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Jennifer A. Phelps

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**MODERATING EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT  
ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER  
INTENTIONS FOR RECENTLY RETRAINED USAF ENLISTED MEMBERS**

THESIS

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AFIT/GEM/ENV/06M-13

**DEPARTMENT OF THE AIR FORCE  
AIR UNIVERSITY**

**AIR FORCE INSTITUTE OF TECHNOLOGY**

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AFIT/GEM/ENV/06M-13

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THESIS

Presented to the Faculty

Department of Systems and Engineering Management

Graduate School of Engineering and Management

Air Force Institute of Technology

Air University

Air Education and Training Command

In Partial Fulfillment of the Requirements for the  
Degree of Master of Science in Engineering Management

Jennifer A. Phelps, BS

Captain, USAF

March 2006

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED.

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## Abstract

The United States Air Force uses a variety of human resources practices to manage nearly 350,000 personnel worldwide. Programs in place such as enlistment bonuses, base of preference selection, and voluntary retraining are some of the methods currently utilized. One program, the non-commissioned officer retraining program (NCORP), allows for the movement of mid- to senior-level enlisted members to critically manned career fields. In recent years, this program has not met its quota of volunteers and has relied on involuntary retrainees to fill training slots.

This study assessed the attitudinal variables of job satisfaction, perceived organizational support, and intent to stay via web-based survey of involuntarily, voluntarily, and non-retrained NCOs ( $n = 1,093$ ) across all enlisted Air Force Specialty Codes. Consistent with prediction, there were significant differences in levels of job satisfaction and intent to stay among the voluntarily and involuntarily retrained groups. This finding is specifically noteworthy given the average times-in-service for the voluntarily and involuntarily groups (13 years and 15 years, respectively) appeared to affect perceptions of job satisfaction and departure decisions, but in a manner inconsistent with previous empirical studies indicating that increased vestment in a retirement plan should decrease departure rates. Previous research also suggests a negative relationship between perceived organizational support and intent to depart the organization, and a positive relationship between time in service and perceived

organizational support. Contrary to previous research, these results indicate that involuntarily retrained members, who are, on average, more vested into a retirement plan by virtue of greater time in service, reported lower levels of perceived organizational support and greater intentions to depart than voluntarily retrained members. The USAF may be able to curtail possible negative impacts on force readiness in critically manned career fields by proactively managing members' perceptions of organizational support as related to the NCORP as well as other human resource management programs.

## **Acknowledgments**

I would like to express my sincere gratitude to my faculty advisor, Maj Sharon Heilmann, for her patience and insight throughout the duration of this thesis effort. I would also like to thank my committee members, Maj Daniel Holt and Maj Sonia Leach for their depth and breadth of knowledge in social science research and statistical methods.

I am grateful for the enlisted students and staff at the Air Force Institute of Technology for volunteering their time to ensure that this effort covered all necessary aspects of the enlisted force. A special thanks goes out to non-commissioned officers worldwide for taking time to provide feedback and encouragement for this effort.

Finally, this would not have been possible without the support of my family and my Savior, Jesus Christ.

Jennifer A. Phelps

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MODERATING EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT ON  
THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER  
INTENTIONS FOR RECENTLY RETRAINED USAF ENLISTED MEMBERS

**I. Introduction**

Retraining has received considerable attention from organizations seeking to attain a competitive advantage through the effective management of their human resources (Dreher & Dougherty, 2002). Retraining is defined as, “to train or undergo training again,” (Pickett, 2000). Most organizations use retraining to preserve a balanced workforce while meeting new skill requirements and skill shortages to support the strategic direction (Effective Downsizing, 1995). Additionally, many organizations have been faced with the prospect of reductions in force in order to survive in a competitive environment. An American Management Association human resources study on reductions in force found that over one-third of organizations would use job redeployment or retraining in the event of downsizing (Bohl, 1987). The increased importance of the development and sustainment of human capital in today’s competitive business environment makes reassessment of existing human resources programs necessary. For organizations that use retraining as a workforce balancing tool, it must be determined if these programs are meeting the desired outcome for the employer and employee.

Given the use of retraining as part of strategic management, there is little research regarding the outcomes of retraining programs. The majority of literature on retraining is based on the 1990s downsizing and information technology wave (Brown, 1997; Cohen,

1993; Hinerman, 1995; Hoffman, 2005). Some downsizing literature focuses on retraining as an exit benefit that an organization provides to outbound employees (Allen, 1994; Bowman, Mablekos, & Smith, 1997; Cole-Gomolski, 1999; Feldman & Leana, 1994). Internal retraining programs and associated research have focused on ways to improve skills of existing workers primarily in information technology fields (Brown, 1997; Cohen, 1993; Hinerman, 1995; Hoffman, 2005).

There is no recent literature that substantially discusses internal retraining programs that train members in new skills that result in a new occupation in that organization. There is some dated literature referencing such a program within the U.S. Air Force (USAF). Skinner's (1983a) work specifically addressed the USAF enlisted retraining program shortly following the advent of the All Volunteer Force in the mid-1970s. Skinner's research found that individual outcomes vary based on tenure, occupational specialty, or retraining volunteer status. A possible outcome could be manifested by changes in individual attitudes toward work or the organization. Job satisfaction levels may vary based on circumstances of the retraining such as whether or not the individual volunteered or was forced to change specialties. Additionally, a retrained member may feel that the organization does not appreciate or care for him at the same level as other members because the organization no longer requires the skills that he provides. However, the organization is also indicating that they do have some faith in the individual and his or her capacity to learn and make a continued contribution to the organization. This is known as perceived organizational support (POS) (Eisenberger, Huntington, Hutchison, & Sowa, 1986). These attitudinal changes may impact the individual's desire to stay with the organization. Perceived organizational support may

be impacted as a result of an involuntary retraining program. Employees forced to retrain may feel that the organization does not value or support them. Conversely, other employees may feel greater perceptions of organizational support because they were retained in the organization, regardless of specialty.

In addition to changes in POS and job satisfaction, turnover may be affected. There has been much work in the area of turnover and job satisfaction (i.e., March & Simon, 1958; Price, 1977; Spector, 1985). March and Simon (1958) defined turnover as the perceived ease of movement from the organization. Price (1977) defined it as the movement of members across the boundary of an organization. He also linked satisfaction in intention to stay in an organization. Spector (1985) found that an individual would tend to apply for or stay with a satisfying job and avoid or quit a dissatisfying job. While job satisfaction and turnover have been thoroughly investigated, perceived organizational support and turnover intention have only recently been explored (Allen, Shore, & Griffeth, 2003; Eby & DeMatteo, 2000). The model in Appendix A, Figure A1 links job satisfaction, perceived organizational support, and turnover to the human resources practice of retraining.

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Insert Appendix A, Figure A1 about here  
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Retraining, in the context of the USAF, is the change of an individual's occupational specialty to meet the needs of the organization, individual, or both, and may be at the request of the organization or individual (U.S. Air Force Instruction [AFI] 36-2626, 1999.). Retraining at the request of the individual can be considered voluntary, as

the individual must initiate an administrative process for retraining to occur. Reasons for individual-initiated retraining may vary. An employee may be displeased with the current work situation. This displeasure can be in the nature of work, environment, coworkers, or any number of other concerns. An employee may also seek to retrain for outside circumstances such as health concerns or family issues. As an example, the voluntary retrainee indicates a desire to be retrained, applies, and is accepted into applicable retraining program that results in a change of occupational specialty and continued employment in the same organization. The individual was not identified as vulnerable for retraining by the organization (AFI 36-2626, 1999).

Retraining initiated by the organization can be either voluntary or involuntary, depending on the individual's attitude regarding retraining options (Skinner, 1983a). Involuntary retraining occurs in this circumstance when the individual does not desire to be retrained and is given the option to retrain or leave the organization. The member may be given a list of approved specialties or positions to retrain into or have no choice at all. Here, the member and the occupational specialty are identified as vulnerable for retraining based on the needs of the organization. Voluntary retraining associated specifically with the needs of the organization occurs when the member is given the option to retrain but is not forced to leave the organization if he does not decide to retrain (Skinner, 1983a).

The value of retraining is applicable to both civilian and military organizations. Military populations tend to be highly mobile with an expectation of a geographic relocation every two years on average (U.S. Government Accounting Office [GAO], 2001). This does not typically involve a change in occupational specialty (Kim, Price,

Mueller, & Watson, 1996). The military and some civilian organizations have retraining programs for the sole purpose of balancing the workforce (Effective Downsizing, 1995). Civilian organizations may also use retraining as an exit benefit within a reduction in force. Here, the member will retrain in a program funded by a current employer in hopes of being hired by a new organization when they are let go from their current position (Bohl, 1987). Within the military's tenure-based pay system, pay will be basically the same regardless of occupational specialty. This may not be the case in the civilian sector. A civilian may perceive that a new occupational specialty will result in a different pay level.

This study, which will utilize a military population and applicable military retraining programs, will investigate the moderating effects of perceived organizational support on the relationship between job satisfaction and intent to stay for recently retrained employees. Additionally, job satisfaction, perceived organizational support, and turnover will be analyzed across retraining status. By analyzing these differences, more insight will be available regarding overall impacts of retraining programs on individuals and their intent to remain in a given organization. Despite some of the differences between a military and civilian population, some results may be generalizable as nearly all USAF enlisted specialties will be sampled. Many USAF specialties have civilian equivalents, and results may be of use to human resources managers when devising and implementing retraining programs to meet strategic management objectives.

## II. Literature Review

The following literature review will detail research related to turnover, job satisfaction, and perceived organizational support. Additionally, the human resource management practice of retraining will be explored as it relates to the perceived organizational support construct and individual outcomes such as turnover intention.

### *Turnover*

At this point, it is important to specify the difference between voluntary and involuntary turnover. The type of turnover is defined by how it is initiated. Involuntary turnover is initiated by the organization and can typically be classified as beneficial to that organization (Bluedorn, 1978). Voluntary turnover, on the other hand, is initiated by the individual and can be considered detrimental to the organization (Bluedorn, 1978). Given that the focus of this effort is on the voluntary turnover decisions of individuals affected by a human resources practice such as retraining, references to voluntary turnover will be referred to as turnover.

In order to curb some of the negative effects of turnover on the organization, much research has been devoted to finding its predictors. One of the earliest determinants of turnover was found to be the negative relationship of turnover and job satisfaction (March & Simon, 1958, Porter & Steers, 1973, Vroom, 1964). Price (1977) developed linkages between pay, instrumental and formal communication, integration, and centralization with job satisfaction mediating the relationship with turnover. Price (1977) also included opportunity as a moderating variable between satisfaction and turnover. Opportunity includes the assumptions that the member has knowledge about the opportunities for outside employment and also has the freedom to choose to leave the

current employer. Refer to Appendix A, Figure A2 for an illustration of Price's causal model of turnover.

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Insert Appendix A, Figure A2 about here

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Price (1977) also defined his model in terms of its relationship with nine correlates, or demographic variables. The first generalization noted that members with shorter lengths of service usually have higher rates of turnover than members with longer lengths of service. Length of service is an indicator of all five determinants of turnover. For example, a member with little service would probably make less money than another with greater time in the organization. Additionally, a junior employee probably would not have much say in the organization's decision-making process and may consider it highly centralized and out of his control. Opportunity based on time would be expected to decrease as length of service increased because organization-specific knowledge and skills may reduce job alternatives outside the organization. Price and Mueller (1981) found that length of service had a strong, significant net influence on intent to stay, but not on turnover or job satisfaction. At the time, the determinants of intent to stay were not clearly defined. Bluedorn (1982), however, did not find length of service significantly related to job satisfaction, intent, or turnover. The second generalization noted that younger employees tend to have higher turnover rates than older employees. Given the linkages of age and length of service, similar connections to the five determinants can be expected. Opportunity to leave the organization tends to decrease rapidly as the member approaches retirement. This may account for the reduced

opportunity to leave and the subsequent lower rate of turnover for older employees. Price and Mueller (1981) found that age had a strong, significant impact on aspects of job satisfaction such as routinization and participation. Bluedorn (1982) also found that age was significantly related to job satisfaction. Kim, Price, Mueller, and Watson (1996) found significant positive relationships between age and organizational commitment with intent to stay.

The next generalization noted that periods with high levels of available employment usually have higher turnover rates. This mainly affects the opportunity variable as it is directly linked to employment opportunities outside the organization. Price's fourth generalization noted that unskilled blue-collar members usually have higher rates of turnover than more skilled blue-collar members. Satisfaction should increase based on variations in pay and centralization from increased skill levels. Conversely, the high demand of skilled workers may open more doors for them and act counter to the impact produced by pay and centralization.

The next generalization noted that better-educated members should have higher rates of turnover than less-educated members. Based on the likelihood of highly-educated members having access to more money and power, satisfaction should increase. Price did not expect to support the generalization. Here, as with skills, increased education should open more doors and provide greater opportunities for employment outside the organization. Bluedorn (1982) found education to be significantly related to organizational commitment, not job satisfaction or turnover in his turnover model.

The last notable generalization noted that the non-managers should have higher rates of turnover than managers. Managers should have higher satisfaction because they

should have more pay, access to communication, and decision-making ability.

Determinants based on white-collar status, nationality, and government affiliation are not discussed here because the sample population for this research includes blue-collar members with homogeneous nationality and government affiliation.

Price and Mueller (1981) added to Price's (1977) model by assessing the relative importance of determinants in the model and determining their explanatory value. Several modifications to the 1977 model were suggested. Opportunity was removed as a moderator between satisfaction and turnover and added as a determinant of turnover. Instrumental communication, integration, and pay were retained as determinants of job satisfaction. Formal communication and centralization were removed as satisfaction determinants. Routinization, participation, distributive justice, and promotional opportunity were added as determinants of job satisfaction. Job satisfaction and intent to stay were hypothesized to intervene between the determinants and turnover. This addition of an 'intent' mediator stemmed from Porter and Steers (1973) and Mobley's (1977) work on linkages between satisfaction and turnover. Professionalism, generalized training, and kinship responsibility were hypothesized as determinants of intent to stay. Correlates were not ignored in the testing of this model. As with Price's (1977) work, age and length of service were investigated in addition to amount of time worked (whether full or part time). The strongest influence on job satisfaction was routinization. Instrumental communication and promotional opportunity were also important influencers of job satisfaction. The empirical evidence supported the claim that increased satisfaction leads to increased intent to stay in the organization. Kinship and training were also significant determinants of intent to stay. Finally, members with the longest

tenure were most likely to intend to stay with the organization. The explained variance for turnover in this model was 18%. Refer to Appendix A, Figure A3 for an illustration of Price and Mueller's model of turnover.

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Insert Appendix A, Figure A3 about here  
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Given Price's (1977) emphasis on the determinants of satisfaction and turnover, an investigation of linkages between job satisfaction and turnover was warranted. Mobley (1977) expounded on previous work by Porter and Steers (1973) by proposing that intention to leave mediated job satisfaction and turnover. Mobley (1977) also evaluated the psychology of the employee turnover decision process. This detailed model of linkages developed job search behavior and intent to turnover as mediating steps before the actual decision to leave. Job search behavior was broken into steps involving the search, evaluation, and comparison of alternatives prior to decision-making. Refer to Appendix A, Figure A4 for an illustration of Mobley's causal model of turnover.

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Insert Appendix A, Figure A4 about here  
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Bluedorn (1982) combined the Price (1977) model with the Mobley (1977) model and added organizational commitment as another mediator between satisfaction and turnover. Bluedorn combined Price's (1977) determinants and correlates and made them one unified model. Bluedorn's hypothesized determinants of job satisfaction were promotion opportunities, centralization, formalization, instrumental communication,

equity, pay, routinization, member integration, environmental opportunities, foregone environmental opportunities, role conflict, length of service, age, education, and marital status. The hypothesized model linked organizational commitment, job search, and intent to leave as mediating steps between job satisfaction and turnover. Bluedorn's work left the position of job search behavior in question because its location was not validated in his model or on Mobley's (1977) original model. Of note, Bluedorn found that job search was not related to organizational commitment or job satisfaction. Path analysis indicated that the most important determinants of turnover were environmental opportunity, intentions to stay or leave, routinization, and age. Bluedorn (1982) also provided additional support linking independent variables such as environmental opportunity, routinization, age, and length of service directly to turnover. The amount of variance explained for this model was  $R^2 = .12$  for the prediction of turnover. Refer to Appendix A, Figure A5 for an illustration of Bluedorn's (1982) model of turnover.

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Insert Appendix A, Figure A5 about here  
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Kim, Price, Mueller and Watson (1996) utilized a causal model based on the research of Price-Mueller (1981) to explain career intent of a USAF military population. The major addition to the Price-Mueller (1981) model was a mediating variable for search behavior that took into account Bluedorn's (1982) findings regarding the need for a better location for this variable. Determinants were divided into environmental, individual, and structural variables. An assessment of 27 variables found organizational commitment, job satisfaction, search behavior, opportunity, met expectations, positive

affectivity, and promotional chances as the most important determinants of career intent. Of interest is the new USAF-specific measure for career intent that resulted from their research. Education, rank, age, and length of military service obligation were used as controls. Forty-one percent of the variance in career intent was explained by this study. Refer to Appendix A, Figure A6 for an illustration of Kim et al. (1996) model of intent to stay.

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Insert Appendix A, Figure A6 about here  
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The evolution of the turnover model has ranged from a limited number of job satisfaction determinants to a complex model involving many determinants and several mediators such as organizational commitment, job search, and intent to stay. Additionally, correlates such as tenure and age have proved important in the understanding of the turnover process.

Allen et al. (2003) consolidated much of the existing turnover theory into a model that incorporated perceived organizational support and human resources practices (See Appendix A, Figure A7). They found that job satisfaction, POS, and organizational commitment were valuable in predicting turnover intention, and ultimately turnover. This study suggested that POS may moderate the relationship between job satisfaction and intent to stay in the organization. This study also drew upon the Allen et al. use of human resources practices proceeding job satisfaction in a turnover model. The proposed turnover model in Appendix A, Figure A1 added retraining as the human resources practice that proceeded job satisfaction. By moving POS from a mediator to a moderator,

it is possible to evaluate whether or not the magnitude of the relationship between job satisfaction and intent to stay changes.

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*Perceived Organizational Support*

Perceived organizational support (POS) is a relatively new construct that claims that employees form general perceptions or global beliefs regarding the degree that an organization appreciates their contributions and cares about their well being (Eisenberger, Huntington, Hutchison, and Sowa, 1986). George, Reed, Ballard, Colin, and Fielding (1993) added that POS is the guarantee that aid will be available from the organization when it is needed to carry out one’s job and to deal with stressful situations. Eisenberger, Cummings, Armeli and Lynch (1997) found that “higher levels of POS would (a) meet needs for approval, esteem, and social identity and (b) produce the expectation that superior conventional performance and extra role behavior, carried out for the organization, will be recognized and rewarded” (p. 500). Repeated indications that the organization places little value on employee contributions and well-being would reduce POS and lower the employee’s perceived obligations to the employer (Eisenberger et al. 1986). POS will then increase an employees’ affective attachment to the organization, resulting in greater desire to fulfill the organization’s goals (Rhoads, Eisenberger & Armeli, 2001).

Initial linkages found that POS was related to outcomes favorable to employees and employers. POS and job satisfaction were found to be positively related ( $r = .60, p <$

.01), distinct constructs (Eisenberger et al., 1997). From the perspective of the employer, POS was found to be negatively related to absenteeism (Eisenberger et al. 1986). The overall correlation between POS and absenteeism was  $-.20$  ( $p < .01$ ). POS was also found to be distinct from organizational commitment (Eisenberger et al, 1990; Rhoads, Eisenberger, & Armeli, 2001; Settoon, Bennett, & Liden, 1996; Shore & Terick, 1991), affective commitment to the organization (Eisenberger et al., 1990; Shore & Wayne, 1993; Wayne, Shore & Linden, 1997), procedural justice (Andrews & Kacmar, 2001; Rhoads, Eisenberger, & Armeli, 2001), continuance commitment (Shore & Terick, 1991), supervisor support (Kottke & Sharafinski, 1988; Malatesta, 1995; Shore & Terick, 1991) and perceived organizational politics (Andrews & Kacmar, 2001; Cropanzano, Howes, Grandey, & Toth, 1997; Randall, Cropanzano, Bormann, & Birjulin, 1999). Positive relationships were found between POS and affective commitment (Eisenberger et al., 1986; Wayne et al., 1997), job performance (Eisenberger, Fasolo & Davis-LaMastro, 1990), and citizenship behaviors (Shore & Wayne, 1993; Wayne et al., 1997), and performance ratings (Wayne et al., 1997). A summary of the significant relationships between POS and the above constructs can be found in the extensive literature review completed by Rhoads and Eisenberger (2002).

Recent models have established further linkages with perceived organizational support. POS was used as a moderator between employee fear of exploitation and job performance (Lynch, Eisenberger, & Armeli, 1999). Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoads (2001) proposed reciprocation's role in relationships of POS and affective organizational commitment and job performance. Wayne et al. (1997) found that human resources practices such as developmental experiences and promotions could

be an antecedent of POS. They also found a significant positive relationship between organizational tenure and POS. Wayne et al's (1997) assessment of POS-related outcomes revealed a negative relationship between POS and intent to quit.

Rhoads, Eisenberger and Armeli (2001) examined the relationship between POS and turnover behavior. A negative relationship between POS and voluntary employee turnover was mediated by affective commitment in that study. When employees feel that the organization values and cares about them, their affective commitment to that organization is believed to increase while reducing turnover. Further analysis led to the development of a model with POS and supportive human resources practices in the (voluntary) turnover process (Allen, Shore, & Griffeth, 2003). Human resources practices were broadly grouped into three areas that implied organizational investment in employees and recognition of their accomplishments (i.e., participation in decision-making, fairness of rewards, and growth opportunities). Refer to Appendix A, Figure A7 for an illustration of the Allen et al. (2003) model. Additional published research linking specific human resources practices to perceived organizational support could not be found.

Perceived organizational support is a growing field of research. Empirical evidence supports the inclusion of perceived organizational support in turnover modeling. One noticeable shortcoming is the lack of insight into human resources practices and the subsequent effect on POS or the effect of POS as a moderator in traditional turnover models. Retraining is a managed human resources practice that may be better understood in light of POS and turnover (Allen et al., 2003). POS may impact the magnitude of the

relationship between job satisfaction and intent to stay. For example, intent to stay is expected to increase at a given rate as job satisfaction increases. Now, if an employee has a strong sense that the organization cares about them, they may be more likely to derive greater satisfaction from their work and therefore have a higher intent to stay than an individual that does not sense high levels of POS.

### *Retraining*

Retraining has received considerable attention from organizations seeking to attain a competitive advantage through the effective management of their human resources (Dreher & Dougherty, 2002). Most organizations use retraining to preserve a balanced workforce while meeting new skill requirements and skill shortages to support the strategic direction (Effective Downsizing, 1995). Retraining, as a managed human resources program, has surprisingly been the focus of little research in light of its use in today's organizations. Many commercially available business guides describe retraining processes and programs from the perspective of the organization. They include methods of implementation and timing to get the most benefit out of the program. For example, IBM took current employees that wanted a career change or disliked their jobs and offered them a career in the company as a computer programmer (Cohen, 1993). This met organizational needs to hire computer programmers while allowing the company to keep motivated employees. Intel, during the rapid technological advances of the 1990s, discovered that their existing workforce lacked math and science proficiency to meet ever-changing requirements. The company developed partnerships with industry and academia to allow for continuing education of its workforce to meet these new challenges (Hinerman, 1995). Electronic Data Systems Corp (EDS) followed suit by establishing a

program to retrain nearly 20,000 of its technical employees with outdated skills to become proficient in newer computer technologies (Hoffman, 2005).

