Mar 2007	
<b>4. TITLE AND SUBTITLE</b>  Work-Home Conflict: A study of the impact of role conflict on U.S. Air Force company grade officer turnover intentions				<b>5a. CONTRACT NUMBER</b>	
				<b>5b. GRANT NUMBER</b>	
				<b>5c. PROGRAM ELEMENT NUMBER</b>	
<b>6. AUTHOR(S)</b>  McDonald, Gavain, M., Captain, USAF				<b>5d. PROJECT NUMBER</b>	
				<b>5e. TASK NUMBER</b>	
				<b>5f. WORK UNIT NUMBER</b>	
<b>7. PERFORMING ORGANIZATION NAMES(S) AND ADDRESS(S)</b> Air Force Institute of Technology Graduate School of Engineering and Management (AFIT/EN) 2950 Hobson Street, Building 642 WPAFB OH 45433-7765				<b>8. PERFORMING ORGANIZATION REPORT NUMBER</b>  AFIT/GLM/ENV/07-M4	
<b>9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b>  30 SW/CC Attn: Colonel Jack Weinstein, Commander 747 Nebraska Ave. Suite A-103 Vandenberg AFB, CA 93437 DSN: 276-3000				<b>10. SPONSOR/MONITOR'S ACRONYM(S)</b>  30 SW/CC	
				<b>11. SPONSOR/MONITOR'S REPORT NUMBER(S)</b>	
<b>12. DISTRIBUTION/AVAILABILITY STATEMENT</b> APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED.					
<b>13. SUPPLEMENTARY NOTES</b>					
<b>14. ABSTRACT</b> <p>The Air Force is currently undertaking one of the largest manpower transformations since its creation in 1947 through a program entitled Force Shaping. By separating 40,000 active duty members, to include 8,000 Company Grade Officers (CGOs), the Air Force intends to balance the skills of its personnel to meet the requirements of the Global War on Terror. Given these increasing operational commitments, issues impacting personnel retention decisions within a leaner force should command our attention. As personnel resources decrease and operational requirements increase, the likelihood of military members experiencing conflicts between work and home life may also increase. As such, this research examined the impact of work and family influences on CGOs' decisions to stay or depart the service. Data to investigate this impact was collected via web-based surveys of CGOs from three CONUS-based Air Force units. Specifically, a construct entitled work-home conflict, which describes the conflicts resulting from competing role demands of family and work, was used to predict retention decisions of military officers--a population that has been largely unrepresented in the management literature.</p> <p>Results indicated that work-related variables, such as work overload, stress, and advancement expectations, appeared to have no significant impact on CGOs' turnover intentions; a finding contrary to previous work-family literature which suggests work-related experiences are more likely to predict turnover intentions than family-related issues. Perceived family satisfaction with military life did significantly impact retention decisions, suggesting members considered their families' satisfaction with military life above their own work-related attitudes when making retention decisions. Finally, results indicated that as family members' general satisfaction with military life improved, a corresponding positive impact on the members' willingness to remain in the service resulted. Because results indicated family satisfaction with military life appears to affect members' retention decisions, the policy implications of this research are significant. As the value of the role that family satisfaction plays on members' retention decisions becomes more evident, strategic decision-making related to retention programs should incorporate more family-centric components. By developing retention programs that consider and overtly embrace the "whole family," the Air Force may increase the possibility of retaining its best personnel while also encouraging and retaining the support of their families.</p>					
<b>15. SUBJECT TERMS</b> Work Overload; Career Development Opportunities; Advancement Aspirations; Advancement Expectations; Family Involvement; Family Satisfaction with Military Life; Work-Home Conflict; Work-Family Conflict; WIF; FIW; Stress, Turnover Intention, Retention					
<b>16. SECURITY CLASSIFICATION OF:</b>			<b>17. LIMITATION OF ABSTRACT</b>	<b>18. NUMBER OF PAGES</b>	<b>19a. NAME OF RESPONSIBLE PERSON</b>
a. REPORT	b. ABSTRACT	c. THIS PAGE			Sharon G. Heilmann, Maj, USAF (ENV)
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