

# **Job Satisfaction: The Link to Retention and the Correlation to Age, Gender and Organizational Position**

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# Overview

- Introduction of Research
- Literature Review
  - Manpower Reductions
  - Motivational Theories
  - Effects of Downsizing
  - Motivating and Retaining Employees
- Research Methodology
  - Instrumentation and Hypotheses
- Results
- Discussion of Findings
- Limitations and Recommendations

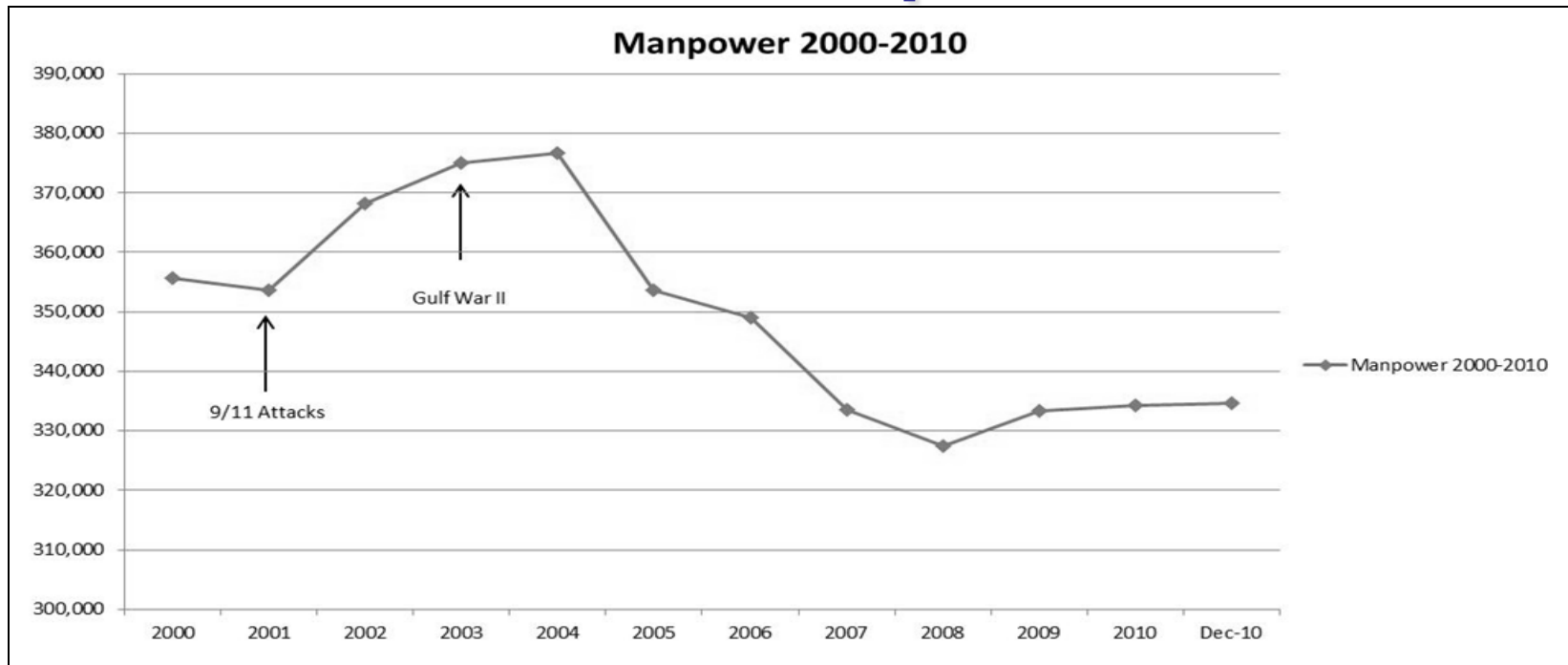
# Introduction of Research

- Career Anchors
  - Values and sense of motives
  - If changed...could cause changes in satisfaction
  
- DeReus (2012) discovered a correlation between career anchors and satisfaction
  
- DeReus (2012) proved “Lifestyle” was the top rated career anchor for defense industry
  