Given the extensive use of retraining, there has been little effort made to understand the impact and outcomes of retraining on today's workforce. More importantly, an understanding of retraining on the individual level is needed to best address the program across tenure and job specialty. Hill and Elias (1990) provided a foundation for understanding retraining as it related to mid-career managers. Retraining puts employees in a vulnerable position that may imply inadequacy, loss, and emotional upheaval (Hill & Elias, 1990). Most importantly, Hill and Elias found that managers, who have positive self-efficacy in learning, or strong belief in their ability to learn the new job, are most open to retraining. Further, they found that the managers' advancement potential and the relevance of their previous training had a substantial impact on those beliefs. This is applicable to the respondents in this study, as members held supervisory or managerial positions and had over 10 years of service in the military. Hill and Elias (1990) suggested military member may be most open to retraining if the new job had some perceived similarities to the previous one that would utilize existing training and skills. Additionally, these mid-career managers may be more willing to volunteer for retraining if they felt there was a reasonable potential of advancement (Hill & Elias, 1990). When an individual is involuntarily retrained, regardless of managerial level or time in service, they may lack some of the confidence that their volunteer colleagues have. This will most likely impact their performance and level of satisfaction in the training program and then later in their career.

In the military context, Erez (1979) focused on the motivational determinants of enlistees' willingness to enroll in a retraining course for commissioned rank in a merchant navy. A comparison of preference for the second career was compared with the enlistee's expectancy of success. Expectancy of success was a significant predictor of willingness to volunteer for retraining such that members with greater expectancy of success in the future job would be more likely to volunteer to go into the new position. The Air Force Human Resources Laboratory (Skinner & Alley, 1984), using training data from the mid-1970s, conducted an assessment of the USAF retraining program. Skinner and Alley (1984) compared the performance of retrained airmen with new enlistees across a range of occupational specialties. The academic achievement of retrainees in most technical schools was superior to the new enlistees. Time in service, or tenure, was a positive predictor of achievement up to 12 years of service. Retrainees with greater than 16 years of service did not outperform new enlistees in technical school academic achievement. Additionally, background experience in an occupational specialty that was similar to the new specialty indicated higher academic achievement and likelihood of training completion. Skinner (1983b) evaluated the entire USAF retraining program and found no other significant differences between retrainees and non-prior-service members in on-the-job training, job satisfaction, morale, motivation, and interpersonal relations. Retention rates were also similar for retrainees and non-retrainees in their second and subsequent enlistment terms. Of note, however, promotion indices reported lower military grade advancement for retrainees. Additionally, comparisons between volunteer and non-volunteer retrainees indicated that non-volunteers performed at slightly lower levels and had poorer job attitudes.

Earlier work by Skinner (1983a), using the same data from the USAF retraining program and its impact on volunteer versus non-volunteer attitudes and performance, assessed nearly 13,000 airmen that had retrained between 1973 and 1979. Of the respondents, 21% reported retraining as non-voluntary. The non-volunteers retrained for a variety of reasons that included disqualification from original USAF specialty or an USAF-wide rebalance of personnel to fit manpower needs. Airmen tended to be disqualified from their previous USAF job due to medical reasons, loss of security clearance, or poor performance. Those non-volunteers that were moved based on USAF need were moved because of personnel overages, equipment phase-outs, or manpower imbalances between United States and overseas assignments in some occupational specialties. Volunteers for retraining cited bad working conditions, a boring job, or family concerns as reasons to leave the earlier specialty. Demographically, Skinner (1983a) found no statistically significant differences between volunteers and non-volunteers regarding tenure, gender, or race.

Over 70% of all retrainees in the study had four or fewer years in the new career field. Eighty-five percent of the retrainees of both groups were mid-level non-commissioned officers. Voluntary retrainees reported lower job satisfaction in their previous job than did non-volunteers. Conversely, voluntary retrainees reported much higher job satisfaction in their new career field than did non-volunteers. A survey of retrainee supervisors found non-volunteers consistently received lower overall ratings on skills and performance measures than volunteers and non-retrainees. Overall, supervisors rated voluntary retrainees and non-retrainees similarly. The study also assessed retrainee feelings toward policy changes in the enlisted retraining program. Both volunteer and

non-volunteer retrainees felt that their productivity would not be affected if they were non-volunteered into a retraining program but were offered a choice of specialty of assignment location. There is no known research into the outcomes or productivity of retrainees offered a choice of new career field or location.

Skinner's (1983a) sample was taken from personnel records between 1973 and 1979. The institution of the All Volunteer Force in 1973 may impact the generalizability of these findings (U.S. Government Accounting Office [GAO], 2005). Over 1.8 million men were drafted into military service between 1964 and 1973 (United States Selective Service System, 2005). It is reasonable to estimate, given the quantity of draftees, that some of the subjects in Skinner's sample did not voluntarily join the USAF. The exact quantity of draftees that entered to USAF was relatively small given the emphasis on filling the ground combat forces for the Army and Marine Corps. At the non-commissioned officer level, some subjects could have entered the military in the 1960s and early 1970s during the draft. Since 1973, the military has become older and better educated, with greater representation of racial and ethnic minorities, females, spouses, and parents (GAO, 2005).

Today's military also differs from the U.S. civilian workforce in several ways. For example, the military is younger than the civilian workforce and has proportionately more African Americans and fewer Hispanic members (GAO, 2005). The representation of women in the military, at 16%, is below that in the U.S. workforce, at 48%, partly because of military policy and federal statutes (GAO, 2005). Based on available demographic data, the face of the US military has changed substantially since Skinner's original work. Assessment of this population in light of these changes is required to

better understand ways to aid the USAF personnel function in the development and implementation of human resources programs such as retraining.

USAF members have the opportunity to volunteer for retraining during their careers. At times, the USAF must involuntarily retrain members to meet the projected needs of the future. These involuntary retrainees may have different levels of job satisfaction and perceived organizational support. Should these levels decrease, intent to stay in the military may decrease as well, reducing the effect of a human resources program meant to retain individuals.

#### *USAF Personnel System*

The USAF uses a human resources management system called the military personnel classification system to identify duties and tasks for every position needed to accomplish the USAF mission (U.S Air Force Instruction [AFI] 36-2101, 2001). The system identifies qualifications and abilities necessary to accomplish these duties and tasks. It links duties and tasks into job clusters that are used to match personnel requirements with personal aptitudes, attributes, and qualifications. The classification system also provides concise award, upgrade, and retention criteria for career advancement. The classification system groups related work requirements (positions) into Air Force Specialties (AFS). Positions are grouped on similarity of functions and requirements for knowledge, education, training, experience, ability, and other common standards. AFSs are then combined into broader and more general functional categories called career fields (AFI 36-2101, 2001).

Manning levels in the military are impacted by a variety of factors including mission changes, external civilian job market, congressional end-strength limitations, and

current events. Due to these factors, imbalances regularly occur. In an effort to balance the workforce, the USAF has established policies allowing enlisted members the opportunity to retrain out of over-manned career fields into critically under-manned fields (AFI 36-2626, 1999). In recent years, the NCO Retraining Program (NCORP) has sought to retrain over 1,000 NCOs annually (Hafemeister 2005). If retraining objectives are not met by volunteers, personnel are moved involuntarily to meet the needs of the USAF (AFI 36-2626, 1999). In fiscal year 2005, over two-thirds of these NCOs (668) were involuntarily retrained into another career field (Hafemeister 2005).

To better understand the impact of involuntarily retraining non-commissioned officers, a brief overview of the enlisted force structure is required. According to USAF instructions, the enlisted force is divided into three distinct and separate tiers, each correlating to increased levels of training, education, technical competence, experience, leadership, and managerial responsibilities (U.S. Air Force Pamphlet [AFPAM] 36-2241V1, 2005). The first tier is the airman tier and is comprised of airman basic (AB), airman (Amn), airman first class (A1C), and senior airman (SrA). The initial focus in the airman tier is adapting to the military environment and achieving technical proficiency. As airmen reach the rank of senior airman, they begin to exercise limited supervision and leadership roles as they prepare for increased responsibilities. The second tier is the non-commissioned officer (NCO) tier, comprised of staff sergeants (SSgt) and technical sergeants (TSgt). NCOs train to become expert hands-on technicians while acting as first line supervisors. They are responsible for training and developing the Airmen they supervise into future NCOs. The last enlisted tier is the senior non-commissioned officer (SNCO) tier, comprised of master sergeants (MSgt), senior master sergeants (SMSgt) and

chief master sergeants (CMSgt). This tier provides the experience and leadership to leverage resources and personnel against a variety of requirements. Their primary focus is on accomplishing the organization's mission through the skillful use of teams and developing their teams and people, both technically and professionally. This tier participates in the decision-making process on a variety of technical, operational, and organizational issues.

Non-commissioned and senior non-commissioned officers form the backbone of management and supervision in the USAF. These mid-level managers typically have over 10 years of experience in the organization and have acquired a high level of technical and managerial competence. Given that one of the core tasks of an NCO is the training and development of junior airmen, a human resources practice such as retraining may seriously inhibit the NCO's ability to perform this task and affect future progression or promotion within the organization. As reported by Hill and Elias (1990) in their study of mid-career manager retraining, if the manager does not see a potential for advancement, there is little incentive to volunteer for a program such as retraining. This can potentially lead to a number of these individuals being involuntarily retrained into new specialties. These non-volunteers may end up having a detrimental effect on the entire organization. As reported by Skinner (1983a), non-volunteers' performance was rated lower than volunteers for retraining and those that did not retrain at all. Additionally, as mid-level managers, these non-volunteers may further impact the development of those they supervise causing additional stress with an already stressed career field.

## *Hypotheses*

Based on Skinner's (1983a) analysis of the enlisted retraining program in the 1970s, it is reasonable to assert that enlisted members today will continue to report different levels of job satisfaction across retraining status. Skinner found that involuntarily retrained enlisted members tended to report lower levels of job satisfaction compared to enlisted members who voluntarily retrained and those that had not retrained at all. Based on Skinner's findings of job satisfaction levels across retraining status, the first research hypothesis is:

*H1a. Perceptions of job satisfaction will be lower for individuals who were involuntarily retrained when compared to those who were not retrained to a different occupation.*

*H1b. Perceptions of job satisfaction will be lower for individuals who were involuntarily retrained when compared to those who were voluntarily retrained to a different occupation.*

*H1c. Perceptions of job satisfaction will not differ between individuals who were voluntarily retrained and those who were not retrained to a different occupation.*

The relatively new construct of perceived organizational support was not assessed by Skinner (1983a) in her analysis of the enlisted retraining program. Allen et al. (2003) and Wayne et al. (1997) asserted that human resources practices can be an antecedent of POS. Retraining is a human resources practice in use today by a variety of organizations for manpower balancing (Effective Downsizing, 1995). The human resources practice of

retraining should be a facet, or antecedent, of how the member feels the organization supports them. Based on this relationship (e.g., Allen et al., 2003, Wayne et al., 1997), and the previously noted differences in attitudes across retraining status, the second research hypothesis is:

*H2a. Perceptions of organizational support will be lower for individuals who were involuntarily retrained when compared to those who were not retrained.*

*H2b. Perceptions of organizational support will be lower for individuals who were involuntarily retrained when compared to those who were voluntarily retrained to a different occupation.*

*H2c. Perceptions of organizational support will not differ between individuals who were voluntarily retrained and those who were not retrained.*

Although Skinner (1983a) had no empirical evidence to support higher turnover intentions of involuntarily retrained individuals, the discrepancies in job satisfaction may lead to eventual turnover (Bluedorn, 1982; Mobley, 1977; Price, 1977; Price & Mueller, 1981). Based on the established linkage of job satisfaction to turnover intention, the third research hypothesis is:

*H3a. Intention to stay with the organization will be lower for individuals who were involuntarily retrained when compared to those who were not retrained.*

*H3b. Intention to stay with the organization will be lower for individuals who were involuntarily retrained when compared to those who were voluntarily retrained to a different occupation.*

*H3c. Intention to stay with the organization will not differ between individuals who were voluntarily retrained and those who were not retrained.*

Allen et al. (2003) proposed job satisfaction mediated the relationship between human resources practices and turnover intention. Job satisfaction was negatively related to turnover intent. As noted above, retraining is a human resources practice that is believed to be related to job satisfaction. Based on Allen et al.'s (2003) model, the fourth research hypothesis is:

*H4. There will be a positive relationship between job satisfaction and intent to stay with the organization regardless of retraining status.*

Allen et al.'s (2003) turnover model also included perceived organizational support as an antecedent of job satisfaction. Instead of considering POS a mediator between the human resources practice and job satisfaction, considering a potential moderating relationship of POS between job satisfaction and intent to stay may expand the state of knowledge on this topic in the management literature. This considers job satisfaction an antecedent of POS. If job satisfaction has an independent effect on both POS and intent to stay, the combined effect may be much greater than previously

observed. Refer to Appendix A, Figure A1 for an illustration of the proposed model.

Based on this connection, the fifth research hypothesis is:

*H5. Perceptions of POS will moderate the relationship between job satisfaction and intent to stay with the organization such that increased perceptions of POS will result in increased positive impact of job satisfaction on intent to stay.*

### III. Method

An Internet-based questionnaire was distributed to a cross section of the USAF non-commissioned officer corps. Items in the survey assessed job satisfaction, perceived organizational support, and intent to stay in the organization. A variety of demographic items assessed traits such as retraining status, time in service (tenure), and specific details of retraining activities.

#### *Pilot Test Procedures*

An 86-item questionnaire was administered as a pilot study to 1 civilian and 53 military students and staff at the Air Force Institute of Technology (AFIT) over a two-day period in November 2005. Respondents ranged in rank from E-4 (Senior Airman) to O-3 (Captain). Seventeen respondents were enlisted in the ranks of E-4 (Senior Airman) to E-9 (Chief Master Sergeant). Respondents were predominantly white males ( $n = 35$ ). The majority of respondents were AFIT students participating in an organizational behavior course as part of their required course curriculum. Six respondents came from a convenience sample of AFIT staff. Fourteen respondents indicated that they had participated in an USAF retraining program. Of those, five indicated that their participation was voluntary while nine indicated that participation was involuntary. An assessment of measure reliability indicated acceptable levels of reliability throughout the survey. See Appendix C, Table C1 for pilot test measure reliabilities.

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Insert Appendix C, Table C1 about here  
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As a result of the pilot test inputs, the wording of some demographic questions was modified for clarity. For example, the respondents were instructed to include their first move from technical school to their first assignment when inputting number of relocations. In order to account for respondents currently in training status, wording was added to include a future training completion date. Rank that retrainees held upon the completion of retraining was also included. Military-specific information regarding pay and benefits was added. Two additional job satisfaction items were added to assess satisfaction with the USAF and current squadron. Branching was included in the survey to streamline response times for non-retrained individuals. This use of branching allowed respondents to skip items not applicable to their situation. For example, non-retrained members automatically skipped retraining items and were directed to the remaining demographic items. A comment block and personal information items were added at the conclusion of the survey to aid in future longitudinal research.

*Survey Procedures*

The Retraining and Turnover Intention Survey was administered between January 2006 and February 2006. An e-mail was sent to participants with a cover letter and link to an Internet-based questionnaire (See Appendix B).

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Insert Appendix B about here  
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Individual responses were downloaded in real time as the respondents submitted the survey. The only responses directly linked to individuals were those that agreed to participate in future research by positively acknowledging identification at the conclusion

of the survey. Only the research team had access to the specific responses. Participants that did not elect to participate in further research had their contact information deleted.

*Participants*

Two sets of demographic information were requested for this effort. Set one included 506 members that had retrained from 2001 to date. Set two included 3000 NCOs that had not retrained during that timeframe. The retrained population included members assigned to the continental US, while the non-retrained population was randomly selected from all career fields across all USAF bases worldwide. The non-retrained population also represented the average distribution of ranks across the entire USAF.

Of the 3506 names provided, 254 were unreachable by e-mail, resulting in 3,252 potential participants. Of those, 1095 completed the questionnaire and 1093 provided usable data for a 34% response rate. Of those, 290 identified themselves as voluntarily retrained while 77 reported involuntary retraining. The respondents came from a variety of career fields, locations, and supervisory levels. The typical respondent was a 33-year old ( $n = 1093$ ,  $SD = 6.02$ ) white male with approximately 13 years ( $n = 1093$ ,  $SD = 5.54$ ) of military service. The average time in service for those who reported involuntary retraining was 15 years ( $n = 77$ ,  $SD = 5.60$ ). Specific demographic data are available in Appendix C, Tables C2 and C3.

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Insert Appendix C, Table C2 about here  
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Insert Appendix C, Table C3 about here  
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### *Measures*

Three measures were used in the survey, to include: (a) intent to stay, (b) overall job satisfaction, (c) job satisfaction and (d) perceived organizational support. Refer to Appendix C, Table C4 for descriptive statistics and reliabilities of these measures.

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Insert Appendix C, Table C4 about here  
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*Intent to stay.* Participants' intention to stay in the organization was measured using the Kim, Price, Mueller, and Watson's (1996) 4-item measure. Examples of this measure include (a) I plan to leave the Air Force as soon as possible, and (b) I plan to stay in the Air Force as long as possible. It is important to note that intent to stay is measured at the organizational level, not the work-group level. In terms of this population, the organizational level meant intent to stay in the USAF. If it were measured at the work-group level, it would apply to a smaller unit such as the squadron or flight level. As with the original researchers, respondents indicated their level of agreement with each statement based on a 5-point Likert-type scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. Kim et al's (1996) reported Cronbach's alpha was .85. The reported Cronbach's alpha for this study was .86. ( $n = 230$ ,  $M = 3.35$ , and  $SD = 1.08$ ).

*Overall job satisfaction.* Participants' overall job satisfaction was measured using Quinn and Sheppard's (1974) 4-item measure. Examples of this measure include (a) if a good friend of mine told me that he/she was interested in working in a job like mine I would strongly recommend it and (b) knowing what I know now, if I had to decide all over again whether to take my job, I would. It is important to note that overall job satisfaction is not specific to the organization or work-group level. In terms of this population, overall job satisfaction may refer to a specific USAF specialty or occupation, regardless of work group or organization. It may also refer to a specific job in a specific work-group. As with the original researchers, participants indicated their level of agreement with each statement based on a 7-point Likert-type scale ranging from 1 = *strongly agree* to 7 = *strongly disagree*. Quinn and Sheppard's (1974) reported Cronbach's alpha was .72. The reported Cronbach's alpha for this study was .94 ( $n = 231$ ,  $M = 4.56$ , and  $SD = 1.89$ ).

*Facet job satisfaction.* Participants' job satisfaction was measured using a modified version of Spector's (1985) 36-item, nine-subset measure. All references to the organization were changed to refer to the individual's squadron, not the overall USAF organization. The original nine-subsets are (a) pay, (b) promotion, (c) supervision, (d) fringe benefits, (e) contingent rewards, (f) operating procedures, (g) coworkers, (h) nature of work, and (i) communication. Based on the military's tenure-based pay scale and standardized benefit system, Spector's pay and fringe benefit sub-scales have been removed for use in this military sample. Therefore, the remaining seven facets of satisfaction with four items were used to assess each facet. An example of the facet promotion is, "there is really too little chance for promotion on my job." The facet of

supervision is measured by statements such as, “my supervisor is quite competent in doing his/her job.” “When I do a good job, I receive the recognition for it that I should receive,” is an example of contingent rewards. Operating procedures are measured by items such as, “many of our rules and procedures make doing a good job difficult.” The coworker facet is measured with items such as, “I like the people I work with.” “I sometimes feel my job is meaningless,” is a measure of nature of work. Finally, communication is measured by statements such as, “communications seem good within this organization.” As with the original researchers, respondents indicated their level of agreement with each statement based on a 6-point Likert-type scale ranging from 1 = *disagree very much* to 6 = *agree very much*. Spector’s (1985) reported Cronbach’s alpha for the 36-item measure was .91.

Due to a coding error in the software, there were no answers recorded for the first 550 respondents for two of the facet job satisfaction questions. Therefore, the job satisfaction measure was computed with the originally planned 28 items ( $n = 515$ ) and then with 26 items ( $n = 1039$ ). Using the Hinkle, Wiersma, and Jurs (1982) framework for interpretation of correlational relationships, both the 28 and 26 item measures had high reliability and as expected, were very highly correlated with each other ( $r = 1.00, p < .01$ ). Further analysis of the reliabilities of the 28-item ( $\alpha = .91; n = 108$ ) and the 26-item ( $\alpha = .92; n = 218$ ) indicated little difference between the measures. Additionally, the reliabilities of the affected measures were determined. Facet promotion for the 4-item measure ( $\alpha = .76; n = 112$ ) was similar to the 3-item measure ( $\alpha = .72; n = 228$ ). Further, the facet supervision for the 4-item measure ( $\alpha = .88; n = 113$ ) was similar to the 3-item measure ( $\alpha = .85; n = 230$ ). In order to incorporate the first half of the respondents in the

study, the 26-item facet job satisfaction measure was used. Therefore, a promotion facet question (#5) and a supervision facet item (#6) were removed from the measure.

Spector's (1985) job satisfaction facets of contingent rewards, operating procedures, coworkers, nature of work, and communication were also calculated based on the planned four items. The reported Cronbach's alphas for this study are listed in Table C4.

*Perceived organizational support.* Participants' perceived organizational support was measured using the Eisenberger et al. (1997) 8-item measure. It is important to note that perceived organizational support was measured at the work-group level. In terms of this population, the work-group level was the squadron. If it were measured at the organizational level, it would apply to the USAF as a whole. There is evidence that perceived work-group support is a distinct construct from perceived organizational support (Self, Holt, & Schaninger, 2005). Therefore, a difference can be expected between support that the individual feels from their squadron and that of the USAF. Examples of this measure include (a) my organization cares about my opinions and (b) my organization really cares about my well-being. As with the original researchers, participants indicated their level of agreement with each statement based on a 7-point Likert-type scale ranging from 1 = *strongly agree* to 7 = *strongly disagree*. Eisenberger et al's (1997) reported Cronbach's alpha was .90. The reported Cronbach's alpha for this study was .94 ( $n = 227$ ,  $M = 4.49$ , and  $SD = 1.44$ ).

#### *Control Variables*

*Time in Service.* In order to control for potential changes in attitude during one's career, time in service, or tenure, was used as a control. For example, tenure has been

used as a control in multiple studies of perceived organizational support (Eisenberger et al., 2001; Lynch et al., 1999; Rhoades et al., 2001; Wayne et al., 1997).

*Retraining Status.* The three level categorical variable, retraining status, was converted to two dichotomous variables using dummy coding. The following method was used: non-retrained (1, 0), voluntarily retrained (0, 1), and involuntarily retrained (0, 0).

## IV. Results

### *Data*

The data were cleaned several ways to remove invalid entries and correct inputs for numerical manipulation. First, the system-missing items were recoded from their default setting of '999' to system missing to allow for calculation of descriptive statistics. Next, dates and durations such as birthday, time in service, and assignment length were combined into a single numerical entry instead of the year and month information recorded in the questionnaire. All items that were negatively phrased were reverse scored prior to any analysis. For instance, Spector's (1985) item, "My supervisor is unfair to me" was scored to indicate that a higher value for this item actually indicated that the supervisor supported the member by being fair.

In order to identify differences between retraining categories, cases were then divided by retraining status based on volunteer status. The smallest population was that of involuntary retrainees ( $n = 77$ ). There were nearly four times as many voluntary retrainees ( $n = 290$ ) as involuntary. To control for sample size differences and inequality of variances, five sets of random samples of 77 voluntary retrainees (VR) and 77 non-retrainees (NR) were generated for comparison with involuntary retrainees (IR), resulting in five sets of approximately 231 cases (77 IR, 77 NR and 77 VR). See Appendix C, Table C5, for the descriptive statistics from each of the five sets.

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Insert Appendix C, Table C5 about here  
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### *Descriptive Information*

There were many significant correlations between independent variables in this study. See Appendix C, Table C6, for the correlation matrix. As mentioned earlier, the facet job satisfaction was measured at the squadron level. Perceived organizational support was also measured at the squadron, or work-group level. The significant, high correlations with facet job satisfaction ( $r = .75, p < .01$ ) were expected as they were both measured at the squadron level. Overall job satisfaction was also significantly correlated with perceived organizational support ( $r = .50, p < .01$ ).

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Insert Appendix C, Table C6 about here  
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The dependent variable, intent to stay, was also significantly correlated with the independent attitudinal variables. It was predicted that intent to stay would increase as job satisfaction increased. Intent to stay had a low, but significant, correlation with job satisfaction ( $r = .34, p < .01$ ) and overall job satisfaction ( $r = .23, p < .01$ ). Intent to stay was also significantly correlated with perceived organizational support ( $r = .26, p < .01$ ).

The control variables, time in service (tenure) and retraining status, had few significant correlations. Time in service was significantly correlated with overall job satisfaction ( $r = .16, p < .05$ ). The retraining dummy variable for voluntary retraining had a low, but significant correlation with overall job satisfaction ( $r = .19, p < .05$ ). The only other significant correlation was between the retraining dummy variable for non-retraining and time in service ( $r = -.14, p < .05$ ).

*Tests of Hypotheses*

Two different statistical methods were used to analyze the hypotheses. First, an ANOVA with means comparison was used to test hypotheses one through three. A correlation test was used to analyze the relationship in hypothesis four. Linear regression was used to test the turnover model in hypothesis five. The ANOVA, means test, and regression were run on each of the five sets of data. Analyses were accomplished using SPSS (versions 12.0 and 13.0) analysis software.

See Appendix C, Table C7, for the relevant test statistics and significance values for hypotheses one through three.

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Insert Appendix C, Table C7 about here  
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*Hypothesis One*

Spector's (1985) facet job satisfaction (26-item) was calculated for each retraining category in each of the five sets of data, resulting in 208 to 218 usable cases in each set after exclusion on an analysis-by-analysis basis. A means test was computed to compare the mean facet job satisfaction level of each group. See Appendix C, Table C8, for the means comparison between groups for job satisfaction. Test statistics and significance values from the means comparisons are available for each of the five runs by hypothesis in Table C7.

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Insert Appendix C, Table C8 about here  
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*Hypothesis 1a.* There were no significant differences in levels of job satisfaction between involuntary and non-retrained members in any of the five data sets. Therefore, hypothesis 1a was not supported.

*Hypothesis 1b.* Involuntary retrainees displayed lower levels of job satisfaction than voluntary retrainees in four of the five data sets. Significance levels ranged from .02 to .07. Therefore, hypothesis 1b was partially supported.

*Hypothesis 1c.* There were no significant differences in job satisfaction between voluntary and non-retrainees in three of the five data sets. Voluntary retrainees exhibited higher levels of job satisfaction than non-retrainees in two of the data sets. The significance levels were .03 and .003. Therefore, hypothesis 1c was partially supported.

*Hypothesis Two*

Perceived organizational support was calculated for each retraining category in each of the five sets of data, resulting in 208 to 227 usable cases in each set after exclusion on an analysis-by-analysis basis. A means test was computed to compare the mean level of perceived organizational support for each group. See Appendix C, Table C9, for the means comparison between groups for perceived organizational support. Test statistics and significance values from the means comparisons are available for each of the five runs by hypothesis in Table C7.

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Insert Appendix C, Table C9 about here

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*Hypothesis 2a.* There was no significant difference in POS between involuntarily retrained and non-retrained members in three of the data sets. Contrary to prediction,

involuntary retrainees actually exhibited higher levels of POS than non-retrainees in two data sets. The significance levels were .07, and .05, respectively; thus, hypothesis 2a was not supported.

*Hypothesis 2b.* There were no significant differences in POS between voluntary and involuntary retrainees in four of the five runs. In one instance, involuntary retrainees exhibited lower levels of POS than voluntary retrainees ( $p < .1$ ). Therefore, hypothesis 2b was partially supported.

*Hypothesis 2c.* There was no significant difference in POS between voluntary and non-retrainees in three runs. Voluntary retrainees exhibited higher levels of POS than non-retrainees in two data sets. Significance levels were .000, & .001. Therefore, hypothesis 2c was partially supported.

### *Hypothesis Three*

Intent to stay was calculated for each retraining category in each of the five sets of data, resulting in 208 to 230 usable cases in each set after exclusion on an analysis-by-analysis basis. A means test was computed to compare the mean level of intent to stay for each group. See Appendix C, Table C10, for the means comparison between groups for intent to stay. Test statistics and significance values from the means comparisons are available for each of the five runs by hypothesis in Table C7.

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Insert Appendix C, Table C10 about here

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*Hypothesis 3a.* There were no significant differences in levels of intent to stay between involuntary and non-retrained members in any of the five data sets. Therefore, hypothesis 3a was not supported.

*Hypothesis 3b.* There was no significant difference in intent to stay between voluntary and involuntary retrainees in two data sets. Involuntary retrainees exhibited lower levels of intent to stay than voluntary retrainees in three data sets. The significance levels ranged from .01 to .05. Therefore, hypothesis 3b was partially supported.

*Hypothesis 3c.* There were no significant differences in intention to stay between voluntary and non-retrainees. Therefore, hypothesis 3c was supported.

#### *Hypothesis Four*

A correlation test was conducted to evaluate the relationship between job satisfaction and intent to stay. These variables were significantly correlated ( $r = .34, p < .01$ ). Therefore, hypothesis 4 was supported.

#### *Hypothesis Five*

A linear regression analysis was computed to determine if perceived organizational support moderated the relationship between job satisfaction and intent to stay. Time in service (Tenure) and the dummy variable, retraining status, were used as controls. The control variables were entered in step one. Job satisfaction was added in step two. Perceived organizational support was entered into step three. The cross-product of POS and each job satisfaction measure was calculated and centered and added last into step four. The inclusion of POS as a moderator was not significant ( $\beta = .62, p > .05$ ). Assessment of variance inflation factors greater than 10 with the inclusion of the moderator may suggest multicollinearity (Neter, Kutner, Nachtsheim, & Wasserman,

1996). The entire model, including the moderator, accounted for an adjusted  $R^2$  of .09. In summary, hypothesis 5 was not supported. Refer to Appendix C, Table C11 for a summary of the regression analysis.

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Insert Appendix C, Table C11 about here  
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The same turnover model with POS as a moderator was applied to specific groups by retraining status. POS was not significant in the model for any of the populations (non-retrained, voluntarily retrained, or involuntarily retrained). Results of the regression analysis by population are not presented.

In summary, job satisfaction was a significant predictor of intent to stay. Perceived organizational support was not significant as a moderator for the relationship between job satisfaction and intent to stay. These results indicate that involuntarily retrained members reported lower levels of job satisfaction and perceived organizational support and greater intentions to depart than voluntarily retrained members. Please refer to Appendix C, Table C12 for a depiction of all hypotheses and the associated results.

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Insert Appendix C, Table C12 about here  
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## V. Discussion

### *Analysis of Hypotheses*

Consistent with prediction, there were significant differences in levels of job satisfaction and intent to stay among the voluntarily and involuntarily retrained groups. This finding is specifically noteworthy given the average times-in-service for the voluntarily and involuntarily groups (13 years and 15 years, respectively) appeared to affect perceptions of job satisfaction and departure decisions, but in a manner inconsistent with previous empirical studies indicating that increased vestment in a retirement plan should decrease departure rates. Turnover intention is typically not expected to change much for military members after 10 years in service. The turnover rate for career airmen (over 10 years time in service) has averaged approximately 6% over the last 10 years (Callander, 2004). Previous research also suggests a negative relationship between perceived organizational support and intent to depart the organization, and a positive relationship between time in service and perceived organizational support. Contrary to previous research, these results indicate that involuntarily retrained members, who are, on average, more vested into a retirement plan by virtue of greater time in service, reported lower levels of perceived organizational support and greater intentions to depart than voluntarily retrained members.

As predicted in hypotheses 1c and 3c, voluntary retrainees had similar levels of job satisfaction and turnover intention as non-retrainees. Level of job satisfaction between these groups should be similar because both populations are serving in career fields that are acceptable to them.

Perceived organizational support also yielded the interesting findings between non-retrainees and retrainees. Contrary to the hypotheses 2a and 2c, POS was actually higher for both involuntary and voluntary retrainees than for non-retrainees. For involuntary retrainees to report greater POS than non-retrainees, involuntary retrainees must feel as though the organization cares more about their well-being. This may be the case because these individuals have been faced with either leaving the organization or retraining. The offer of continued employment when the original job was at risk may boost the member's perceptions of support from the organization. Similarly, voluntary retrainees may feel as though the organization is taking extra steps to accommodate a career change that non-retrainees have not experienced.

Consistent with previous findings, job satisfaction was positively correlated with intention to stay in each sample in this study.

The movement of POS from mediator to moderator in a turnover model was not significant. Allen et al. (2003) concluded that POS was a significant mediator in a turnover model when measured with job satisfaction and organizational commitment. POS did not enhance the relationship between job satisfaction and intent to stay.

### *Limitations*

Podsakoff and Organ (1986) discuss the need to standardize units of analysis in organizational research. Job satisfaction and perceived organizational support were measured at the squadron level while intent to stay was measured based on feelings about the larger organization, the USAF. It may be helpful to measure these variables at both levels.

Tenure, or time in service, for survey respondents was not representative of the USAF enlisted population. The average respondent had over 13 years time in service while the average enlisted member in the USAF has less than 10 years. Results may not be generalizable to younger populations.

The topic of enlisted retraining appears to be somewhat contentious, as noted in the comments section located in Appendix D.

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Insert Appendix D about here  
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For example, some members relayed frustration about being forced into positions where they must lead troops while having no experience in that field. Conversely, other members were thankful for the opportunity to retrain into a more marketable career field shortly before retiring and entering the civilian workforce. Respondents on both sides of the issue appeared to have very strong feelings about the program. Survey non-response bias may be a concern for this study. According to Alreck and Settle (2004), those who are highly involved in an issue are more likely to respond than those who are not. They mention that self-selection may also be the case for those affected positively and negatively by an issue. NCOs from career fields not impacted by involuntary retraining programs may not have responded because they have yet to be impacted by the program. Conversely, NCOs that have been retrained, voluntarily or involuntarily, may feel compelled to respond.

A random sample of 3000 NCOs not retrained under the NCORP was generated by AFPC. A list of all NCOs identified for retraining under the NCORP since 2003 and

assigned in the United States was generated for use in this study to access a significant number of involuntary retrainees. Alreck and Settle (2004) mention sampling error as a major concern in survey administration. There was no stratification of this sample as a random subset of the initial 506 NCOs from the NCORP was not used. This sampling bias in the selection of retrained NCOs may have altered the results. Additionally, most of the respondents that were involuntarily retrained came from this list. All responses from involuntary retrainees were used for this study. Finally, the retrained and non-retrained samples did not mirror each other. Some retrained NCOs were automatically eliminated from the population by AFPC because they were assigned overseas or held sensitive positions.

Many retrainees identified for survey participation were those currently undergoing training or in transition to or from that assignment. Of the original 506 NCORP participants, 67 were unreachable by e-mail due most likely to the transient nature of the training programs. Many students do not have standard USAF e-mail accounts when they are in student status. This loss of 13% of the NCORP retrainees may have impacted the study.

There was no category identified on the survey for those NCOs currently undergoing training or for those that had been selected for training but had not started. Some e-mail messages were sent to the research team regarding these situations. If the member had yet to start retraining, they were encouraged to answer the questionnaire from the perspective of the career field that they were currently serving in and add applicable comments at the end of the survey. If the member was undergoing training, they were encouraged to answer the questionnaire from the perspective of their last non-

training position. This may introduce some error because they may have been in training status for some time and could not provide reliable answers to attitudinal items.

Approximately 550 respondents did not have responses coded for two items. Although reliability tests of the remaining measures of Spector's (1985) facet job satisfaction confirmed that the impact was negligible, the loss of those items impacted all five hypotheses as sample sizes were reduced in some cases to account for a full 28-item measure.

At least 117 potential participants were impacted due to firewall problems at some USAF bases. Some respondents contacted the researcher and were informed of the problem and told to access the survey from their home or other off base location. The e-mail reminder addressed this concern and instructed remaining respondents to try from an off base location. Some respondents likely did not attempt to access the survey again and these potential respondents were lost.

The way that survey questions were written may have also introduced instrumentation bias and error (Alreck & Settle, 2004). Instrumentation error impacted the validity of some demographic variables. There were some items in the questionnaire that had default answers leaving them indistinguishable from system missing items. The default answer for marital status was married (Item 54). The number of respondents that actually were married was in doubt as non-responses were indeterminable. The following items included default settings that were not within the parameters of the sample: date of birth, current rank, date selected for retraining program, retraining completion rank, and annual income. Items with the default responses were treated as system missing.

Podsakoff and Organ (1986) presented several areas of concern regarding the use of self-reported measures. Of primary interest was the completion of several measures by the same sample during the same sitting resulting in artifactual covariance. This refers to correlations found between measures other than the expected underlying relationship. As noted, this questionnaire assessed several attitudinal measures during one online Internet survey. Respondents were required to complete the questionnaire in one sitting. There was a 30-minute time-out function that forced respondents to restart the survey if the time expired.

Consistency motif, as discussed by Podsakoff and Organ (1986), refers to the tendency of self-reporters to maintain a consistent line in a series of answers. For example, if self-report measures of different variables have similar items, such as job satisfaction and perceived organizational support, respondents will likely answer the questions similarly, regardless of the intended measurement. Variation in mood from day to day may also influence the consistency of reporting if information is gathered at one sitting. This mood change may contribute to a consistent but artificial bias across the measures (Podsakoff & Organ, 1986).

Social desirability may have also influenced respondents (Podsakoff & Organ, 1986). Some items may trigger responses that will present the person in a favorable light. Additionally, some responses may be ego-flattering such as citing poor supervision or promotion opportunity when the problem may lie with the individual. All of the above concerns may have affected correlations among self-report measures and contributed to questionable interpretation of the relationship between measures (Podsakoff & Organ, 1986).

### *Contributions*

This study furthered the body of knowledge regarding retraining as a human resources practice as it may provide human resources managers with tools to evaluate placement of individuals in retraining programs and timing for the use of such programs. Job satisfaction, perceived organizational support, and intent to stay were lower for involuntarily retrained members than for their voluntarily retrained counterparts, despite differences in time in service that should suggest otherwise. Perceived organizational support was significantly higher for retrained individuals than non-retrained, regardless of volunteer status. This finding may benefit the USAF in the administration of future retraining programs. For example, it may be helpful to provide more opportunities for junior enlisted members to retrain. It may be particularly helpful to target individuals nearing the end of their first enlistment. These individuals will likely be acting as supervisors for the first time. They may feel more support from the USAF at an earlier point in their career and therefore be more satisfied with a career in the service.

The turnover body of knowledge was furthered because POS was eliminated as a moderator in the relationship of job satisfaction and intent to stay in the turnover model.

Respondents provided poignant comments and criticism regarding the USAF retraining program. There were some common themes throughout the responses that may be of interest to human resources personnel looking to refine a retraining program. The NCORP may require an image enhancement and better publicity. Education about the program and its procedures should be made available to enlisted members, commanders, and human resources professionals at all levels. There seemed to be some disparity regarding the administration of the program, especially in the areas of consistency and

timeliness between bases and commands. There were a substantial number of NCOs who were thankful for the opportunity to try something different. Some were grateful for the chance to try out a special duty with the ability to return to their original career field upon completion. Many of the senior enlisted members were not motivated to become a supervisor of a shop with little technical or on-the-job training in that field. They felt at though their ability to lead by example was limited in certain circumstances.

### *Future Research*

Respondents were given the opportunity to voluntarily participate in future longitudinal studies. Nearly one-third of the survey respondents opted to participate ( $n = 331$ ). Of those, 215 were non-retrainees, 98 were voluntary retrainees, and 18 were involuntary retrainees. This research could include attitudinal changes over time since retraining.

Additionally, it may be helpful to understand the downstream effects of late-career retraining. For example, retraining late in one's career may impact desire to serve past twenty years. In some ways, it may increase desire to leave and apply new-found skills to civilian occupations, especially if the member was able to retrain to a specialty that they perceive to be more marketable on the outside.

Perceived organizational support could be measured along with trust in the personnel system. It may be interesting to determine how much, if any, an organization's human resources or personnel function has to do with POS.

There may be additional downstream issues regarding the impact of these NCOs acting as supervisors following retraining. Although there was little significant variation across retraining status for job satisfaction and intent to stay for the retrainees, there may

be some significance for the attitudinal measures for their subordinates. An assessment of subordinates of involuntary, voluntary, and non-retrainees may lend itself to better understanding of the global effect of this human resources policy. It may also give greater insight into turnover intention at earlier points in an enlisted member's career.

The qualitative comments provided by respondents warrant additional detailed analysis to assess overall tone of the statement and its variance across retraining status. Additionally, it may be helpful to compare qualitative and quantitative scores by respondent.

### *Conclusion*

This study assessed attitudinal variables across retraining status for non-commissioned officers in the USAF. Job satisfaction, perceived organizational support, and intent to stay were lower for involuntarily retrained members than for their voluntarily retrained counterparts, despite differences in time in service that should suggest otherwise. Both types of retrained individuals had greater perceptions of organizational support than non-retrained members. This information may support organizational efforts to provide employees with greater opportunities for occupational mobility across the organization.

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## Appendix A: Turnover Models

## Figure A1: Proposed Model

Figure A1: Proposed Moderating Effect of Perceived Organizational Support on the Relationship Between Job Satisfaction and Intent to Stay

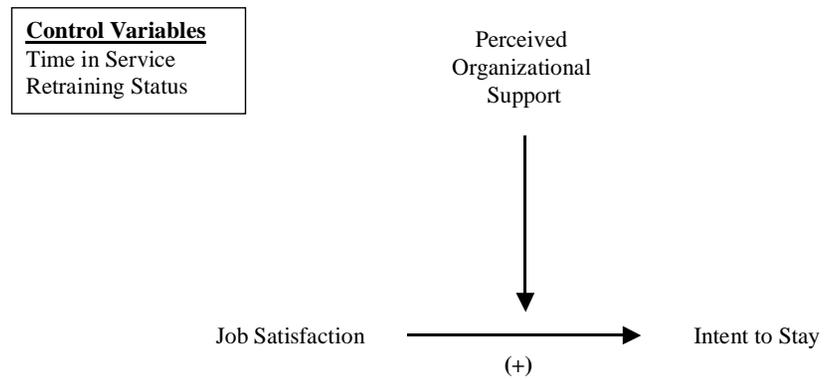
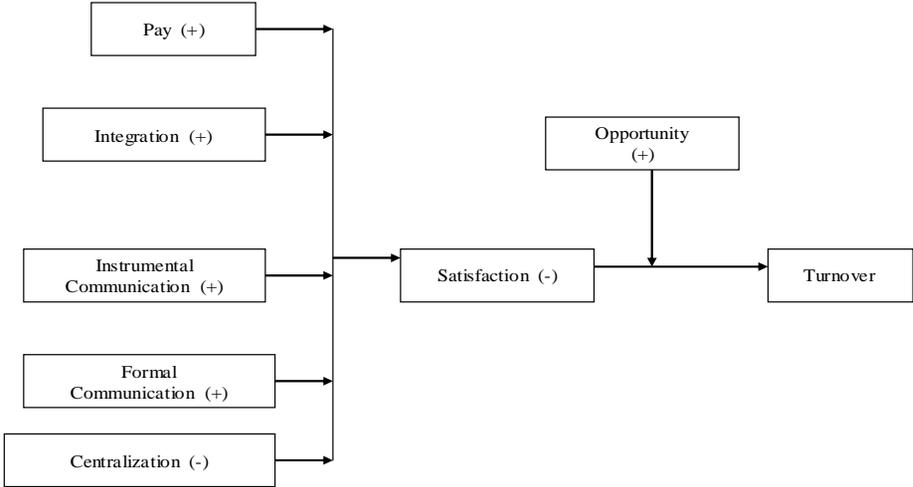


Figure A2: Price's 1977 Turnover Model

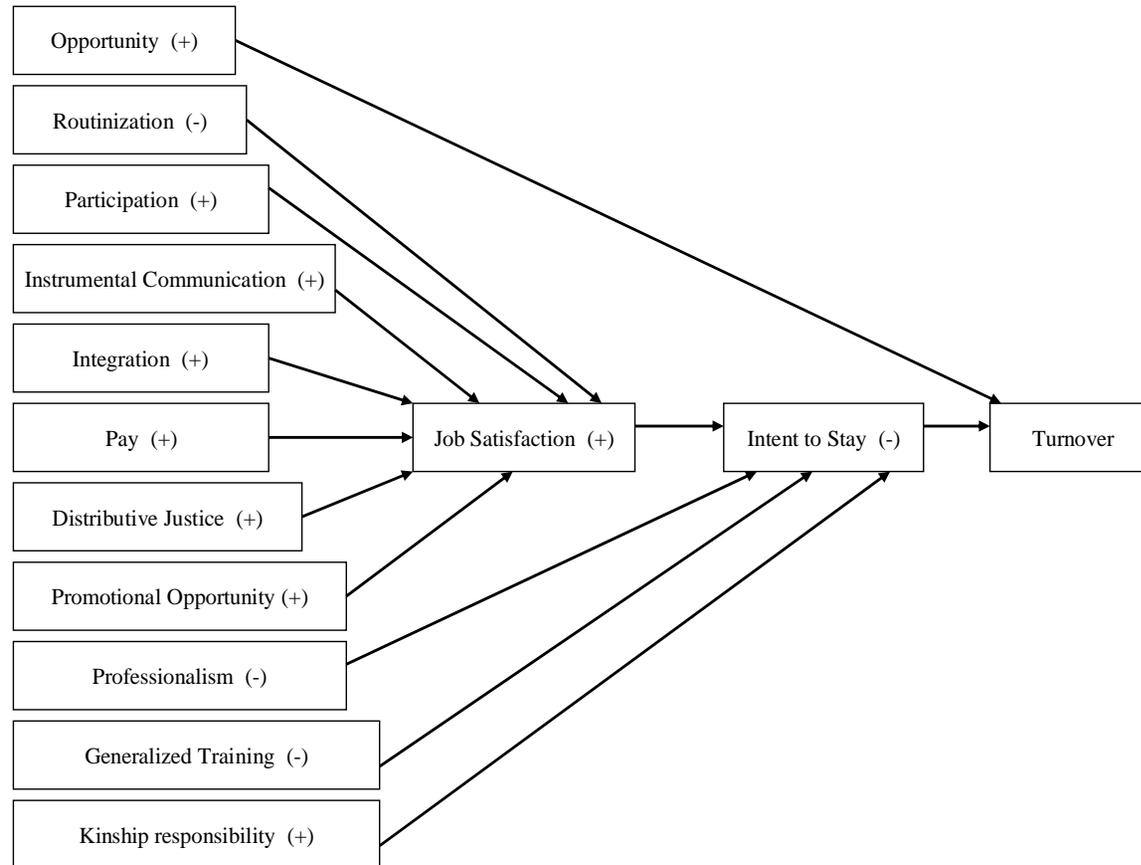
Figure A2: Price (1977, p. 84) – Relationships between the Determinants, Intervening Variables, and Turnover



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

Figure A3: Price and Mueller's 1981 Revised Causal Model of Turnover

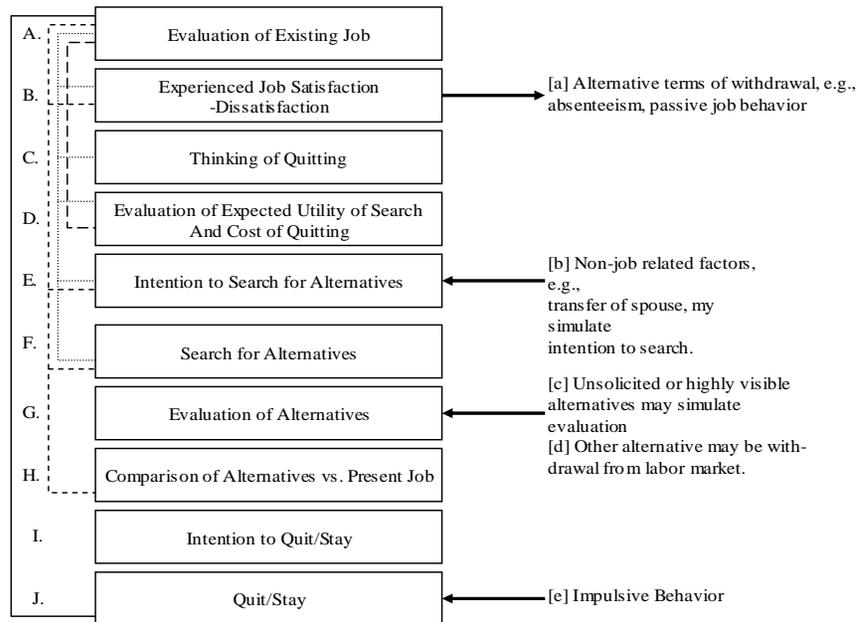
Figure A3: Price and Mueller's (1981, p. 547) Revised Causal Model of Turnover



Price, J. P., & Mueller, C. W. (1981). A causal model of turnover for nurses. *Academy of Management Journal*, 24(3), 543-565.