  
- Decreases in manpower causes changes in career anchor by changing workload

# Literature Review

- Manpower Reductions
- Motivational Theories
- Effects of Downsizing
- Motivating and Retaining Employees

# Literature Review: Manpower Reductions



- All affiliations have experienced manpower reductions
  - Affiliations = active duty, GS civilians, and contractors
- A-76, PBD 720, RMD 802, Force Shaping
  - Decreased budgets, decreased resources
  - Shifts in workforce without shift in workload
  - Reductions continuing through 2015 (Tilghman, 2010)

# Literature Review: Motivational Theories

- Martin (2006) – Link between motivation, performance and job satisfaction
- Withey and Cooper (1989) – when members are dissatisfied, performance drops and they either voice their dissatisfaction or depart the organization
- Maslow (1943) – Hierarchy of needs
- Herzberg (1968) – Two Factor Theory
  
- Schein (2003, 1996a, 1990, 1977)
  - When a person chooses a career, that anchor is created, the member uses that anchor for measuring future motivation and satisfaction

## Literature Review: Motivational Theories

- McClelland et al. (1953) – workers move through their career with a desire to achieve and gain power
  - The gap between the expectation of salary growth and job fulfillment and the actualization of manpower reductions could cause an undesired outcome
- Schein (1996a, 1990) – career anchors based on stages of career. When disrupted, worker may no longer be satisfied.
- Withey & Cooper (1989) – When economy improves, retention would become an issue
- RAND (2004) – Negative correlation between economy, retention and quality of recruit

# Literature Review: Effects of Downsizing

- Pool (1997) – Greatest prediction of satisfaction on the job was work motivation
- Kotter (1990) – Motivation inspires and energizes employees
  - Downsizing has the opposite effect
- Frazee (1997) – 72% of companies experience immediate negative affects, 36% still have negative impacts after a year
  - Workload increases due to loss of manpower without a reduction in requirements
- Woodward (2007) – employee satisfaction is below 50% throughout all industries



# Literature Review: Motivating and Retaining Employees

- McMichael (2008) – Due to manpower reductions, there is a need to acknowledge that retention will be a concern once the economy recovers
- Herzberg (1968) – need for achievement and recognition is the top two motivators
- Workforce expects salary increases over time
  - Dorr (2010) – pay freezes enacted for the next two years for GS
  - Current budget decreases continue for contracts and manpower cuts continue for active duty

# Literature Review: Motivating and Retaining Employees

- Differences exist between affiliations on the surface
- All affiliations maintain the same mixture of age demographics
- Generation “Y” – Born after 1980
  - Busy schedules, “helicopter” parents
  - Texting, computers, technology
  - Different expectations than Gen X or Boomers
- Boddie et al. (2007) – Boomers may have 10 employers or less over lifetime...Gen Y may have 20-30

# Research Methodology

- Research Instrumentation
- Research Statement and Hypotheses
- Variables
- Population

# Research Methodology

- Descriptive, non-experimental quantitative survey study
- Using Demographic Survey
- Job Descriptive Index (JDI) satisfaction
- Testing relationship between the JDI satisfaction scores and group affiliations, age, gender and organizational position
- Survey Monkey, SPSS v.19

# Research Methodology: Research Instrumentation

- JDI – Created by Smith, Kendall & Hulin (1969)
- Six areas measured
  - Work, Pay, Promotion, Supervision, Coworkers and the Job In General
- Answers statements with “yes, no or ?”
  - Scored as 3, 1, 0 or 0, 1, 3 for negative items
  - “great” – yes = 3    “bad” – yes = 0
- Previous validity
  - Pearson (2008, 1998), Kinicki et al. (2002)
    - Cronbach’s alpha of .90 or higher – superior validity

## Research Methodology: Research Statement and Hypotheses

- Need to understand the impacts to satisfaction for all affiliations, age, gender and position
  - Provide leadership with areas to focus on to improve retention when economy improves
- RAND (2004) – Economy has a negative correlation on retention
- Research verify correlation of satisfaction and intent to stay in the organization
- If members are wanting to depart now...the improved economy will only invite departure
- All tests conducted with a p-value of .05

## Research Methodology: Research Statement and Hypotheses (cont.)

- $H1_0$ : There are no statistically significant differences between affiliation and JDI job satisfaction scores.
- $H2_0$ : There are no statistically significant differences between age and JDI job satisfaction scores.
- $H3_0$ : There are no statistically significant differences between gender and JDI job satisfaction scores.
- $H4_0$ : There are no statistically significant differences between organizational position and JDI job satisfaction scores.
- $H5_0$ : There is no statistically significant correlation between job satisfaction and the intent to stay in the organization.