Figure A4: Mobley's 1977 Model of Intermediate Linkages

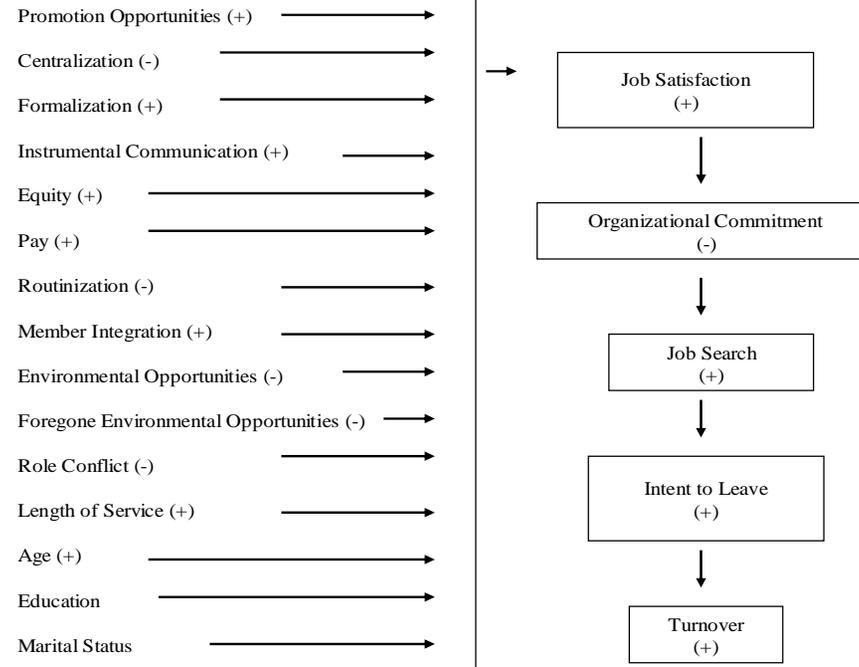
Figure A4: Mobley's 1977 Model of Intermediate Linkages



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

Figure A5: Bluedorn's 1982 Unified Model of Turnover

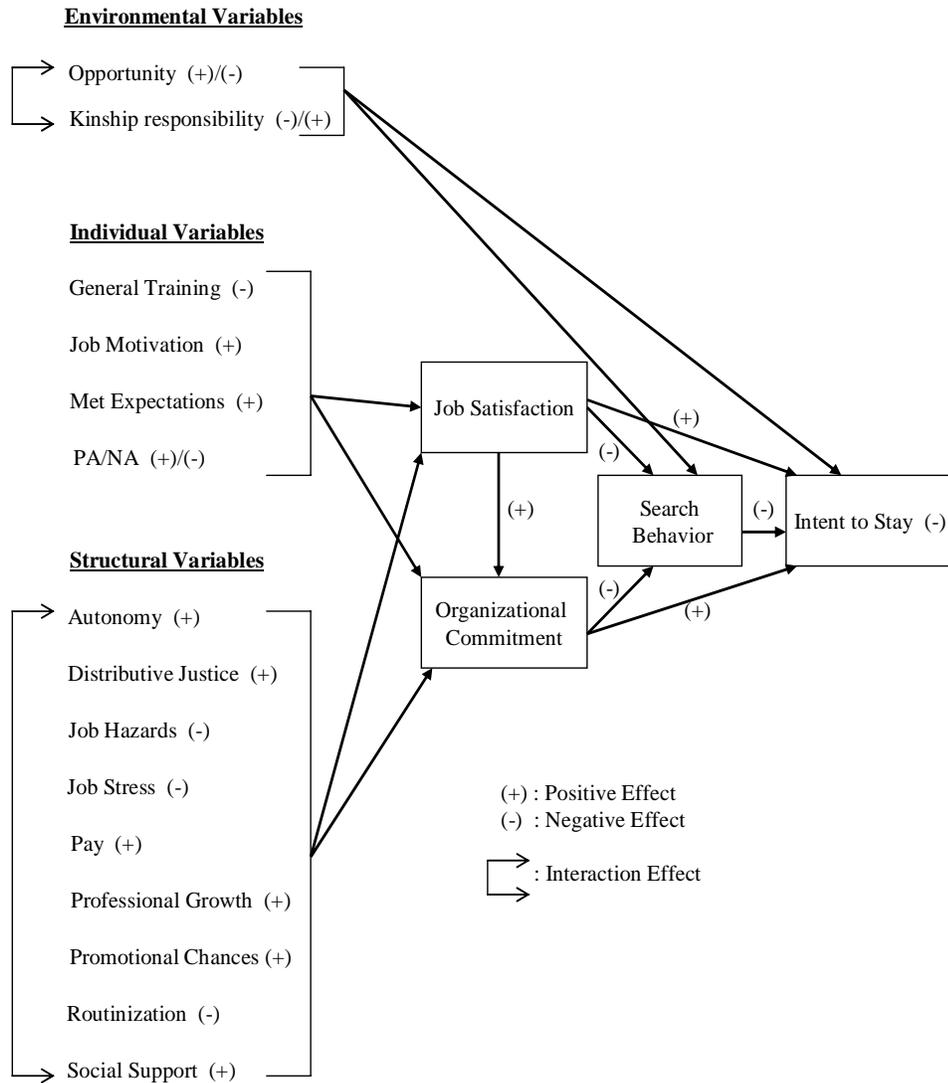
Figure A5: Bluedorn's 1982 Unified Model of Turnover



Bluedorn, A. C. (1982). A unified model of turnover from organizations. *Human Relations*, 35(2), 135-153.

Figure A6: Kim, Price, Mueller, & Watson's 1996 Model

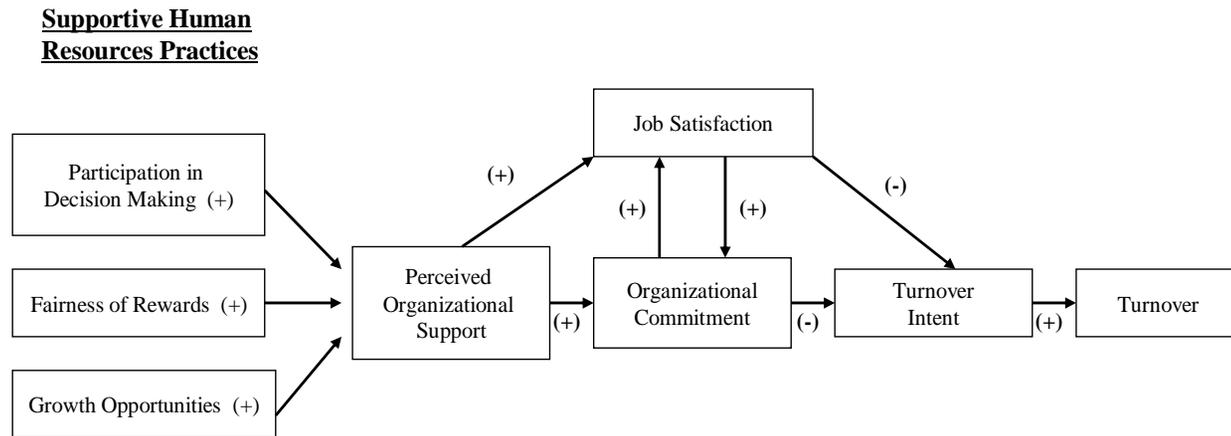
Figure A6: Kim, Price, Mueller, & Watson's (1996, p. 952) Causal model of intent to stay



Kim, S.W., Price, J.L., Mueller, C.W., & Watson, T.W. (1996). The determinants of career intent among physicians at a U.S. Air Force hospital. *Human Relations*, 49(7), 947-976.

Figure A7: Allen, Shore, & Griffeth's 2003 Model

Figure A7: Allen, Shore, & Griffeth (2003, p. 101) Role of Perceived Organizational Support in Predicting Voluntary Turnover



Allen, D.G., Shore, L.M., & Griffeth, R.W. (2003). The role of perceived organizational support and supportive human resources practices in the turnover process. *Journal of Management*, 29(1), 99-118.

## Appendix B: Retraining and Turnover Intention Survey

## Retraining and Turnover Intention Survey (SCN 06-009)

**Purpose:** To conduct research to determine if a concept called perceived organizational support influences job satisfaction. Additionally, job satisfaction, perceived organizational support, and turnover intention will be analyzed across retraining status for enlisted members in the Air Force. Perceived organizational support is an employee's general perception regarding the degree that an organization appreciates their contributions and cares about their well being.

**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 CONFIDENTIAL. No one other than the research team will see your completed questionnaire. Findings will be reported at the organizational 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 Jennifer Phelps at the telephone numbers, fax, mailing addresses, or e-mail addresses listed below.

**Item scaling:** Please note that the response scales change throughout the survey.

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Capt Jennifer Phelps

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### **INSTRUCTIONS**

- Base your answers on your own thoughts and experiences
- Please print your answers clearly when asked to write in a response or when providing comments
- Make dark marks when asked to use specific response options (feel free to use an ink pen)
- Avoid stray marks. If you make corrections, erase marks completely or clearly indicate the intended response if you use an ink pen

### MARKING EXAMPLES

Right



Wrong



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**JOB SATISFACTION**

We would like to understand how you generally feel about work. For each statement, please fill in the circle for the number that indicates the extent to which you agree the statement is true. Use the scale below for your responses.

① Strongly Disagree	② Moderately Disagree	③ Slightly Disagree	④ Neither Agree Nor Disagree	⑤ Slightly Agree	⑥ Moderately Agree	⑦ Strongly Agree				
1. If a good friend of mine told me that he/she was interested in working in a job like mine I would strongly recommend it.				①	②	③	④	⑤	⑥	⑦
2. All in all, I am very satisfied with my current job.				①	②	③	④	⑤	⑥	⑦
3. In general, my job measures up to the sort of job I wanted when I took it.				①	②	③	④	⑤	⑥	⑦
4. Knowing what I know now, if I had to decide all over again whether to take my job, I would.				①	②	③	④	⑤	⑥	⑦

① Disagree Very Much	② Disagree Moderately	③ Disagree Slightly	④ Agree Slightly	⑤ Agree Moderately	⑥ Agree Very Much				
5. There is really too little chance for promotion on my job.				①	②	③	④	⑤	⑥
6. My supervisor is quite competent in doing his/her job.				①	②	③	④	⑤	⑥
7. When I do a good job, I receive the recognition for it that I should receive.				①	②	③	④	⑤	⑥
8. Many of our rules and procedures make doing a good job difficult.				①	②	③	④	⑤	⑥
9. I like the people I work with.				①	②	③	④	⑤	⑥
10. I sometimes feel my job is meaningless.				①	②	③	④	⑤	⑥
11. Communications seem good within this <b>squadron</b> .				①	②	③	④	⑤	⑥
12. Those who do well on the job stand a fair chance of being promoted.				①	②	③	④	⑤	⑥
13. My supervisor is unfair to me.				①	②	③	④	⑤	⑥
14. I do not feel that the work I do is appreciated.				①	②	③	④	⑤	⑥

①	②	③	④	⑤	⑥				
Disagree Very Much	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Agree Very Much				
15. My efforts to do a good job are seldom blocked by red tape.				①	②	③	④	⑤	⑥
16. I find I have to work harder at my job because of the incompetence of the people I work with.				①	②	③	④	⑤	⑥
17. I like doing the things I do at work.				①	②	③	④	⑤	⑥
18. The goals of this squadron are not clear to me.				①	②	③	④	⑤	⑥
19. People get ahead as fast here as they do in other places.				①	②	③	④	⑤	⑥
20. My supervisor shows too little interest in the feelings of subordinates.				①	②	③	④	⑤	⑥
21. There are few rewards for those who work here.				①	②	③	④	⑤	⑥
22. I have too much to do at work.				①	②	③	④	⑤	⑥
23. I enjoy my coworkers.				①	②	③	④	⑤	⑥
24. I often feel that I do not know what is going on with the <b>squadron</b> .				①	②	③	④	⑤	⑥
25. I feel a sense of pride in doing my job.				①	②	③	④	⑤	⑥
26. I like my supervisor.				①	②	③	④	⑤	⑥
27. I have too much paperwork.				①	②	③	④	⑤	⑥
28. I don't feel my efforts are rewarded the way they should be.				①	②	③	④	⑤	⑥
29. I am satisfied with my chances for promotion.				①	②	③	④	⑤	⑥
30. There is too much bickering and fighting at work.				①	②	③	④	⑤	⑥
31. My job is enjoyable.				①	②	③	④	⑤	⑥
32. Work assignments are <b>often</b> not fully explained.				①	②	③	④	⑤	⑥

**Please use the scale below to rate your SATISFACTION**

①	②	③	④	⑤			
Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied			
33. With working for the Air Force – overall.			①	②	③	④	⑤
34. With working for your current squadron – overall.			①	②	③	④	⑤

## Perceived Organizational Support

We would like to know how you feel your organization appreciates you and cares about your well-being. For each statement, please fill in the circle for the number that indicates the extent to which you agree with each statement. Use the scale below for your responses:

① Strongly Disagree	② Moderately Disagree	③ Slightly Disagree	④ Neither Agree Nor Disagree	⑤ Slightly Agree	⑥ Moderately Agree	⑦ Strongly Agree				
35. My squadron cares about my opinions.				①	②	③	④	⑤	⑥	⑦
36. My squadron really cares about my well-being.				①	②	③	④	⑤	⑥	⑦
37. My squadron strongly considers my goals and values.				①	②	③	④	⑤	⑥	⑦
38. Help is available from my squadron when I have a problem.				①	②	③	④	⑤	⑥	⑦
39. My squadron would forgive an honest mistake on my part.				①	②	③	④	⑤	⑥	⑦
40. If given the opportunity, my squadron would take advantage of me.				①	②	③	④	⑤	⑥	⑦
41. My squadron shows little concern for me.				①	②	③	④	⑤	⑥	⑦
42. My squadron is willing to help me if I need a special favor.				①	②	③	④	⑤	⑥	⑦

## INTENT TO STAY

We would like to understand your feelings about your intention to leave the military. For each statement, please fill in the circle for the number that indicates the extent to which you agree with each statement. Use the scale below for your responses:

①	②	③	④	⑤			
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree			
43. I plan to leave the Air Force as soon as possible.			①	②	③	④	⑤
44. Under no circumstances will I voluntarily leave the Air Force.			①	②	③	④	⑤
45. I would be reluctant to leave the Air Force.			①	②	③	④	⑤
46. I plan to stay in the Air Force as long as possible.			①	②	③	④	⑤

**This section contains items regarding your personal characteristics. These items are very important for statistical purposes. Respond to each item by WRITING in the information requested or FILLING in the corresponding circles that best describe you.**

47. What is your Date of Birth (Day/Month/Year)? \_\_\_\_\_

48. What is your gender?

- Male
- Female

49. What is your race?

- White
- Black or African American
- Hispanic, Spanish or Latino
- American Indian or Alaska Native
- Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
- Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro)
- Marked more than one race
- Other \_\_\_\_\_

50. What is your highest level of education completed?

- GED
- High School
- Some College
- Associate's Degree
- Bachelor's Degree
- Graduate Degree
- Doctorate
- Post Doctorate
- Professional

51. What is your highest level of Professional Military Education (PME) completed?

- Airmen Leadership School (ALS)
- NCO Academy (NCOA)
- Senior NCO Academy (Correspondence)
- Senior NCO Academy or joint equivalent (Army, Navy, etc.) (Residence)
- Other \_\_\_\_\_
- None

52. What is your current rank?

- |                           |                           |                           |
|---------------------------|---------------------------|---------------------------|
| <input type="radio"/> E-1 | <input type="radio"/> E-4 | <input type="radio"/> E-7 |
| <input type="radio"/> E-2 | <input type="radio"/> E-5 | <input type="radio"/> E-8 |
| <input type="radio"/> E-3 | <input type="radio"/> E-6 | <input type="radio"/> E-9 |

53. What is your current primary AFSC? Include all five digits of your AFSC. If you have a special identifier<sup>(1)</sup> or specific shred-out<sup>(2)</sup>, include those digits in the spaces provided.

Prefix <sup>(1)</sup>	Primary AFSC	Suffix (Shred-out) <sup>(2)</sup>
_____	_____	_____

(1) An ability, skill, special qualification, or system designator not restricted to a single AFSC.

**EXAMPLE: T - Formal Training Instructor**

(2) Positions associated with particular equipment or functions within a single specialty.

**EXAMPLE: 1N371B** - Operations, Intelligence, Cryptologic Linguist, Craftsman, Germanic, **Dutch dialect**

54. What is your marital status?

- Married
- Separated
- Divorced
- Widowed
- Never Married

For the following question “legal dependent” is defined as “anyone in your family, except your spouse, who has or is eligible to have a Uniformed Service identification card (military ID card) or is eligible for military health care benefits and is enrolled in the Defense Enrollment Eligibility Reporting System (DEERS).

55. How many legal dependents do you have (do not include spouse)?

- 0
- 1
- 2
- 3
- 4
- 5 or more

56. What is your total time-in-service (Total Federal Active Service)? Years \_\_\_\_\_  
Months \_\_\_\_\_

57. What is your total time-in-grade? Years \_\_\_\_\_ Months \_\_\_\_\_

58. During your active duty career, how many permanent changes of station (PCSs) have you made? Include PCS from training to first duty station as well as PCS for remote or unaccompanied tour.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 or more

Definition: **Retraining** can be considered the change of an individual's occupational specialty to meet the needs of the organization (Air Force), individual, or both. Airmen may qualify for a new skill by either formal school or On-the-Job Training (OJT). Retraining must result in a change of primary AFSC. NOTE: *Upgrade training to a higher skill level is not considered retraining.*

59. In your Air Force career, have you retrained into a new occupational specialty?

- No (**SKIP TO QUESTION #73**)
- Yes

60. Since you entered the Air Force, how many times have you retrained?

- 1
- 2
- 3 or more

61. How would you describe your most recent retraining experience?

- Voluntary (**GO TO QUESTION #62. SKIP QUESTION #63**)
- Involuntary (**GO TO QUESTION #63**)

62. Which item best describes the circumstances behind your most recent (*Voluntary*) retraining experience?

- I applied and was accepted into a retraining program that resulted (will result) in a change of occupational specialty.
- Other (i.e. Humanitarian, Disqualified Airmen Retraining)

63. Which item best describes the circumstances behind your most recent (*Involuntary*) retraining experience?

- I was given the option to retrain or risk leaving the Air Force. I chose an occupational specialty based on a list of available specialties. Retraining resulted (will result) in a change of occupational specialty.
- I was given the option to retrain or risk leaving the Air Force. The Air Force selected the occupational specialty for me to retrain into. Retraining resulted (will result) in a change of occupational specialty.
- Other (i.e. Humanitarian, Disqualified Airmen Retraining)

64. What was your primary AFSC prior to retraining? Include all five digits of your AFSC. If you have a special identifier<sup>(1)</sup> or specific shred-out<sup>(2)</sup>, include those digits in the spaces provided.

Prefix <sup>(1)</sup>	Primary AFSC	Suffix (Shred-out) <sup>(2)</sup>
_____	_____	_____

(1) An ability, skill, special qualification, or system designator not restricted to a single AFSC.

**EXAMPLE: T - Formal Training Instructor**

(2) Positions associated with particular equipment or functions within a single specialty.

**EXAMPLE: 1N371B - Operations, Intelligence, Cryptologic Linguist, Craftsman, Germanic, Dutch dialect**

65. Under which program have you most recently retrained?

- Career Airmen Reenlistment Reservation System (CAREERS)
- Non-commissioned Officer Retraining Program (NCORP)
- Special Retraining Programs (i.e. Pararescue and/or Combat Control)
- Other (i.e. Humanitarian, Disqualified Airmen Retraining)

66. When were you selected for your most recent Air Force retraining program?

Month \_\_\_\_\_ Year \_\_\_\_\_

67. When did you complete (do you expect to complete) your most recent Air Force retraining program?

Month \_\_\_\_\_ Year \_\_\_\_\_ N/A \_\_\_\_\_

68. What rank did you hold when you completed retraining?

- |                           |                           |                           |
|---------------------------|---------------------------|---------------------------|
| <input type="radio"/> E-1 | <input type="radio"/> E-4 | <input type="radio"/> E-7 |
| <input type="radio"/> E-2 | <input type="radio"/> E-5 | <input type="radio"/> E-8 |
| <input type="radio"/> E-3 | <input type="radio"/> E-6 | <input type="radio"/> E-9 |

69. Did you request a Base of Preference (BOP) following retraining?

- Yes
- No
- N/A

70. Did you receive your Base of Preference (BOP) following retraining?

- Yes
- No
- N/A

71. How would you compare the SRB from your retrained career field to the SRB you received for your previous AFSC?

- Greater than my previous SRB
- Less than my previous SRB
- Equal to my previous SRB
- N/A

72. How satisfied are you now with the military occupation you received after retraining?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

73. Which item below best describes your feelings toward retraining?

- I desire to be retrained, but have not applied.
- I desire to be retrained, but am not eligible.
- I desired to be retrained, applied and was NOT accepted into a retraining program.
- I do not desire to be retrained.

74. Have you been identified as vulnerable for retraining under the annual NCO Retraining Program?

- Yes
- No

75. Which year(s) have you been identified as vulnerable for retraining under the annual NCO Retraining Program?

- 2000 or earlier
- 2001
- 2002
- 2003
- 2004
- 2005
- 2006
- N/A

76. Are you currently receiving a Selective Reenlistment Bonus (SRB)?

- Yes
- No

77. Did you receive the military occupation of your choice when you originally came on active duty?

- Yes
- No, but I received a related occupation
- No, I received an occupation unrelated to my choice

78. How satisfied are you now with the military occupation you received when you first entered active duty?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

79. What is the civilian equivalent to your current job?

---

80. How long have you been in your current unit?

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

81. How long have you been in your current duty position?

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

82. How long have you been in your current base?

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

83. How long is your remaining service commitment?

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

84. What is your current gross annual salary range? Include basic pay and allowances for housing and subsistence (do not consider spouse's income).

- \$10K - \$20K       \$20K - \$30K       \$30K - \$40K       \$40K - \$50K  
 \$50 - \$60K       \$60K - \$70K       \$70K - \$80K       \$80K+

85. What is your current gross family annual salary range. Include basic pay and allowances for housing and subsistence and all other sources of income.

- \$10K - \$20K       \$20K - \$30K       \$30K - \$40K       \$40K - \$50K  
 \$50 - \$60K       \$60K - \$70K       \$70K - \$80K       \$80K-\$120K  
 \$120K+

86. Suppose that you have to decide whether to stay on active duty. Assuming you could stay, how likely is it that you would choose to do so?

- Very likely  
 Likely  
 Neither likely nor unlikely  
 Unlikely  
 Very unlikely

87. If you stay on active duty, when would you expect your next promotion to a higher grade?

- Less than 3 months
- 3 months to less than 7 months
- 7 months to less than 1 year
- 1 year to less than 2 years
- 2 years to less than 4 years
- 4 years or more
- I do not expect a promotion
- I have no opportunities for promotion

88. If you could stay on active duty as long as you want, how likely is it that you would choose to serve in the military for at least 20 years?

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely
- I already have 20 or more years of service

REASSURANCE OF CONFIDENTIALITY

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

*Comments/Questions/Concerns*

If you have any comments, 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.

*Feedback*

If you are interested in getting feedback on our research results, please provide us with the following personal information so we can reach you at a later date:

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_

E-Mail: \_\_\_\_\_

*Future Research*

The results of this research may lead to further study in this area. If you are interested in participating in further research in this area, please check the box below and provide us with the following personal information so we can reach you at a later date:

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_

E-Mail: \_\_\_\_\_

**Involvement in future research?**

**YES**

**NO**

## Appendix C: Tables C1-C12

Table C1: Pilot Test Measure Reliabilities

Table C1

*Pilot Test Measure Reliabilities*

Measure	Pilot Test Reliability
Overall Job Satisfaction	.93
Job Satisfaction (28-Item)	.89
Promote	.75
Supervision	.80
Contingent Rewards	.75
Operating Procedures	.58
Co-workers	.64
Nature of Work	.78
Communication	.63
Perceived Organizational Support	.88
Intent to Stay	.83

Table C2: Demographic Data

Table C2  
*Demographic Data*

Retraining Status	<i>n</i>	Mean Age	<i>sd</i>	Mean TIS	<i>sd</i>	Mean dependents	<i>sd</i>	% Women	% Non-white
Total	1093	33.1	6.02	13.2	5.54	1.53	1.24	20.4	29.3
Non-retrained	726	32.8	6.02	13.0	5.49	1.53	1.24	21.3	27.0
Voluntarily Retrained	290	33.2	5.92	13.3	5.54	1.55	1.21	20.4	33.3
Involuntarily Retrained	77	35.0	6.17	15.2	5.60	1.47	1.30	13.3	36.0

Table C3: Rank Distribution

Table C3

*Rank Distribution*

	%	<i>n</i>	A1C	SrA	SSgt	TSgt	MSgt	SMSGt	CMSGt
Air Force NCOs*		126134	-	-	44.4	30.1	19.6	4.0	1.9
Total Invitations		3252	-	.6	48.7	30.2	16.8	3.7	-
Respondents		1085	.2	1.2	42.5	30.4	18.3	5.2	1.5
Non-retrained		731	.3	1.4	44.5	30.0	17.2	4.4	1.5
Voluntary Retrained		288	-	.7	40.7	30.7	19.0	6.9	1.4
Involuntarily Retrained		76	-	1.3	31.2	32.5	26.0	6.5	1.3

\* Current as of January 2006

(HQ Air Force Personnel Center: Reports and Data Retrieval Branch, 2006)

Table C4: Variable Descriptive Statistics and Reliabilities

Table C4

*Variable Descriptive Statistics and Reliabilities*

Variable	<i>n</i>	<i>M</i>	<i>sd</i>	Coefficient Alpha
Overall Job Satisfaction (4-Item)	231	4.56	1.89	.94
Job Satisfaction (28-Item)	108	3.88	0.79	.91
Job Satisfaction (26-Item)	218	3.91	0.83	.92
Promote (3-Item)	228	3.63	1.17	.72
Supervision (3-Item)	230	4.89	1.19	.85
Contingent Rewards	228	3.68	1.27	.83
Operating Procedures	227	3.26	1.00	.62
Co-workers	227	4.30	1.02	.74
Nature of Work	228	4.22	1.30	.88
Communication	228	3.68	1.15	.77
Perceived Organizational Support	227	4.49	1.44	.94
Intent to Stay	230	3.35	1.08	.86

Table C5: Descriptive Statistics by Run

Table C5  
*Descriptive Statistics by Run*

Run	Variable	<i>n</i>	<i>M</i>	<i>sd</i>
1	Job Satisfaction (26-Item)	218	3.91	0.83
2		213	3.97	0.90
3		216	3.96	0.89
4		209	3.99	0.91
5		208	3.94	0.86
1	Perceived Organizational Support	227	4.49	1.44
2		213	4.45	1.53
3		216	4.61	1.48
4		209	4.63	1.51
5		208	4.52	1.52
1	Intent to Stay	230	3.35	1.08
2		213	3.37	1.13
3		216	3.41	1.06
4		209	3.40	1.11
5		208	3.43	1.04
1	Time in Service	230	13.68	5.78
2		213	13.68	5.90
3		216	13.32	5.63
4		209	13.80	5.79
5		208	13.52	5.75

Table C6: Correlations of Model Variables

Table C6

*Significant Correlations*

Variables	<i>M</i>	<i>sd</i>	Scale Range	1	2	3	4	5	6	7
1	3.35	1.08	1-5	1.00						
2	4.56	1.89	1-7	.23**	1.00					
3	3.88	.79	1-6	.41**	.56**	1.00				
4	3.91	.83	1-6	.34**	.65**	1.00**	1.00			
5	4.49	1.44	1-7	.26**	.50**	.73**	.75**	1.00		
6	13.68	5.78		---	.16*	---	---	---	1.00	
7	.33	.47	0, 1	---	.19*	---	---	---	---	1.00
8	.33	.47	1, 0	---	---	---	---	---	-.14*	-.50**

<sup>a</sup>*n* ranged from 108 to 231 for all columns

<sup>b</sup>Pearson Two-tailed Coefficients

\**p* < .05

\*\**p* < .01

1. Intent to Stay
2. Overall Job Satisfaction
3. Facet Job Satisfaction (28 items)
4. Facet Job Satisfaction (26 items)
5. Perceived Organizational Support
6. Time in Service (Tenure)
7. Retrain Status (D\_VOL)
8. Retrain Status (D\_NON)

Table C7: Hypotheses Tests

Table C7

*Hypotheses Tests*

Variable	Hypothesis	F-Statistic/ <i>p</i> -values		Run 1	Run 2	Run 3	Run 4	Run 5
		<i>F</i>	<i>p</i>					
JS	<i>H1a</i>	<i>F</i>		0.05	0.44	0.00	0.46	0.14
		<i>p</i>		0.83	0.51	0.98	0.50	0.71
	<i>H1b</i>	<i>F</i>		1.66	3.29	4.69	4.51	5.48
		<i>p</i>		0.20	0.07*	0.03*	0.04*	0.02*
	<i>H1c</i>	<i>F</i>		1.47	1.59	4.87	2.13	9.08
		<i>p</i>		0.23	0.21	0.03*	0.15	0.00**
POS	<i>H2a</i>	<i>F</i>		2.65	1.77	3.43	0.72	3.89
		<i>p</i>		0.11	0.19	0.07*	0.40	0.05*
	<i>H2b</i>	<i>F</i>		0.03	0.41	2.91	0.10	1.62
		<i>p</i>		0.87	0.53	0.09*	0.75	0.21
	<i>H2c</i>	<i>F</i>		2.56	0.47	13.40	1.38	10.59
		<i>p</i>		0.11	0.50	0.00***	0.24	0.00
ITS	<i>H3a</i>	<i>F</i>		1.96	0.93	0.61	0.42	1.09
		<i>p</i>		0.16	0.34	0.44	0.52	0.30
	<i>H3b</i>	<i>F</i>		0.77	1.87	6.12	3.85	6.36
		<i>p</i>		0.38	0.17	0.02*	0.05*	0.01**
	<i>H3c</i>	<i>F</i>		0.16	0.19	2.53	1.47	2.47
		<i>p</i>		0.69	0.67	0.11	0.23	0.12

\*  $p < .1$ \*\*  $p < .01$ \*\*\*  $p < .001$

Table C8: Descriptive Statistics by Run for Job Satisfaction

Table C8

*Descriptive Statistics by Run for Job Satisfaction*

Run	Retraining Status	<i>n</i>	<i>M</i>	<i>sd</i>
1	Non-Retrained	73	3.88	.77
	Voluntarily Retrained	72	4.03	.74
	Involuntarily Retrained	73	3.84	.97
2	Non-Retrained	75	3.94	.86
	Voluntarily Retrained	71	4.13	.91
	Involuntarily Retrained	73	3.84	.97
3	Non-Retrained	74	3.85	.93
	Voluntarily Retrained	74	4.16	.77
	Involuntarily Retrained	73	3.84	.97
4	Non-Retrained	74	3.95	.93
	Voluntarily Retrained	71	4.16	.84
	Involuntarily Retrained	73	3.84	.97
5	Non-Retrained	73	3.79	.81
	Voluntarily Retrained	69	4.19	.79
	Involuntarily Retrained	73	3.84	.97

Table C9: Descriptive Statistics by Run for Perceived Organizational Support

Table C9

*Descriptive Statistics by Run for Perceived Organizational Support*

Run	Retraining Status	<i>n</i>	<i>M</i>	<i>sd</i>
1	Non-Retrained	77	4.23	1.53
	Voluntarily Retrained	76	4.60	1.26
	Involuntarily Retrained	74	4.63	1.48
2	Non-Retrained	76	4.30	1.56
	Voluntarily Retrained	76	4.48	1.56
	Involuntarily Retrained	74	4.63	1.48
3	Non-Retrained	76	4.17	1.55
	Voluntarily Retrained	77	5.02	1.29
	Involuntarily Retrained	74	4.63	1.48
4	Non-Retrained	74	4.42	1.59
	Voluntarily Retrained	76	4.71	1.45
	Involuntarily Retrained	74	4.63	1.48
5	Non-Retrained	76	4.15	1.54
	Voluntarily Retrained	77	4.94	1.47
	Involuntarily Retrained	74	4.63	1.48

Table C10: Descriptive Statistics by Run for Intent to Stay

Table C10

*Descriptive Statistics by Run for Intent to Stay*

Run	Retraining Status	<i>n</i>	<i>M</i>	<i>sd</i>
1	Non-Retrained	77	3.45	.99
	Voluntarily Retrained	77	3.38	1.19
	Involuntarily Retrained	76	3.22	1.05
2	Non-Retrained	77	3.39	1.12
	Voluntarily Retrained	77	3.47	1.21
	Involuntarily Retrained	76	3.22	1.05
3	Non-Retrained	77	3.36	1.12
	Voluntarily Retrained	77	3.63	.98
	Involuntarily Retrained	76	3.22	1.05
4	Non-Retrained	77	3.34	1.18
	Voluntarily Retrained	76	3.56	1.08
	Involuntarily Retrained	76	3.22	1.05
5	Non-Retrained	77	3.39	.99
	Voluntarily Retrained	76	3.66	1.09
	Involuntarily Retrained	76	3.22	1.05

Table C11: Summary of Regression Analysis

Table C11  
*Summary of Regression Analysis with Collinearity Statistics for Job Satisfaction (26) and Perceived Organizational Support (N = 213)*

Variable	B	SE B	$\beta$	$\Delta R^2$	Collinearity Statistics	
					Tolerance	VIF
Step 1				.01		
Time in Service	.00	.01	-.01		.96	1.04
Retrain Status (D_VOL)	.06	.19	.03		.72	1.38
Retrain Status (D_NON)	.19	.19	-.08		.71	1.40
Step 2				.1***		
Time in Service	-.01	.01	-.04		.95	1.05
Retrain Status (D_VOL)	-.02	.18	-.01		.72	1.40
Retrain Status (D_NON)	.17	.18	.07		.71	1.40
Job Satisfaction (26)	.43	.09	.32***		.98	1.02
Step 3				.00		
Time in Service	-.01	.01	-.04		.95	1.05
Retrain Status (D_VOL)	-.01	.18	.00		.70	1.42
Retrain Status (D_NON)	.18	.18	.08		.69	1.46
Job Satisfaction (26)	.39	.13	.30**		.43	2.33
Perceived Organizational Support	.03	.08	.04		.43	2.35
Step 4				.01		
Time in Service	-.01	.01	-.05		.95	1.06
Retrain Status (D_VOL)	.02	.18	.01		.70	1.44
Retrain Status (D_NON)	.19	.18	.08		.69	1.46
Job Satisfaction (26)	.03	.30	.02		.09	11.72
Perceived Organizational Support	-.25	.22	-.34		.05	19.95
JS26 X POS	.08	.06	.62		.02	47.20

<sup>a</sup>Dependent Variable: Intent to Stay

\* $p < .05$

\*\* $p < .01$

\*\*\* $p < .001$

Two-tailed Tests.

B = Unstandardized

$\beta$  = Standardized

Enter Method

Final model: total  $R^2 = .09$

Table C12: Summary of Findings

<b>H</b>	<b>Research Hypotheses</b>	<b>Result</b>	<b>Table Ref</b>
H1a	Perceptions of job satisfaction will be lower for individuals who were involuntarily retrained when compared to those who were not retrained to a different occupation.	<i>Not Supported</i>	C7 & C8
H1b	Perceptions of job satisfaction will be lower for individuals who were involuntarily retrained when compared to those who were voluntarily retrained to a different occupation.	<i>Supported</i>	C7 & C8
H1c	Perceptions of job satisfaction will not differ between individuals who were voluntarily retrained and those who were not retrained to a different occupation.	<i>Partial Support</i>	C7 & C8
H2a	Perceptions of organizational support will be lower for individuals who were involuntarily retrained when compared to those who were not retrained.	<i>Not Supported</i>	C7 & C9
H2b	Perceptions of organizational support will be lower for individuals who were involuntarily retrained when compared to those who were voluntarily retrained to a different occupation.	<i>Partial Support</i>	C7 & C9
H2c	Perceptions of organizational support will not differ between individuals who were voluntarily retrained and those who were not retrained.	<i>Partial Support</i>	C7 & C9
H3a	Intention to stay with the organization will be lower for individuals who were involuntarily retrained when compared to those who were not retrained.	<i>Not Supported</i>	C7 & C10
H3b	Intention to stay with the organization will be lower for individuals who were involuntarily retrained when compared to those who were voluntarily retrained to a different occupation.	<i>Partial Support</i>	C7 & C10
H3c	Intention to stay with the organization will not differ between individuals who were voluntarily retrained and those who were not retrained.	<i>Supported</i>	C7 & C10

H4	There will be a positive relationship between job satisfaction and intent to stay with the organization regardless of retraining status.	<i>Supported</i>	C6
H5	Perceptions of POS will moderate the relationship between job satisfaction and intent to stay with the organization such that increased perceptions of POS will result in increased positive impact of job satisfaction on intent to stay.	<i>Not Supported</i>	C11

## Appendix D: Survey Comments

## Comments from Non-retrained Personnel

I am currently a weapons loader. I joined the Air Force to be a Combat Controller. I never got the chance to do that due to asvab scores, and circumstances. I would love to get a job that is more high speed and less desk work. That is why I joined. To serve my country in a unique high speed way!

If there is to be any changes to this survey I would include those people that are currently in retraining status. There were some boxes that I could not give input on because they did not pertain to me/ my situation.

I feel that involuntary retraining is detrimental to the AF in regards to retention. If I were forced to retrain, I would opt to get out early. More focus should be put on recruiting the younger airmen to fill these positions. I PCS'd to a training base for some advanced training a couple of years ago, and while I was there, the airmen that were still in their initial training wanted to volunteer to go flight, but they had no guidance to do so.

It was a little difficult to answer these questions since I am on my last enlistment. I plan on retiring at the end of this enlistment, which I will have given about 22 years in service.

I feel the NCO Retraining program has some serious flaws in it. I am a CE Structures troop, and I know a guy in our HVAC shop that is being forced retrained as well, and on his retraining list was my career field. I am not sure how this happens. If I am being forced out because of over manning issues how does someone else get to go into my career field. I also have a problem with once I accepted my retraining I was looking to go into paralegal. I had my interview with the SJA, and not only did she want me in the career field, but she also wanted me back to work for her. I was then told by retraining, "sorry, but you have to go to a career with a bonus." why is the Air Force not going to at least meet NCO's half way. If I am in an over manned career field wanting to go into an undermanned field then the issue is resolved, but why put me in a career that I am not going to be happy with. You get better work out of employees that like there job. Another issue I have retraining is if my career field is so over manned then where are all the people in my career field, because we are very much under manned at my unit for my field. I know NCO's in our structures shop that are writing on 6-7 people.

AS far as retraining goes I have been in a closed career field for my entire career, only possibility is a shred out. I feel if the member is going to a more critical career field this should be allowed.

I have been very satisfied with my career up until now where I am not actually performing my primary duties as spelled out in my AFSC. With my rank I am now performing supervisory level duties and just don't find them as fulfilling. I would have

liked to retrain years ago, but I wasn't eligible, or I was happy enough with my job at the time that I did not pursue it. The job that I am currently performing was not that bad at my last duty station. Here at my new base, we are just working longer hours/days. If I had known it was going to be like this, I would have tried to PCS to one of my other choices. Another contributing factor is having to get used to another airframe and all the associated acronyms, etc. after having almost 14 years experience on another aircraft. I am glad to be learning another aircraft to expand my knowledge base, but it is just a job stressor.

I wish HIGH Year ten year be extended to 26yrs for E-6

I am currently awaiting a retraining class in April. I volunteered and was accepted for retraining.

I knew when I joined the AF that I was going to stay at least 20 years. Others however do not see it as I do. With the manning draw downs, and increasing Ops Tempo, it is hard to keep the new troops encouraged that the AF is a great way of life. My best troop is trying to get out right now. It saddens me to see young troops get out early and then want to come back in once they see how little the civilian job market offers in the way of benefits & experience. What's killing us right now is manpower, my unit is at 80% and we have 33% of those deployed to the AOR and 80% of our workload is still here.

If it is important, I actually started re-training but didn't complete it due to an injury I sustained.

Many of the reasons for my decisions within this survey were specifically due to the amount of deployments involved, the lack of trained personnel, the fact the Air Force now works more and more in a purple force structure, but the army still runs the stupidity... if these things changed, morale would increase.

I have been selected for retraining but have not attended the course as of yet. One concern that I currently have is with the retraining program is with the lack of knowledge of a assignment following retraining. I will be attending tech school in eight weeks and the school is eight weeks long. If you do not know whether you are moving or not there is not a lot of time to get things completed after your tech school.

Thank you for this opportunity to express my opinions.

I love being in the Air Force but I don't feel like people appreciate me in my current squadron. I'm dealing with it because I know that all squadrons are different and I might luck out in the future and PCS.

Thanks

THE AIR FORCE CHOOSES MY JOB BECAUSE I CAME IN OPEN GENERAL. THE JOB IS OK, AND I HAVE HAD EXPERIENCES THAT I OTHERWISE WOULD NOT HAVE HAD. HOWEVER, MY JOB DOES NOT REALLY EXCITE ME. I LOOK AT IT HAS A JOB, NOT A CAREER. I JUST SHOW UP AND DO MY JOB AND LOOK FORWARD TO THE NEXT WEEKEND OR THE NEXT HOLIDAY.

I was just accepted for a retrain into Logistics Plans, which was my second choice. This was my fourth retraining application since returning to Active Duty in 2001. USAFE denied three applications at their level, which I feel was very unfair. All in all I am very happy with the Air Force and proud to serve. I do feel the Air Force is seriously lacking in personnel customer service and trying to assist its people in obtaining rewarding jobs. This latest trend of ask your CSS or check on-line is not working. I have got bad information from the CSS and an unwillingness to help from MPF. I understand that all jobs must be filled, and that some people cannot get a different job for various reasons. However, if a person qualifies for a certain job, and that position is open, the AF should make every attempt to allow that person to retrain or separate. I missed out on several opportunities because of the MAJCOM and AFPC taking too much time with applications. My latest application sat at ACC for a month, and as a result I missed out on one of the four Intel (my first choice) slots that were open. In my opinion, one month for MAJCOM processing is ridiculous. I feel a week to two weeks would be plenty.

Just wanted let you know that I am currently waiting to go to tech. school at Keesler AFB (3C3 career field). I came up on the cross-training list this year along with the previous 2 years and decided I wanted to try something new, I am looking forward to getting this new career going. It would be nice if the AF would consider sending me direct duty.

I applied for retraining simply for more marketable skills upon retiring. My duties can only go as far as a police bomb squad or munitions contracting. I also wanted a more rewarding & challenging career.

I plan on applying for a special duty position (MTI) within the next year.

I have been in for 17 years. If I leave now I get zip for retirement. Understand that I am no longer a volunteer member of the Air Force but I am trapped. If I could keep a portion of my retirement I would leave the Air Force before I retrained. In fact I would probably leave anyway. People are not valued in the Air Force like they used to be. They are moved, retrained, deployed just as numbers and each person is milked for all they are worth without concern for them.

Civilianizing/contracting is RUINING the AF. Trying to get anything done is becoming absolutely ridiculous. The red tape involved in even the simplest of tasks has brought this sq to it's knees. I can't tell you how many times I've heard "It's not my job", "It's no in the contract", "I can't work overtime" and other statements like that. It once took 11 weeks for me to get the contractor to turn 4 screws!!!! This trend is

going to ruin this sq and effect the entire AF.

I am totally satisfied with my career in the AF.

Retraining in the Air Force is a waste of resources. They train people out of one career field into another only to replace them in the original career field 3 or 4 years later with someone unqualified because they can't look into the future a few years out.

Question concerning retraining should include "I would like to retrain if I could receive a job of my choice". This would allow for more precise answers.

The question regarding retraining does not give an option for someone who was accepted for re-training but has not yet.

Most of my duty time is spent doing an additional duty work as a Client Support Administrator with other time doing my primary job - instructing. I took this survey with this in mind. If I were to take this survey doing the job that my AFSC is meant to do than my results would be different. (This explains my job satisfaction vs my desire to retrain as I would like to make computers my primary job and not a secondary duty).

I have been Accepted as an MTI, but I would like to retrain to a different career field after my controlled tour is up.

Aside from considering First Sergeant Duties, I have not considered retraining. Even then, at this time, I would choose to come back to aircraft maintenance after my 3 year tour to shirt duty

It's time for the military to get out of the pharmacy business. We have lost touch with what our mission is. Enlisted pharmacy techs are frequently prevented from taking part in training, squadron and base functions and holidays because of customer service demand. Military needs to contract pharmacy services out to TriCare and save a small staff and dispensary for active duty assigned to base only. The military pharmacy is not an AFES organization and military leaders need to realize this.

It is impossible to get a PCS out of this place without going to Korea. This is suppose to be a voluntary stabilization base, but once you get here you never get to leave.

The survey is too long. Most people would not have the time to complete this.

I strongly disagree with involuntary retraining. If I were selected for retraining after 14 years in my specialty, I would consider leaving the Air Force. I cannot see leading troops in a field that I have no experience in.

The main thing that would cause me to consider leaving the Air Force is if I were forced to retrain.

I have been in this special duty 8P000 for 7yrs. My original career field is 2T0X1.

MANAGEMENT HERE IS NOT SATISFACTORY AT ALL. OUT OF THE OTHER PLACES I'VE BEEN ASSIGNED, I'VE NEVER BEEN TREATED THE WAY I HAVE HERE. I FEEL (AND I'M NOT ALONE IN THIS) THAT WE AREN'T LISTENED TO IN ANY SITUATION. WE ARE BEING TRAINED IN AN AREA HERE THAT ISN'T REALLY WHAT ORIGINALLY WENT TO TECH SCHOOL TO DO. I FEEL WE COULD BENEFIT THE AIR FORCE BETTER IF PUT IN PLACES (COMMANDS) THAT ARE UNDERMANNED AND IN DIRE NEED OF 1N5'S AND NOT WASTING TIME HERE JUST SO WE CAN FILL A BILLET.

The Air Force is a huge disappointment. I have been active for almost 12 years and when my current enlistment is up at 14 years, I will separate. The Air Force chooses to hold people accountable for millions of dollars worth of equipment, but can't trust you to be physically fit on your own. Not to mention, my career has been a total waste of time. I should have gotten out before this enlistment, I would have made more in that time than I would have made my entire career if I stayed in for 20 years.

I have applied to retrain and am waiting to attend tech. school.

I am currently in the process of retraining into the Loadmaster career field from the Supply career field. I was identified as vulnerable and opted to volunteer for a job of my choice before being mandatory selected. I love the USAF like Supply, but am happy I have the opportunity to retrain in the job of my choice.

None however I would love to PCS to another base 11 plus years is to long for me. Thanks.

When constructing a survey, please just ask the question in simple English, i.e. Do you like your job?

I am very happy with my AFSC and have enjoyed my work experiences on the job over the last 12+ years. I would not like to retrain, however, would like the opportunity to pursue a special duty (then return to my CAFSC). Recently, I was told I could not apply for a special duty because my 4A0 knowledge base was broader than the other TSgt 4A0s in the medical group. Our current 4A0 manning is 120%! This frustrates me because I feel as though I am being held to different standards than my peers. I have a 5 EPR history, and a flawless record, however, have not been nominated for any award incentives in over 2 years. I consider myself "convenient" in the eyes of my commanders. They know they can count on me to do the job, do it

well, and do it in a timely manner without them having to check up on me.

I have already been approved to X-train. I am in a direct duty AFSC coming from a shred out AFSC of 2S072. I did not like having to come to my new base after coming off a remote to find out within weeks of arriving that I was not going to have a job and I wasn't going to be able to come back to CHS.

This is a poorly written survey. There are several questions that focus on the same topic, just re-worded. AND it asks several questions with contrary answers -- back to back. Example: My unit does NOT care about my opinions, My input IS valuable to my unit. It truly needs to be reworked for any data obtained to be considered valid.

To be honest if you ask me the same question 6 months from now they maybe dramatically different. When your in the Air Force you learn over time that change is constant and if you just wait a few months things will start going your way again...of course the opposite is true.

In an instructor position now. However, the flightline forces people to get out due to 12+ hour shifts and overwork.

I am overall satisfied with my current job. It gets frustrating when I see other comparable rank personnel with less stressful jobs getting paid the same as me and my peers. We have a very demanding career field that is nonstop stress, work, and aggravation. Satisfaction with the job varies of course, depending on the current workload with maintaining aircraft. Seeing other people of the same rank who don't have the same responsibility levels and getting paid the same is one frustration factor for many of my peers.

I know that the rank in proportion to the time is service is behind the norm, however; I was out of the service 5.8 years, before receiving a 'Title 10' Presidential Recall back to AD.

The squadron I am currently in singles a few people out, and makes them feel inferior and worthless. I have been treated worse here than anywhere else my entire life and can not wait until I can leave. If I do not get out of this place soon I will definitely not reenlist again, and will request an early out.

I would like to better understand the restrictions on DEROS for retraining

I am currently trying to retrain into another career field just to get out of this shop and squadron. If I do not get to retrain, I will be getting out of the military due to unhappiness and inability to get either on the flightline or stationed at another base. I am tired of begging to get out of this squadron, but ready for some kind of change! Going nowhere here is the worst experience I've had in the Air Force thus far.

I will be putting in my retirement paperwork 1 Feb 06. That will put me at 20 years.

I want to stay in the AF for another year or two and collect retirement pay.

I will always do my job to the best of my ability, what ever it may be. But let me tell you something, I can not wait to get out of this career field and off this installation. People are always told that "if you join the Air Force then you will see the world", yea right what a joke.

I think that jobs need to provide us with certifications or a license to accomplish in the civilian sector. To have the skills we have and then not be able to perform the same job after retirement is not good. I think most of us would rather choose the jobs that are lucrative on the outside so we are not in dire straits upon retirement. I would never refer someone to the military and actually discourage people when they ask me about it as a career. The hours and the demands are completely unreasonable for the pay as well as the stress it puts on your family that you never see.

I currently have a retraining application awaiting Initial Flight Physical approval. This is my second (and last opportunity) to retrain and the process has been very difficult for me. The majority of the issues I've had are a result of a lack of knowledge of the retraining program at the local MPF/MTF level. My career depends on the knowledge of these folks and their ability to process these packages as quickly as possible due to the sometimes small windows of opportunity we have. Please feel free to contact me for any other insight into the issues I'm having. I would love to share them if they will help make this process any easier for airmen down the road.

I don't know why they are kicking people out of some afsc that have positions for people to retrain in to under the nco retrain program

The current promotion system to SMSgt and CMSgt is not a fair system and needs revamped. I have had "firewall fives" my last 10 EPR's, I received a "Senior Endorser" on my first EPR as a MSgt, "Senior Endorser" AND was "stratified" on my second. I missed SMSgt by less than 30 points in 2005 with a board score of approximately 360. After receiving an MSM in mid 2005, I was confident that I had an EXTREMELY good chance of making SMSgt during the 2006 promotion cycle. On my third EPR as a MSgt, I was again rated a "firewall five", but was not stratified or receive a "Senior Endorser". The only difference being a new NCOIC which has a reputation for having personality conflicts with several people (unfortunately I am one of them) in the AMU. I have no discipline, job performance, fitness, or any other issues that would justify losing the Senior Endorser or Stratification rating on my EPR. There is also no justification/reasoning stated in my EPR that would explain to the board what in my performance might have lead to this. I Estimate that my board score will drop to below 200 and it is mathematically IMPOSSIBLE to make SMSgt in 2006. I doubt that my records will be able to recover from this even IF I am somehow able to get the Senior Endorser and stratification on subsequent EPR's. I

originally planned on staying well past 20 on the assumption that I would have SMSgt by year 20. This whole experience has made me start to seriously consider retiring at my 20 year mark.

People are a little upset about the lack of personnel for the amount of jobs we have in the Air Force. We have become jacks of all trades and masters of none. A person cannot do his or her job to the best of their abilities. They need to do their job as well as five to ten other jobs on average from what I have seen. This is part of what is driving me out of the military. I used to love my job and still love to be able to serve the United States, however doing the job of eight people is too much.

Why is it that my tax dollars are wasted to cross train me? I will be at my 16 year mark when I get my 3 level and at my 19 year mark by the time I get my 7 level. All that money and time just for me to start out processing to retire by the time I'm trained to the level I am currently at now in my current AFSC.

I would like the chance to retrain, however, due my rank I am not able to retrain

I would really like to cross train into the medical field. I came in open general and received this intel job. My window to cross train opens in March. However, since I am on a short tour in Korea I was apparently supposed to put in the paperwork during my first 3 months here. I guess I have to wait until I get to my next base in the states which is in June to apply. Is there any way I can still put the paperwork while I am here?

I do not quite agree with the current Enlisted promotion process. I think the WAPS testing is good, however the current process of adding points from the EPR's are not a good thing. I know people who deserve a promotion and work extremely hard and bend over backwards for the Air Force and that individual gets a 4 EPR. Airman Snuffy however, his work ethics are terrible but he gets a 5 EPR. Being that the EPR system weights so heavy on the WAPS points, it puts a person with a 4 EPR out of the race for making that next rank.

I volunteered to retrain into 5R0X1 and will attend Tech School on 28 Feb 06.

Some thought should be given to involvement of base environs in dissatisfaction. Given me as an example, the main source of any discontent stems from the fact that I joined the Air Force, and have not been stationed on an Air Force Base yet. Being on an Army post, surrounded by Army people is taxing, and as I said, is not discussed as a possibility for my discontent with my job.

I love the Air Force, but have been a jet engine mechanic for 15 years now. It's just time to try something different and to experience new challenges. I feel that the retraining program is very beneficial to morale in general. It has been beneficial to my morale, I have been accepted to retrain into Weather Forecasting and I'm very much looking forward to it. At this point in my career, I feel the retraining option is the best

part of this job!

I am currently 2 months from dropping my paperwork for retirement. I work the flightline and the low manning and low respect received in the service is disheartening to me. It is the worst I have seen in the 19 years that I have been in. The reason for not wanting to stay involved with the research is retirement, Thanks for this chance to tell my views.

Need to allow anyone no matter how long they have been in to be able to turn down one set of orders without having to get out of the military or be able to switch it with orders somewhere else and not make the personnel pay for it

If I would have gotten my retrain I would have stay in the military.

One of the questions the answers choices were, Thought about retraining but not applied, applied but rejected, ineligible to apply and some thing else. There was not answer for applied and approved, which is my current status.

To measure my true feelings you must first understand the inner workings of a Security Forces Squadron and how screwed up they really are. I spent eight years working as a Security Forces Squadron and now am assigned to a special Duty Assignment as an instructor. After seeing a different shade of the Air Force I am wondering why it is so different in the SF career field. I guess it is just the little things like; I am still fighting for a decoration some of my people should have got about a year and half ago or Maybe it is just his lack of recognition or the fact that we eat our young. Just food for thought.

I love the Air Force, But I'd love it even more if I were stationed overseas,  
ANYWHERE OVERSEAS.

There are many pertinent questions that you all pose in this survey however you only focus on the squadron with no elevation past that. My job tends to keep us segregated from the rest of the squadron and frankly most of us would prefer to keep it that way. You all should do a survey on how satisfied NCO's are as to the direction that the Air Force is taking. If you haven't noticed the kinder gentler air force is kicking our butt. I know in my shop we are averaging a 50% discharge rate on our new personnel. Mostly I think that this is because base legal has the NCO's by throat and will not allow them to discipline the airman in more effective ways than paperwork. If we lean on them at all they can take us to base legal because we hurt their feelings and no I am not kidding. This has and does happen.

I joined the air force because I wanted to go to school. But it seems that's the job a I have and the stations I am at there's no time. We work twelve hour shifts every other day and come in every other weekend because our commander and out chief up at amxs is always complaining how bad we do. We have 27 jets unlike the other

squadrons that just have 8 or 10. Also it sucks that other people like medical, finance, and the post office have time to get their education because they don't work as much as we do and also get hour lunches. What ever happened to One Team One Fight.....

question 73 did not apply to me, I have applied for a re-train and been accepted to a class. I am very satisfied with my current situation

I enjoy my experience in the Air Force, we just need more (manning) in 2A3X3 career fields. We are under-manned for the mission requirements that the squadron has taken on. In my unit we have 61 personnel, we are authorized 93. 5 of our personnel are PCA out to other sections. Thank you for you time.

I could not answer questions pertaining to retraining. I have a class date but can not retraining due to Keesler AFB unable to support dependents. I am now in limbo at my current station.

The military has become too much like civilian businesses. The continual erosion of military and family benefits especially medical and dental facilities on base have been horrendous. We need to stop early outs and keep members in. Our continual force-shaping and other ridiculous plans to streamline our numbers have backfired time and time again. After the fact, we always talk about needing more personnel and offer poor methods of retention and enlistments options. The bottom line is "If we don't let them go we will not need to boost enlistments."

Working 12-hour shifts all the time makes me hate my job. Management puts us on hold-overs so they don't have to report that we're on 12-hour shifts. There is no incentive to work hard because we are always being abused. I wouldn't recommend joining the military to anyone. How can you fight 2 war fronts and continue to downsize?

I know that I'm just an A1C, But the communication factor in this AMU needs some work. By the time we receive the necessary info needed to perform our job quickly but safely, it is too late. Also because of the shortage of people in this job, we are having major trouble keeping our aircraft fixed so that they can fly. From the information given to me by my flight chief, Our squadron currently have 61 Crewchiefs. Unfortunately, We only have 46 crewchiefs working on our the flightline. That give us 20 crew chiefs on day shift, 20 on swing shift, 6 on our midshift and the others are working out of the flight. Under the circumstances our squadron is becoming more and more exhausted.

I retire in AUG -I have roughly 4 months left in service... Not sure the questions were all necessary...

I hope someone that can make a decision will be able to see my comment and act on it. I have about year and a half left in the Air Force and I'm at the point where I can decide should I stay longer or should I leave. I am a French and Creole linguist with a top secret clearance, a SEI in readiness and International Health Specialist and I wish to be overseas as an attaché. Although I love the AF If I remain in the U.S, once I

reach 20, I'm done. If the AF send me overseas as an attaché, they will have me for at least another 5 years. With my top secret clearance, my masters degree in Computer Information System and my language ability, I will be very marketable upon retirement.

Too much time in the military is spent doing extra "nice" or "pretty" things (Just like this survey) and not concentrating on what is required. We do all this just so we can pass an inspection. Because of the extras, longer hours are spent just doing what is required. We do our mandatory PT on our own time before or after work. Our unit has been manned 66% or less over the last two years. All the extra work needed just to maintain the minimum standards is driving personnel to leave as soon as they can. A recent individual said before his PCS, "This was the worst three years of my life." I think that sums it up for many.

I am retraining in two months, and that will be the deciding factor of staying in the military longer than my current enlistment.

If my AFSC had not been assimilated into another, I would absolutely consider reenlisting past the 20 year mark, but since I no longer am able to do the job I was trained to do, I will be leaving the AF at 20 years. I fortunately acquired the civilian credentials for my chosen field prior to the merger.

I have not yet retrained but have been approved for a retrain and am awaiting return from my current deployment to attend school. My only dissatisfaction with the AF, which I truly love being a part of, is the lack of discipline within the young NCO ranks that has happened over the past 2-3 years.

I was very upset to be turned down for retraining. If it wasn't for being promoted and getting a good assignment I would have got out of the Military for sure.

I have enjoyed my career in the Air Force. I have learned to appreciate the role that ICBMs play in the protection of my country. It is a career field that doesn't make the front page news as does the people deployed in the troubled areas of the world. Also, it is a weapon system that has never been used (THANK GOD) so it is easy for young Airmen to become disillusioned with the fact they are actually protecting their country. I did think about going into an aviation career field after my first enlistment but the re-up bonus I received made me decide to stay ICBM. I also thought about going into the Army after my first enlistment but again, my re-up bonus made me decide to stay ICBM. There should be more opportunities for SNCOs in ICBM maintenance to get deployed. There is an argument out "there" that we are already deployed (which we are) but I know I would like the chance for an actual tasking to come down from AFHQ saying they needed SNCOs in the 2M0 career fields to deploy. I do know what I provide to the country with the duty I do day in and day out and I try to tell the younger Airmen how important they are also. I once asked a

supervisor of mine once if he played "Army" when he was a kid growing up and he said sure, then I asked him if he ever played missile technician growing up and we both had a good chuckle at that.

I work at the 524 AMU on cannon afb and it is living hell here we have the worst supervision in the air force here and they treat every body like children

Some of my answers are related to current events within my squadron. In the past 6 years ago and earlier" I would have answered totally different to most of the questions. But based upon my current supervision and downsizing with longer deployments with more work with fewer personal I marked what to reflect this.

Several years ago(1996), I was never told I could retrain. I disliked my job and wanted to do something else. The first time I was told that I had an opportunity to cross-train was when I turned in my re-enlistment paperwork. I couldn't believe it. Now I have a wife and children almost 12 yrs in and still would jump at the chance to cross-train. I don't care about the bonus, what I do care about is being able to come to work and enjoy my job. That would be great.

I have completed my degree in my field. I have been in Iraq for three months, three months to go, and this is my second time here. I hate being smarter and more competent than my leadership. This is directly related to my AF commander.

When I joined the Air Force I felt good about the direction it was headed in. I now think that the Air Force is in a one mistake punish harsh mentality. I bust my tail at work and I have never felt more important to a unit as I do now. However my morale about a unit has never been lower. One mistake with this unit and you are fried regardless of past outstanding performance. I work hard not for recognition but because I care about my service and my country. My supervisor receives accolades for my hard work. I don't want these accolades but he does not deserve them either. I will probably stay in the service for twenty years and retire but it pains me to say I will probably tell my kids that are better options than the USAF.

I'm very fortunate to have had good assignments and great supervisors. I like the interaction I have with people every day. It's unfortunate that the 3S0X1 career field is going internet/telephone based. Hopefully, I won't be pushed into retraining before I am eligible for retirement.

All of my answers to stay in the military a dependent on cross training. I have tried more than once to cross train, even before receiving a SRB and it was never approved. I feel this has held me back! I am an outstanding asset to USAF. But I have no future once I exit the military. I would be more of an asset if I worked in a field I actually wanted to work in. I absolutely hate my AFSC in the USAF and would leave today if I could not cross train!!!

I am currently happy doing my job but not for this Squadron. I feel that the leadership is incompetent and does not treat members of the squadron fairly in terms of punishment and awards.

retrained starting June 5 maybe sooner.

You never asked if I have applied for cross train and have been accepted. I have been accepted just waiting on school

We are way undermanned for the amount of work we have on our plate. Hint: Cannon AFB. Supervision seems to not care at all about our work load. In situations like this, the chances of an aircraft crashing are likely in my experience.

Flightline workers just plain don't get the same opportunities to participate in the USAF Fitness Program as the other specialties. **THEY WILL KICK ME OUT** if I don't pass my fit test, but they don't enforce **REGULAR** participation in fitness. The people keeping us on the flightline 12 hours to maintain stats are the same people charged with upholding the Fitness Program. Conflict of interest? People are paying the price.

The Air Force needs to ensure that all their personnel are trained to do each others job. Regardless of the personnel's dependability level. I'm tired of the same people having the entire load dropped on their shoulders because others couldn't be counted on to do the job.

I think some special duties are bad for younger Airman like myself, I work in a small detachment and the unit is unstructured and it's also a joint assignment with the navy so they do things much differently than we do.

My AFSC is 4Y071 and I am working in the Medical Readiness Section.

I love my job but would really like a new location.

I am currently assigned to a Joint Task Force. Everyone in the AF should get this opportunity

I have been a Security Force member for my entire year. Some of the times were good, however a lot of bad. We have a very hard and we don't have the resources for change due to high turnover rate caused by many deployments. I know the mission comes first but many families are suffering. I just can't continue to sacrifice my family needs to continue at this pace.

I'm married and plan to have a child soon. With the deployment rate of seven levels to various locations and the frequency of deployment it is very unlikely that I will stay in the military. It is just not right to deploy people twice a year for 4 months at a time.

I really would like to stay in but I would also like to PCS. I have never been TDY or overseas.

I like the idea of my career field however, lack of planning, official taskings, and standardization across the commands causes confusion and an abundance of unofficial taskings. We also do not have standard T.O's planning out our tasks. Commands throw out tasks as they deem necessary, this doesn't enable section chiefs to manage the sections effectively. Other than this, I like my career field and don't plan to retrain.

Currently I am in an Enlisted Commissioning Program (AECP). I am attending Penn State University and participating in AFROTC to earn a commission in May 2007. I answered these questions based on this job position.

I have done a lot of different things in the AF and over all I would not have changed a single thing. I am real happy now looking back at my career.

On the question if I would recommend this job to a friend. I would tell them if they like computers. I don't really. Also, I think if my supervisors had been better and provided me with proper training I might like my job better or feel better qualified to perform my job. You don't have the option to mark single on your survey. I don't think it should matter if you are divorced or never married or whatever. I think there should be the option of single in the choices.

Should include questions regarding total desired service. Currently the only question of such, asks about serving more than 20yrs. Should ask if someone is only willing to serve 20 & immediately retire, which a large number of personnel will do.

My job is undermanned and overworked. A 13 hour day is normal as where other afsc's receive lunch and gym time we receive nothing. I work outside in some of the worst environments possible with little or nothing to look forward to. We have nowhere near enough people to cover the tasks in which are assigned to us. I may seem disgruntled but at the time of this survey I have not had a day off in a couple of weeks. I enjoy the basics of my job which is working on aircraft. All too often there is so much non maintenance related aspects once you are done with the maintenance you have additional duties to take care of because you didn't have time during your duty day. So that will hold you over for a couple of hours. We don't have time to sit down let alone do excess work I didn't have time to complete this survey until my only day off when I was at home. I enjoy the people I work with because we are a lot alike and spend so much time together so we really don't have a choice. They feel about the same as I do. It is not that I want to leave the Air Force. I just can not physically take this kind of abuse for the next 15 years. Thank you for your time.

I am currently trying for a BOP so that I may see a change, I have a feeling I am going to be denied because the base I am at does not let people go.

I'm currently Retraining into Information Management May22 of 2006.

Even if I am not fully satisfied with my current job or the direction in which the USAF is going, I have almost 17 years invested and too close to being eligible for

retirement. I will not spend much more than 20 years in the service.

Retraining should be open and allowed to all those who apply. The force is growing smaller and smaller everyday, and the folks that make the best troops are the ones who have been in longer than the BRAND NEW ones..... You will get much more out of your junior NCO's than you EVER will out of the new breed of Airman coming into the force these days.....

I am currently being retrained. I am okay with the job change, but worry about leaving my son behind. I showed up on the retraining list a couple of times and decided since I was working out of my AFSC, but still having to test in my AFSC that it would probably be better for me to retrain since I didn't love what I was doing.

I am working outside of my career field, but still have to test on my CDCs for promotion. This is a huge disadvantage.

I don't like working in my AFSC. If I could, I would retrain to another AFSC. I've volunteered for special duty positions outside of my work center to experience and view how other work centers function. I volunteered two and a half years as a Subject Matter Expert (SME) Instructor for my AFSC, and I also worked as a Squadron Ancillary Training Manager.

As a system administrator in my current position, we do not get a lot of training to do the job we are supposed to do. In addition, what we use to do as administrators has been taken over by contractors. Therefore, we really do not have jobs. They are paying contractors to do something that we can do ourselves. Which means, they are paying double money for the same freaking job. I bet that was never thought out either. I originally came into my current AFSC to learn and be good at my job; however, that job has been given away. So now, what's the point. I really have no other interest in any other positions that the Air Force can offer, especially now that we are moving more towards Expeditionary forces. I really didn't join the Air Force to be deployed. I would have joined the Army if that is what I wanted. I don't think the people making these decisions realize just how many people in the Air Force that feel the same as I do.

I have applied for cross-train and just waiting for a class date, The only reasons for cross-training that I had was the deployment commitment in my current job and the need to finish my degree.

Your survey did not allow me to put in my complete suffix. I have a 269 designator for COMSEC experience. Also, as long a MEB comes back favorable, I'll put in my 20 years of service. Currently I am in a joint assignment so the Squadron does not really fit my current status. I have in the past experienced quite a bit of bias (not just to myself) as far as recognition for work done. It was very common for flight commanders to bargain with each other and many times some would not nominate personnel just so an individual would get recognized by default.

I feel my career field should reinstate the SRB, it'll help us keep some of our young troops longer.

Currently I am filling an instructor position for which I volunteered for and is not an AETC billet, therefore I do not have a T prefix.

I did not answer one question because there was not a answer that fit... I have applied for and have been accepted for Shirt duty.

I really enjoy my job but do NOT like being in a blended wing with ANG and having a Guard supervisor.

Due to the high deployment rate and low manning issues here, maintainers are heavily tasked with multiple items. Continuity and retention seems to be affected by this here. Beale AFB has no assigned AEF taskings. Since we are enablers, we fell into all AEF cycles and short notice taskings. Since we are the only Reconnaissance Wing that can support this airframe, we can only replace ourselves. It is often that we are deployed twice to two different locations in the same calendar year. We are also required to fill ACC taskings and TCN taskings as well. I'm not sure that is this is an AF wide problem or just here, but the draw down of the Air Force is compounding this problem as well. Beale AFB is a tough assignment, more so if Beale is your first assignment. Retention rate here is the lowest here than any other assignment that I've been. There's a good amount of separations, Palace Chase and retraining here and it's not due to supervision at the flight level. The job here is very challenging here!

The longer I have stayed in the Air Force, the more jobs seem to be performed outside the scope of the original AFSC that people are originally trained in. Aircraft maintainers are trained to augment security forces to protect the bases because the security forces are forward deployed to the middle east to protect down range locations. Aircraft maintainers at one point would be able to inspect and repair aircraft. Now it is up to the Aircraft Maintainers to find and source their own supplies for the problems they find because supply no longer carries the items needed. The maintainers then have to purchase the items needed with Govt credit cards and then store and maintain the items because there are no facilities or supply personnel to do so. The way the AF is drawing down it is getting harder to maintain continuity within sections and areas and train personnel on what they actually need to do to maintain proficiency within their AFSC. More people within my squadron become a subject matter expert for something that is way outside of their career field and then that is when those people get "used/abused" because no one else knows what to do if they are not there.

Wanted Air Traffic Control when I came into the service, and again tried to cross train at the 3 year point, I was/am fully qualified for the retraining, but was not accepted. I am currently a weather forecaster and do my job well, but am not satisfied. I plan to do 20 yrs w/o giving my all in weather.

Recruiting wouldn't be so bad if there wasn't so much paperwork, doing everything 3 times and micro management. There is so much micro management in this job it isn't funny. In a 1 person office if you take leave or go to the NCOA or something nothing gets done till you get back. Then you are behind for months trying to catch up. Overall it's been sort-of OK, but it wouldn't be my first choice. It's just so easy to go from hero to a zero in this job. My family and me are glad to be done with recruiting and going back to the regular Air Force with a base with regular support facilities.

I work at USAFSAM, Brooks City-Base. The organization I work for is very biased to certain AFSCs. I am not one of them. I think the leadership needs to look at too much favoritism and not looking at people's needs or requests. Some of the leadership does not want to help the Air Force as a whole only USAFSAM.

This survey was confusing in some aspects, i.e. asking if you would stay forever and so forth. I plan on retiring at 20 years TAFMS

Staying young enough for the Air Force is my biggest concern. My overall physical health will probably be the deciding factor to stay in or get out. I'm in a catch-22 situation with meeting fitness standards and current physical health.

We started receiving COLA here at Travis this month, I only receive \$22 a month and everyone else is similar. This is a very high cost of living area; I don't understand why we don't receive more COLA.

I think that my unit and squadron are great. They support us in many ways. My prior career field was not like that. It is my personal decision to serve for 20 years maybe 22. But I would like to achieve some of my other dreams outside of the service.

My answers seem to be disjointed due to the fact that I am not in my primary job. I am a career enlisted flyer, yet I am assigned to an OSS in a desk job. My job satisfaction is extremely high when I am actively flying, it does however fluctuate from low to very low when I am at my desk pushing paper.

I've been in long enough to know that I can not decide my future from just one assignment, this is my 5th assignment. I enjoyed the Air Force until I arrived at my current base. I have never wanted to get out more now than ever before. This base is more concerned with volunteer work than the mission itself. Not only that, certain management have a tendency not to stand up for their troops and take actions against them before knowing all the facts or wanting to know all the facts. Or when they ask, they hear you talking, but they are not listening. Personally I prefer a Leader over a Manager any day of the week. Unfortunately this whole base has managers.

I'm currently in a special duty assignment that gave me a new AFSC (8B200) my CAFSC is 2E173 and I've held that AFSC for 20 years.

My job is wonderful. The people and policy is what is the problem. Employees put a lot of work into the military, and the work is always rewarded to employees who do not earn it. Military policy is unclear and flawed. A member may devote their entire

career to the service, to have to face court-martial over trivial reasoning. IE: Zero tolerance with prescription meds. The pharmacy will make a mistake, but will hide behind their policy of zero tolerance when a member mistakenly consumes prescription medicine erroneously labeled. This NCO's career of 12+ years almost came to a close because of Med Group's mistake, and their suggestion to discharge. The military does NOT take care of their people. Tricare is the prime reason my spouse (married, mil to mil, both NCO's) and I will leave if we decide to leave. Tricare will pay for breast augmentation, but will NOT pay for corrective measures in an infant's cranial development. Something is wrong here. Policy.

I feel that I would stay in for 20 years if I had a different job.

As far as job satisfaction goes my job is o.k., I feel as though my squadron could care less about me and more about the maintenance that needs to be done.

The AF makes it very difficult to retrain into certain career fields. I am working on a Masters in Education and Counseling K-12, and desire to work in Life Skills. When I went to retrain I was told this career would not happen for me. Air Force Officer positions are so limited with reduction the Air Force loses its best people. It is a shame. Personality tests and interviews should be made to place airmen in appropriate life-long careers. I am a people person and got stuck in a job that does not allow me to express my best attributes. It is exhausting. I could do so much more for the AF.

Keep in mind that some of us are not located at a base, so phrase questions more neutral if possible.

I volunteered to train since I was not placed in my desired AFSC when I joined. Although, the career I am leaving is on the force retrain list, we are short wing wide. Many are retiring, getting out, or PCSing. I do not understand why the air force would force someone into a new job when that person has years of experience under their belt and wanting to stay where they are. I see this decision causing a negative effect on the future of the Air Force. The adjustment to the Air force needs should be taken care of in the beginning years of the Airman's life. Experience should stay where it is and new blood can fill those empty slots. Over time, everything will have balance from people being forced out due to MEB's, retirement, and those getting out altogether. I know because we have lost many co-workers just due to those things.

Great survey...

I personally do not like the NCO retraining program due to the fact that someone up top messed up and now outstanding airmen are being force to either go to a job the don't like or being forced out. These are people that love the job there in and would rather get out before being unhappy for the rest of there enlistment. all because of someone mess-up

Where will reports on trends be published?

The cross training question was not applicable to me. I have an approved cross training date and there was not a choice for that. I also believe that there is too much emphasis on PT scores for promotions. As an individual that has a large frame, the PT test is unfair and should not be used as a basis for future promotions. It is unreasonable for an individual to be declared ineligible for promotion just because of a pt score.

I always did what the AF asked, when they asked. Now its time for me. I will stay in about 2 years more then retire, maybe 2 years.

Pharmacy has a demanding work load. I feel most of what we do has nothing to do in directly supporting the mission. I wish the career field would get smart and shift to a war time setting, take care of active duty and their dependents and send retiree's to the civilian sector.

## Comments from Voluntarily Retrained Personnel

I love the Air Force. I have just not been very smart in my job selections. I do not however regret any of my decisions because it has been an experience and I have learned from it.

I answered the survey according to my current job which is mainly a unit safety rep. The 3c2x1 career field is great but I don't get to do my job because of additional duties.

My job is challenging but not rewarding. I would love better direction from SNCOs in my career field but they usually are kept to VERY busy at their tasks. Training is lacking in my current AFSC. Plus we have no idea what it means to be a 3A0X1. This career field is nothing like what I thought it would be.

I MAY It may appear odd that I have to work harder do to incompetence around me and yet am very happy with my work. I have several real difficult people in my work area that I know are here to keep them out of other people's hair. I know this makes it seem incongruent that I would like my job and career, yet unhappy with several people I with but I know these individuals are not representative of entire the career field.

To clarify--I was recently selected to retrain into 2G0X1 from 3P0X1. All comments refer to 3P0X1 career field. I am extremely pleased with opportunity to retrain out of 3P0X1 due to FY06 NCORP. I would not remain in service if I was to remain a 3P0X1. There is a lack of continuity, communication, and overall care for members assigned to 3P0X1 career field. Good deeds go unnoticed and good people are mistreated.

I feel the amount we have to study for promotion is to much. Our (SKT) career field alone has 9 volumes at the 7 skill level. I personally don't feel that WAPS is the answer! Thank you.

I had high hopes for my new career in the military legal system as a Paralegal. I can describe my actual experience as nothing more than sheer and utter disappointment. The training I have received since I came here from tech school two months ago has been similar to being kicked off a cliff and then actually being held responsible and blamed for small errors in my job performance; things that I could not possibly have known about since I have never done any job even remotely similar to this or ever worked in this particular office. I have not received any CDC's, got minimal continuity turnover from other people in my section and am now expected to go about my business doing a job which I truly have no idea what I am doing in. For a career field that prides itself on over-achievers and attention to detail, the help they give to newcomers to the career field is almost a sure recipe to having little confidence in abilities and those of the leadership above them, little desire to stay in the military, and horrible morale in the office. So far almost everyone I have met in this office absolutely hates their job and is either planning to get out or trying like hell for special

duties, cross training, etc. The worst thing about this career field is the unrealistic expectations. From what I have heard, some of the truly great workers in this office actually had to fight for fives on their EPRs- which is absolutely absurd. Honestly the only thing that is keeping me in the Air Force now is the memory of what my old job was like, and 20 year retirement, and the possibility that I may find a way out of this career field. I loved my career in the Air Force prior to this job, and I am trying very hard to not let it destroy my opinion of the Air Force overall. as of now, I am keeping my options open, two years from now I will have the opportunity to get out of this hell, I just hope there is some other answer for me within the Air Force in that time.

The current AF retraining and CJR process is causing us to lose many good Airmen. Please ask questions in the future about retraining vs retainability. EX: If you are not allowed to retrain, do you believe the AF will allow you to remain on AD

Most of the dissatisfaction that I have is not directed at the Air Force as a whole. The current duty section that I am assigned to has had a very negative impact on a lot of folks. I enjoy my career field I have just got to a point where I don't like my "job". This survey contains very little about the practice of cross training. The Air force needs to stop the practice of involuntary retraining of craftsman with over 6 years experience. In the long run it will be detrimental to proper training of new Airman. We will have a bunch of jack of all trades and a master of none.

I believe the current retraining system should be looked at more closely - when I applied for retraining I was told my current career field required no ASVAB sub-score (mech, admin, elec, gen). Talking to other members at tech school they said their command told them they did in fact require a sub-score.

My dissatisfaction with job-related criteria is due to the fact that I will be retraining into my 3rd career field in 8 years of service. I volunteered for retraining as a part of 2005 Vulnerability because I felt that my current career field (3c2x1) training requirements were not up to par here at Eglin AFB. I was pushed into a supervisor role because of my rank without being properly trained myself. I'm currently working as a Maintenance/Stan Eval Rep for the squadron but currently have not done any real work for the last 3 months because I am retraining. My shop basically feels that since I will not be here in the future, there is no use giving me work that someone else could be doing and learning from. I completely understand but I've basically done nothing but twiddle my thumbs. Why am I complaining about that? I don't know.

Thanks to the retaining program, I stayed in the Air Force. Otherwise I would have got out at the end of my first enlistment. I didn't enjoy being an aircraft maintainer. It was nice to have the opportunity to still serve in another career field.

It would be nice if there was an incentive system that compensated a skilled position over an unskilled position. Example: someone who maintains multi-million dollar network servers and ensures there security verses the person who works the reception desk at the base hotel.

The reason that I am unsatisfied with my current job is because I cross trained to be a computer system administrator and I am working ADPE. I should however state that this is a temporary position and someone else will be taking over soon. Thanks

I was allowed to retrain out of engines in 1995 into information management. In 2003 I appeared on the non-volunteer vulnerability list, but since I had orders I was removed. I firmly believe I currently have one of the best jobs in the Air Force.

The Air Force is going through a force shaping initiative, the opstempo hasn't gone down, and new technology is only as good as not only as much as you pay for it, but more important the people who operate it. Everything comes in full circles, the Air Force went through a similar drawdown in the 1990s so it seems that we as bluesuiters haven't learned from our past.... I think in addition to new technology, I feel we should care about our people just as much as the mission we spend billions of the taxpayers' money on, but in this day and age of force shaping and multiple conflicts - it's gonna be a rough ride for us, and an even rougher ride for those of us still around after force shaping. Food for thought... All in all, I still love the Air Force - but in my humble opinion we shouldn't have to re-invent who we are every 10 years to remain unique and focused at the task at hand of serving our great country as bluesuiters, we know the deal and we don't need excessive numbers of catch phrases to identify with who we are and what we do on the day-to-day. Remember, most of us are here because we want to be. Integrity - if you didn't show up with it, you're probably not gonna leave the Air Force with it. Service before self - Always follow lawful orders, but never let yourself get into the position for this be an excuse to be taken advantage of. Excellence in all we do - we as humans, well most of us, have the basic need of self fulfillment, to do our very best we can under all circumstances. Once again, if you didn't show up here with it.... ...and finally, I don't believe in the existence of anonymous AF surveys, but I still answer them as honestly as I possibly can. Thank you for your time.

I am currently in the processes of retraining right now, I start my training next month for my new job but do not PCA until 17April. As noted in the survey I'm NOT happy with the current job that I have, this is why I'm retraining. The new AFSC I'm going into would be 1A6X1 - Flight Attendant. I am VERY happy about going into that AFSC and have hopes that things are going to pick up very soon!!

When I retrained into my current position, there was no mention of a future merger with another career field. Shortly thereafter, the merger happened and I went from a specialist to a generalist. Job knowledge I acquired afterwards was totally on my own. If this merger did not happen, then my job satisfaction would be greatly improved.

Some of the questions did not apply. I'm currently in Retraining Status. There were no questions for that. So I could not answer the questions to the best of my ability.

In summer of 2004, I was not receiving a CJR, so I applied to retrain. The Employments office misled me on information about the career field that I wanted, which was to go into radiology. After applying for radiology and only putting my current job as a back-up choice, I did research on my own and realized that I was

misinformed and that Radiology was going to retrain into their own shred-outs. I don't feel that people who are not informed should be helping to guide Airmen into new jobs. I have friends who are now out of the military because they were misled on information and didn't get a CJR or didn't pick a retrain AFSC that actually had jobs available. There are many disgruntled former Airmen that did not want to get out and were above-average performers that are no longer in the service. Very un-wise and illogical decisions were made at a high level that cost a lot of good people their jobs. But, I'm quite sure that those who made those decisions only care about numbers and get the "budget" back in line. I just wish they would quit claiming to care about families when so many good people are now out of a job. But, you don't see that kind of information in the Air Force Times, and I'm sure you never will. The government is just as ruthless about employing people and tossing people aside as the retail management career field that I came out of in the civilian world. Too bad. I thought that things would be different. I was totally wrong. I wouldn't say that I'm dissatisfied about my current job, it is much better than my former job, which bored me to tears. I would say that I think the retraining system is greatly flawed and I've seen too many people, even at my current base, burned by the system and uneducated guidance. What's wrong with telling the truth? What happened to integrity and "excellence in all we do"? Pretty words, but not a lot of back-up and enforcement in some areas of the military that I've experienced. I hope that it will change, but human nature will probably dictate that it will not. If I'm in a position to change things some day, I will. I won't endorse deceit and misinformation. I won't endorse letting people that have never been in the military and never had to live this life to dictate the careers and the ending thereof. That's my two cents.

I would give career airman notification of their next assignment before attending technical training. My case, I have been in 16 years and feel I deserve to know where I will be going especially since I volunteered to retrain. It is hard on the family not being able to prepare in case of a PCS from retraining.

I felt some of the latter questions were very descriptive in nature, and could pin point a member, which means the discreetness of the survey would be compromised. I'm interested to see if any changes to my career status will come in to play with new AF force structure rules as a result of this survey.

While rating Squadron, I was primarily rating my flight leadership.

As a First Sergeant the chances of promotion are slim. However, I love the job and intend to stay in the career field.

When I first became eligible to retrain, I was foolish and did not take advantage of the opportunity because I did not want to do CDC's all over again. Plus, I knew I was going to get my degree and become a commissioned officer, so I was going to suffer in my miserable career field until I could get a commission. Well, I backed myself into a corner and had three kids, which really slowed my education down. At my 9 year mark I finally finished my degree and was not selected for OTS or MSC.

Fortunately, I was wise enough to take advantage of the NCO retraining program and have been selected for the paralegal career field. This whole survey was based on my current experience in my current career field. If you send this survey to me again in a year, you will probably get an entirely different response. If my retraining did not get approved, I was going to go into the Army or Navy. I have had a very disappointing and terrible Air Force career so far. It is due partly because of me, and partly because of my constant "quick to burn, slow to praise" supervision. Retraining is the only reason the Air Force has retained this highly motivated first-line NCO.

I was identified on the NCORP 2 years in a row (2004 & 2005). I applied for a different job, but that was shot down because of the NCORP. Just a tad bit disgruntled about it.

I would like to thank the US Air Force for all the opportunities it gave me during my 19+ years of service.

My dislikes and reasons I am getting out are the EPR system and the Fitness Program. The EPR system was created to pinpoint the most outstanding people for each unit. Since the EPR system was created it has been inflated. If the system was allowed to work the way it was intended 4's would be the normal rating while 5's made the hardest working people stand out. In today's AF commanders believe peoples careers will be destroyed if they give out fours. What they don't understand is over the years we made the EPR what it is today. The original thought behind the EPR system was lost shortly after it was created. I won't allow myself to be hypocrite and be looked down on by those appointed over me because I gave someone a fair rating. The Fitness program is actually a very good program to get people back in shape. Unfortunately it is also designed to hurt people who try and get their waste or BMI within AF standard. Surely the AF can't expect a person like me who is six feet tall to have a 32" waste. All the charts I pull up say my ideal weight is 192Lbs, but if I try and get my BMI 25 or below I would have to drop down to 180Lbs. At 180 I would look like the walking dead. I exercise and eat right but in order for me to reach this goal I would literally have to starve myself. What kills me the most is people who can run, max out push ups and sit ups yet have a 40+ inch waste, telling people like me I'm out of shape and I don't look right in uniform. Because of peoples blind sided insight I have decided to get out and pursue a different career. If anything I am grateful for the AF motivating me to be my own boss on the outside.

The 1A2X1 Career field is a difficult career to judge. You will either Love it, or Hate it. There are very few individuals between the two extremes. It takes a Type A personality to do well and get promoted. I personally think that this should be a voluntary, second term career field. They seem to do the best and stay the longest. It's a tough career field for a first term airman right now because of the war. For the last 5 years everyone in this career field has been deployed a minimum of 5 months a year unless you in a staff geek job like I have now. This is a war-fighters flying job, you are either willing to give everything or you are not.

TOS should not be used as the basis for NCO retraining specially for dual active duty couples who don't really have a say on PCS'ing as often as there peers.

To whom it may concern, My retraining package was a bit unique, I was asked by Chief Stephen, Chief enlisted aviator, to take part in Force Leveling. My current career field 1A7711 had and overage in SNCO's and the new career field 1A031 needed SNCO's. I volunteered and was accepted at the Air Staff level bypassing most retraining sections. I hope this helps your survey. I guess people seem to wonder why a 18 yr SNCO is retraining. I do believe there should be a bonus in place when individuals step up to help our the Air Force this late in there career.

I applied to retrain 4 times in 2 year. The first 3 times my applications were lost, sent to the wrong organizations, or were incomplete due to misinformation/incompetence of my retraining office. Finally on the fourth attempt I was successful only after my Commander followed up on my package and found that yet again the retraining office at AETC had not forwarded it correctly, he caught the mistake just in time and my package made it to the board. The retraining process was the most difficult process I have had to endure, the retraining office I had to deal with was an AMC office as was so uncaring, unprofessional and uneducated about their own processes its amazing I ever made it thought to actually retrain.

I was approved for retraining in to 1A1X1B, I start school, June 2006. I am very excited, this will be my third AFSC, and will be how I end my career in 8 years, unless I become a First Shirt.

When I retrained years ago, the career field that I was excepted/approved for and anxious to enter was snatched back away from me with no explanation leaving me with the option to either separate or take whatever AFSC that I was offered at that time, as explained to me by the AFMP Office when I was informed that a Breach of Contract was taking place. I since, have made all of the required adjustments and pursued a very productive and meaningful Air Force career. Medical issues acquired in the line of duty have drastically hurt my prospects for promotion over the last few years however, I am still in pursuit and very much an Air Force Asset.

I came in as a 4B051 then did a special duty for 4 yrs. After returning to my original job I am VERY unhappy. (With the lack of discipline & training in the MDG) In June I will retrain into Education & Training. If I had to stay a 4B051 I would rather separate from the Air Force.

I will be retiring in Jan 07, which puts me at 20 years and 7 months. That is why I answered that I will not be staying in the Air Force. I retrained as a MSgt in 2003 and my first experience as a MSgt retrainee in the paralegal career field was terrible. MSgts should not be retrained into this career field! We are treated like children. In fact, if I had received this survey last year this time, absolutely none of my answers about the workplace, supervisors, etc., would have been positive. I recently moved to

a new office and it is wonderful! However, my first two years in the career field definitely tainted my opinion of this career field and I would not try to persuade anyone I know to retrain into this career field if they have any kind of supervisory experience, or have been in the Air Force for more than 5 or 6 years.

I recently retrained into 1W0X1 and was approved in Nov 05. I had a class date scheduled for Jan 06 and it was cancelled due to the hurricane in Keesler AFB. I then had a new class date scheduled for Aug 06 and it too was cancelled. I realize that there are issues at that base but the information never flowed from AFPC to my MPF to let me know what was going on. As of 29 Jan 06 I still do not have a class date and am in limbo. If you have further questions you can call TSgt McCormack at DSN 240-1522.

Ask why people want to retrain.

Could I gain some insight into reasons and results?

Retraitees are often judged in their retrain career field largely by the job they held before retraining. The more menial the previous job was, the more the retrainee is looked at as being ineffective in the retrained position.

The people in my unit are great but my job was killing me--shift work, deployments, too much to do and not enough people. I am currently retraining.

IM RETRAINING BECAUSE IM TIRED OF THE JUNIOR NCOS THAT MAE THE AIRMAN WORK LIKE A SLAVE AND YOU ARE DOING 3 OR 4 THINGS AT THE SAME TIME AND THEY DONT EVEN TRY TO SEE IF YOU NEED HELP, ALL THE AIRMAN ARE TIRED OF THIS SITUATION, NOT ALL THE NCOS ARE LIKE THAT BUT IN THIS CAREES FIELD THEY THINK AFTER THEY HAVE AN EXTRA STRIPE THEY DONT SOPOUSE TO DO ANYTHING, IS NO FEAR THAT WE AIRMAN ARE STRUGGLING TRYING TO HAVE THE JOB DONE AND IS OTHER INDIVIDUALS JUST CHIT CHATING IN THE OFFICE LIKE NOTHING IS GOING ON, IT IS REALLY FRUSTATED THAT WE TRY TO HAVE THE JOB DONE AND THEN WHEN SOME ONE SCREWS UP THEY ARE THE FIRST ONES POINTING FINGERS, THATS ONE OF MY MAJOR REASON WHY IM RETRAINING, AND I HOPE AS AN NCO ALWAYS HELP MY FELLOW AIRMAN, I CAN NOT SIT IN THE OFFICE JUST TALKING ON THE PHONE AND TELLING JOKES WHEN WE NEED TO HAVE THE JOB DONE AND WHY NOT TAKE A BREAK, BREAK? WHATS THAT??? WELL I JUST WANT TO GET THIS OUT OF MY CHEST. I KNOW THEY PROBABLY WENT TROUGH WHAT WE WENT THROUGH OR THEY PROBABLY DIDNT, THE CASE IS I HAVE SEEN E7 GETTING DOWN AND DIRTY AND SOME INDIVIDUALS EVERY TIME SOMEBODY TELL THEM TO DO SOMETHING THEY LOOK FOR SOMEBODY TO DOIT EVEN IF YOU ARE DOING SOMETHING. NOT ALL OF THEM ARE LIKE THAT BUT IT IS REALLY FRUSTATING AND ALL THE GOOD FOR FRIENDS AND ALL THE BAD FOR

THE ONES THAT DONT HANG WITH YOU, THANKS.

Question 73 needs more options. I volunteered to retrain twice and was approved both times. I chose the opportunity of doing a new job based on the the situation in my then current job. I followed through with the retraining and I don't regret this even though I didn't receive my first choice for either retraining.

I volunteered for retraining strictly due to the fact I was placed on the vulnerable listing for my AFSC. With the number of personnel they were looking for it was in my best interest to choose an AFSC than have one chosen for me. There were other AFSCs that I was interested in that were looking for retrainees, but I was ineligible for them because of SRB constraints.

I am currently awaiting the start of my retraining as a C-17 loadmaster, which will begin the beginning of April and last until August. What prompted me to retrain was the limited ability to fill an E8 position within the aerial gunner career field, not to mention the limited promotion opportunities since I won't be able to get an E8 billet in a career field that is over 250% manned for SMSgts.

I love my job, but the pay does not provide me with comfortable living.

There is no correlation between doing a good job at work and getting promoted.

I am a First Sergeant who has underwent spinal fusion surgery and am awaiting completion of an MEB. I doubt my outlook reflects other AF members as a whole.

Questions for the most part were still too general to pick either end of the ratings. Suggest maybe 0 - 6 to allow for variables and differences.

I retrained from a 1N374G (linguist) to a 4P051 (Pharmacy technician). I was pulled back to my original career field as the "most eligible non-volunteer". There were plenty of others available in stateside positions, yet somehow pulling someone from another career field was the best option. If the USAF is going to allow someone to retrain, the new career field should be the priority. I gave up a 5.5 SRB to retrain into a job with a 1.5 SRB. I'm now in the original career field, the SRB is NOT pro-rated, and I am stuck in a job I don't enjoy. I am looking to separate at 11yrs time in service because of situations like this.

My original AFSC upon entering active duty was what I picked but was led to believe it was something different. I was very disappointed in the AGE maintenance field and was very happy to have the chance to change careers.

The main issue/discomfort that I've experienced with retraining is my grade level during that time. As a MSgt, it has been a challenge to learn the AFSC and support the flight as a SNCO. I am a flight that lacked discipline, and my primary duty as a SNCO is to ensure standards are adhered to. I have spent the majority of my time re-bluing members, however, at the same time my supervisor overloaded me with tasks to fix this and that program. I've reinvented the wheel on several occasions for no apparent reason, the programs were fine, no need for enhancements. At the same time, my upgrade training suffered a bit, it was hard to get hands-on training as well. Again, I would strongly advise retraining at SNCO level. So much is expected of us as far as career knowledge because of the rank appearance, and I was "thrown" into many uncomfortable positions because of it.

As a professional in the Air Force, acceptance of the disciplines and needs of the Air Force is the biggest step for an astounding career.

Some of provided answers do not match questions directly. I am currently assigned in a joint special duty. I answered the retraining questions assuming that the acceptance into special duty was considered a retrain. I am currently in the process of the NCO Retraining program. Due to incompetence at local MPF it does not look likely that I will receive my retrain. My command has offered little or no support. I would like to take this survey again in 3 months. If I do not receive my current retrain action I will be severely disappointed but will not get out of Air Force due to being half way to retirement. This action has certainly changed my view of my current MPF, command and Air Force in general for the worse.

IT SEEMS I AM FILLING OUT QUESTIONARES LIKE CRAZY AND I HAVE YET TO SEE OR READ ANY OF THE RESULTS. IN OTHER WORDS I HAVE YET TO SEE ANY POSITIVE CHANGE.

My selections are not based on an assignment at a US MOB (stateside or overseas). I answered this survey relating to my CURRENT assignment at a NATO Air Base. The work load & job responsibilities (commensurate with rank) working with the international community is laughable, at best. My prior assignment at a US MOB, as a retrained 3C0X1 was very satisfying & based on that experience, my selections would have been just the opposite. Again, I am so dissatisfied with my current assignment that I needed to answer this survey honestly. My answers do not reflect my past or future assignments. Thank you for this opportunity.

The Air Force I am in now is not the same as the one I joined. I spend a large amount of my time recognizing people for just doing their job, but I do not get that same recognition. Awards should be more important and harder to get than they are, we recognize duty with a paycheck. We need to get rid of the vast majority of the awards we give out so that the ones we keep have more meaning.

I haven't retrained yet so some of this survey doesn't really apply. I volunteered and I'm looking forward to retraining. One down side is I'm within 60 days of going to school and I still don't know if I'm going to be stationed here or anywhere else. I would think orders should of kicked out since I'm around 90 days to graduating my

tech school.

While some answers may seem to contradict each other, keep in mind I have been selected for retraining and NOT completed retraining. The wording of a section for people in my specific situation may help you collect better data when trying to categorize my answers.

The Air Force Reserve Active Guard Reserve (AGR) program does not have a viable promotion program. AF/REAMO manages the AGR program at the Pentagon keeps existing CMSGTs too long, thus ill-affording E-8's any equal opportunity to apply for an E-9 billet. Hence, they play "musical chairs" with E-9 billets which exclude E-8 application. However, positions are open when they can't find an E-9. I have been doing my job for the past 6 years. I serve in a two position office (one E-9 and one E-8 (Reserve Training Liaison)). The E-9 is retiring and REAMO has announced they are moving a E-9 to the position here -- the E-9 who is scheduled to be placed here has no experience in this AFSC. This effectively blocks me from applying for the job I've done for the past 6 years -- so unfair; so short sighted of REAMO to do this. This action may serve REAMO's needs to place an E-9, but certainly does not serve the needs of my command nor treat those who have worked at the job a fair chance to apply. This means I will train the E-9 when they arrive. AGR's cannot participate in the WAPS testing program wither.

You may want to consider a comment option for most of the questions. It would help you see where the answers are coming from, especially when there are gray areas.

In the Military Equal Opportunity (MEO) career field I would suggest that if someone does retrains into the field that the person must pcs. It is really hard to remain neutral when I have been here for over 4 years. I know allot of people here and that make it really hard to do my job. Just a consideration.

I don't have any problems retraining, yet as a retrainee, the training one receives is less than adequate to deal with burgeoning work related issues. It would be easier to be trained a few months before assuming the full responsibilities of the work area

If the retirement system is changed to TSP with matching contributions I WOULD NOT stay in the military.

Warning rant follows. Not all retraining can be put in the same box. The usaf flight engineer program is headed to failure because, 1. AETC passes almost everyone, 2. programs like EAUC that were designed to washout the weak now have a 5% washout rate so the crappy students still make it to the major mws schools. Then the major schools just push them to the line and we end up with a student we can't upgrade. My squadron has aprox 60 FE's and 20 of them are students. Someone should look at aetc and controlled washout rates. We can't have a moving min standard. The ground doesn't.

I believe many folks may answer some of your question incorrectly due to the wording and positioning of your disagree and agree response circles. It does require definitive detail and attention to both questions and which response to select. Having said that, I believe your overall results may be skewed and may not entirely and accurately represent the thoughts and the opinions of those surveyed. Particularly, the agree circles are more prone to be located on the far left of most military surveys and often times the queries are not written in the negative or declarative negative; such worded questions and response circles positioning would almost always give results in the far left of the surveys with out attention to detail or regard to the actual question meaning. Unless, the survey itself was meant to be the test and not necessarily the response. In any event, thanks for the opportunity.

I am satisfied with most aspects of my current job, but it is mainly non deployable. I would like the opportunity to deploy. My current position does not require any weapons training, etc. I would like to see my career field and its members have some experience and knowledge on how to operate in field conditions. I am considering retraining, and I also am considering applying for a commission in the Army, since Air Force OTS is hardly accepting nontechnical applicants for OTS.

Senior management does ask for my opinion but openly tells you it does not matter since there are going to do it there way anyway. Why does a critical manned career field such as mine does NOT receive a SRB?? We are considered Deployed in place. What the heck does that mean?? It means no deployments so guess what less chance for promotion in reality those who deploy get better epr's and better chance to get promoted. Plus I really think nobody sees these things unless it puts the AF in a favorable light. The negatives seem to always get lost. Or the Negatives come out of the woodwork when Congress seems to have a few extra Billions around.

I had an issue with the Selective Reenlistment Bonus when I applied for retraining under NCORP in 2002-2003 that more people should be made aware of: I was required to extend a minimum of 2 years to take the new job, but upon successful graduation was not allowed collect the bonus because there was no reason to reenlist with over a year left on the extension - the SRB is tied to the reenlistment. The Air Force seems to have a "carrot and stick" approach to advertising the SRB for the purpose of retraining into shortage career fields.

The questions I was asked about what I feel about my job are as my most current AFSC (1A831B). Some of the questions might need to be elaborated on.

**WE DON'T NEED TO KEEP FORCE SHAPING. MY CAREER FIELD IS GETTING BEAT UP BECAUSE THEY SAY WE HAVE TOO MANY PEOPLE AND WE DON'T HAVE ENOUGH. I CAN NOT GET MY AIRMEN TO STAY IN THE MILITARY. BECAUSE, THEY CAN'T HAVE A LIFE THAT'S NOT DEPLOYED**

I answered all my questions as if I was currently in Contracting, since I have yet to complete school to become 2E231. I was very dissatisfied with Contracting and am glad to be able to cross-train. I do not yet know how I like this job though cause I have

yet to do it.

## Comments from Involuntarily Retrained Personnel

I was chosen for retraining during the VEAP program and was given a list of jobs to choose from for a job. Of course the job I received was the last one on the list. I am currently back in my original AFSC due to health reasons, but if given the chance, would love to cross train into a job I would like to work at so my interest level would be more than it is now.

I retrained due to my initial AFSC going away. My initial retraining paperwork had been lost and, by the time it was noted and new paperwork was completed, none of my original choices for retraining into AFSC were available--I was actually retrained into the last choice I made on my second application (I had included it only because we were made to provide 5 choices). While initially unhappy with my new AFSC I came to like it quite well. Two biggest problem I see with the AF are the enlisted promotion system and supervision. EPRs are still the same useless pieces of paper they have always been (and I don't say this because I've had any bad EPRS--I've always received firewall 5's; of course, I wrote the majority of them--which leads me to my other complaint...) and most supervisors do not fulfill their responsibilities, nor are they made to.

I actually was part of a merger of POL and Refueling Maintenance

I feel I was not properly trained for the public affairs career field. In my research prior to me being selected, the overall sentiment was there would be no OJT for me. The Air Force gave me a short notice school date and no bases to choose from. The base I went to was given to me because there was an individual there who outranked me, and could train me properly. I received little to no training, then he dropped retirement paperwork. I realize the Air Force cannot predict individual member's intentions, but they should realize the current system isn't working as designed. After completing my public affairs technical school which is 3 months long, they stressed nothing but writing and taking photographs. That is proper training for a staff writer position, not NCOIC or Superintendent slot. I put in the end of course critique that Air Force NCO's retraining into the career field should take a more condensed writing course and then go into manning, budgets etc. These are the things that E-6 and E-7s will be doing when they get to their next duty station. I will be attending a PA NCO conference which will cover the aforementioned items in detail, but it comes 15 months after being put into a superintendent slot and at a cost of \$2,000 to the Air Force.

I am tired of seeing everyone around me getting bonuses, recognition, unearned medals, etc. I have never received a bonus and now that I am close to my 20 years I know I will never see one. I am at the point where the military knows they have me. I would have to be a complete idiot to get out before my twenty year mark and the military knows that so they don't make any effort to keep those of us in that boat happy or so it appears. I will tell you this though at twenty years I am done, and if

things in the Air Force continue on this route things are only going to get worse. We need to become a military again!

I felt that the retraining program is very unorganized. The unit that did my paper work did not process the paper work correctly. The paper work was lost for a long time, until I made some phone calls to track it down. Due to this situation, I was not accepted into the job I was trying to get. The slots for the job had already been filled by the time my paper work was found.

New old research, old questions in a new format, nothing done. I hate my job but I do it any way and I do it well.

I was selected for invol retraining into the weather career field. I PCS'd to Keesler AFB in July of last year, weathered Katrina, and have been back at my old base (Safe Haven) doing my last job since 1 Sep 05. I am scheduled to return to Keesler on 15 Feb 06 to complete 7+ more months of training. I answered the majority of the questions for the career field I am leaving because I have 7/8 of my weather retraining yet to go. Unfortunately while at Keesler AFB as a student, I am not trusted enough (as are all students in training) as an E-6 soon to be E-7 to have a military email account to participate in future research.

Cross training would be better if you were not limited by someone choosing your path. If a job is available and you want to do it then you should be given every option to take it. I figure if you choose then you will give it 110% because your interested in it.

I was not pleased to have to retrain with over 16 year in my current career field. I will only stay in long enough to reach my 20 year mark.

I was recently forced to retrain do to force shaping. My unit was under manned one minute and then over manned the next. The number of people didn't change just the number of people wanted. I was satisfied with my first job and didn't want to retrain. I continue to stay in the AF only to provide for my family. If I could get out without monetary loss I would. I feel that the right people are not being retained either do to force shaping or just because they are not satisfied. My job performance and EPR's played no part in my forced cross train. I was skilled in my first job and I enjoyed it.

I really think AFPC needs to overlook the requirements for Humanitarian assignments, my husband and I wanted to stay in the military, but due to our recent assignment and retraining due to the humanitarian, we are getting out.

I am currently scheduled to retrain in April out of a career field that I don't really want to leave and that I have only been in for two years. I volunteered because I was placed on the NCO Involuntary cross-training list number 23 out of 90 being taken. This will be my third career field in seven years. I do believe that this is a waste of air force money and resources.

This survey is some what difficult to accurately complete as I am an 18 Year Security Forces MSgt forced to retrain to Intelligence Analyst and still assigned to the Security Forces squadron awaiting PCS in a few months. I have not started the new position as it is based on relocating to my gaining unit. While I am not as upset about leaving my career and starting over from scratch at 18+ years as I was when the notification came down, I still have to say that placing a Senior NCO in that type of situation almost seems like a civilian corporation move to cut its personnel that are close to retirement in order to reduce the pensions that will be paid. Several personnel have decided to end their careers because of this. Quite honestly if it is about money, how cost effective is it for the AF to pay for the re-education of numerous NCOs who are that close to retirement? As I wrote earlier, I am not as upset now as I was in the beginning, only because now I know how this opportunity has opened numerous doors for me after I do decide to retire. However not every NCO that I know faired as well as I did. They are left with the decision to leave as soon as possible and only stayed so they could retire, otherwise were faced with terminating their career involuntarily before they would have left under different circumstances.

I Have just graduated from My current AFSC tech school, and in the middle of in processing. This is why I answered some of my questions the way I did because I do not know that much about my squadron, or for that matter if I would even enjoy this job as much as I loved my last AFSC.

I was involuntarily cross trained from weather systems to air traffic control radar as part of an AFSC restructure. The bulk of weather systems troops (302X0) were merged with navigations systems and a few of us were sent to air traffic control radar. We didn't have any input on the process. Also, we were directed to take the bypass test rather than attend formal training.

Being the 1st person in the Air Force to have a medical device implanted in them for an issue that was caused by their previous AFSC, then forced to cross train into a career field they don't want by having to select a job off a small list isn't very conducive to having a happy Air Force member. Then when you get to your base after the retraining, the Primary Care physician tells you that he is going to put you in for a medical discharge in a few months cause "you are using to many medical assets" pushes a person even further into their decision of "now why did I do this again" kind of thinking.

involuntary cross trained into 8R00 in Jan 2003 released back to force May 05 no bad reports

I have not retrained as of yet and I answered all of the questions as they pertained to my current AFSC

## Appendix E: Human Subject Research Review Forms



DEPARTMENT OF THE AIR FORCE  
AIR FORCE MATERIEL COMMAND  
WRIGHT-PATTERSON AIR FORCE BASE OHIO

1 December 2005

MEMORANDUM FOR: Capt Jennifer Phelps  
AFIT/EN-V/GEM

FROM: AFRL/Wright Site Institutional Review Board

SUBJECT: IRB approval for the use of human volunteers in research

1. Protocol title: F-WR-2006-0010-H
2. Protocol number: Retraining and Turnover Intention Survey
3. Risk: Minimal
4. Approval date: 18 November 2005
5. Expiration date: 18 November 2006
6. Scheduled renewal date: 18 October 2006
7. Type of review: Initial

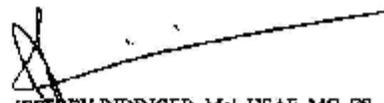
8. The above protocol has been reviewed and approved by the Wright Site IRB via expedited review procedures. This protocol meets the criteria for expedited review established by the U.S. Department of Health and Human Services per category (7): Research on individual or group characteristics or behavior (including, but not limited to, research on perception, cognition, motivation, identity, language, communication, cultural beliefs or practices, and social behavior) or research employing survey, interview, oral history, focus group, program evaluation, human factors evaluation, or quality assurance methodologies.

9. Written documentation of informed consent is waived 1A W 32 CFR 219.117 (c) (2) which allows an IRB to waive written consent if "the research presents no more than minimal risk and involves no procedures for which written consent is normally required outside of the research context." The investigator is still required to provide subjects with the IRB approved informed consent document prior to enrollment.

10. Any serious adverse event or issues resulting from this study should be reported immediately to the IRB. Amendments to protocols and/or revisions to informed consent documents must have IRB approval prior to implementation. Please retain both hard copy and electronic copy of the final approved protocol and informed consent document.

11. All inquiries and correspondence concerning this protocol should include the protocol number and name of the primary investigator. Please ensure the timely submission of all required progress and final reports and use the templates provided on the Wright Site IRB web site <https://www.hq-internal.af.mil/org/IRB/index.htm>.

12. For questions or concerns, please contact the IRB administrator, Helen Jennings at (937) 255-0311 x232 or [helen.jennings@wpafb.af.mil](mailto:helen.jennings@wpafb.af.mil).

  
JEFFREY DINGER, Maj, USAF, MC, FS  
Chair, AFRL/Wright Site IRB

23 JANUARY 2006

MEMORANDUM FOR CAPT JENNIFER PHELPS

FROM: AFPC/DPAPS

SUBJECT: Request for Survey Approval

We have reviewed your request to conduct the Retraining and Turnover Intention Survey and approved its use with random sample of enlisted personnel. We have assigned a Survey Control Number (SCN) of USAF SCN 06-009; valid through 30 June 2006. Please ensure that the SCN and expiration date appear within the survey, survey instructions and appropriate web site as well as on the initial document/e-mail introducing the survey.

With regard to the survey and its associated results, it is important to draw your attention to the provisions of the Freedom of Information Act (FOIA). Under the FOIA, the public can request the results of your survey. Furthermore, if the results will be released outside the Air Force, please follow proper approval procedures through Public Affairs before the results are released.

Questions or concerns can be directed to me at DSN 665-2448. We wish you much success with your data collection effort.

//Signed//

LOUIS M. DATKO  
Chief, Air Force Survey Program

## **Vita**

Captain Jennifer A. Phelps graduated from East High School in Akron, Ohio, in June 1994. She entered undergraduate studies at the United States Air Force Academy, Colorado Springs, Colorado, graduating with a Bachelor of Science degree in Environmental Engineering and earning her Air Force commission in May 1998.

Captain Phelps has served as a civil engineering officer in variety of operational assignments in the United States, Asia, and Europe. Upon graduation, she will be assigned to Headquarters United States Air Forces Europe, Ramstein Air Base, Germany.

<b>REPORT DOCUMENTATION PAGE</b>			<i>Form Approved OMB No. 074-0188</i>	
<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> 23-03-2006		<b>2. REPORT TYPE</b> Master's Thesis		<b>3. DATES COVERED (From – To)</b> Aug 2004-Mar 2006
<b>4. TITLE AND SUBTITLE</b> Moderating effects of perceived organizational support on the relationship between job satisfaction and turnover intentions for recently retrained USAF enlisted members			<b>5a. CONTRACT NUMBER</b>	
			<b>5b. GRANT NUMBER</b>	
			<b>5c. PROGRAM ELEMENT NUMBER</b>	
<b>6. AUTHOR(S)</b> Phelps, Jennifer A., 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 Way WPAFB OH 45433-7765			<b>8. PERFORMING ORGANIZATION REPORT NUMBER</b>  AFIT/GEM/ENV/06M-13	
<b>9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b> N/A			<b>10. SPONSOR/MONITOR'S ACRONYM(S)</b>	
			<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 United States Air Force uses a variety of human resources practices to manage nearly 350,000 personnel worldwide. Programs in place such as enlistment bonuses, base of preference selection, and voluntary retraining are some of the methods currently utilized. One program, the non-commissioned officer retraining program (NCORP), allows for the movement of mid- to senior-level enlisted members to critically manned career fields. In recent years, this program has not met its quota of volunteers and has relied on involuntary retrainees to fill training slots.</p> <p>This study assessed the attitudinal variables of job satisfaction, perceived organizational support, and intent to stay via web-based survey of involuntarily, voluntarily, and non-retrained NCOs (<math>n = 1,093</math>) across all enlisted Air Force Specialty Codes. Consistent with prediction, there were significant differences in levels of job satisfaction and intent to stay among the voluntarily and involuntarily retrained groups. This finding is specifically noteworthy given the average times-in-service for the voluntarily and involuntarily groups (13 years and 15 years, respectively) appeared to affect perceptions of job satisfaction and departure decisions, but in a manner inconsistent with previous empirical studies indicating that increased vestment in a retirement plan should decrease departure rates. Previous research also suggests a negative relationship between perceived organizational support and intent to depart the organization, and a positive relationship between time in service and perceived organizational support. Contrary to previous research, these results indicate that involuntarily retrained members, who are, on average, more vested into a retirement plan by virtue of greater time in service, reported lower levels of perceived organizational support and greater intentions to depart than voluntarily retrained members. The USAF may be able to curtail possible negative impacts on force readiness in critically manned career fields by proactively managing members' perceptions of organizational support as related to the NCORP as well as other human resource management programs.</p>				
<b>15. SUBJECT TERMS</b> Job Turnover, Intent To Leave, Job Satisfaction, Voluntary Turnover, Perceived Organizational Support, Retraining, Job Change				
<b>16. SECURITY CLASSIFICATION OF: Unclassified</b>		<b>17. LIMITATION OF ABSTRACT</b>	<b>18. NUMBER OF PAGES</b>	<b>19a. NAME OF RESPONSIBLE PERSON</b>
REPORT U	ABSTRACT U	c. THIS PAGE U	UU	Sharon G. Heilmann, Maj, USAF (ENV)
			139	<b>19b. TELEPHONE NUMBER (Include area code)</b> (937) 255-3636, ext.7395 ; e-mail: sharon.heilmann@afit.edu

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