# Research Methodology: Research Variables and Population

- DV – Satisfaction Scores
- IV – Affiliations, Ages, Gender, Organizational Position
  
- Population
  - All affiliations working at a Midwestern Air Force Installation
  - ~ 1,000 available
  - 353 surveys filled out, ~ 295 usable/complete



# Results

- Demographics
- Instrument Analysis
- Instrument Reliability
- Hypothesis testing

# Results: Demographics

- 18-42 represented 77% of all responses
  - Majority were military
  - 18-24 right out of high school/college
  - Eligible for retirement after 20 years
  
- Gender
  - 65% male and 35% Female
  
- Affiliation
  - 73% military, 22% civilian, 5% contractor

# Results: Demographics (cont)

## ➤ Organizational Position

<b>Position</b>	<b>Percentage</b>
FGO (Senior Leader)	9%
CGO (Mid-level Manager)	11%
SNCO (Junior Manager)	12%
NCO (Supervisor)	26%
AMN (Apprentice/Technician)	15%
GS 1 - 5 (Apprentice/Technician)	4%
GS 6 - 11 (Supervisor/Manager)	16%
GS 12 - 15 (Mid to Senior Leader)	3%
Contractor (Non-Supervisory)	5%

# Results: Demographics (cont)

- 9.24 Avg years experience
- Intent to Stay
  - 28% unlikely or very unlikely to stay
  - 22% undecided
- Martin (2006)- Link between motivation, satisfaction and performance
- Withey & Cooper (1989) – when dissatisfied, members decrease performance and either voice concerns or depart as soon as a better opportunity is available

# Results: Demographics (cont)

- Influences to stay
  - 25% - Job satisfaction
  - 20% - Money and benefits
  
- 75% state that their current position was relevant or very relevant to their current satisfaction
  
- 90% stated that working in an area of interest was important or very important
  
- 46% stated that job satisfaction was primary factor for career selection/15% stated money and benefits

# Results: Demographics (cont.)

- Schein (2003, 1996a, 1990, 1977)
  - Individuals place their own self-conceptualization into their careers as they grow
  - Once tied to a career, it becomes their self identity, their key stabilizer and not willingly giving that up
  
- Implementing manpower reductions changes that identity by changing the environment or changing their careers entirely

# Results: Instrument Analysis and Reliability

- JDI measures six categories
- Each statement has a mean score
- Superior/Proven reliability

Category	Alpha
People	0.917
Job in General	0.902
Work	0.921
Pay	0.865
Promotion	0.918
Supervision	0.935
Total	0.967

Note:  $N=18$

# Hypothesis 1- Affiliation and Satisfaction

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
People	3.692	2	290	.026
Job In General	15.860	2	292	.000
Work Itself	2.409	2	290	.092
Pay	.584	2	292	.558
Promotion	5.936	2	292	.003
Supervision	7.013	2	292	.001

Robust Tests of Equality of Means				
	Statistic	df1	df2	Sig.
People	4.143	2	37.731	.024
Job In General	12.321	2	42.786	.000
Work	4.382	2	31.948	.021
Pay	.561	2	34.630	.575
Promotion	24.984	2	33.424	.000
Supervision	11.800	2	43.845	.000

- Failed variance assumption
- Used equality of means
- Sufficient evidence to reject the null hypothesis



# Hypothesis 2 – Age and Satisfaction

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
People	3.232	7	285	.003
Job In General	7.048	7	287	.000
Work Itself	2.847	7	285	.007
Pay	.520	7	287	.819
Promotion	1.988	7	287	.057
Supervision	3.646	7	287	.001

Robust Tests of Equality of Means				
	Statistic	df1	df2	Sig.
People	2.757	7	17.220	.041
Job In General	12.412	7	30.287	.000
Work Itself	3.996	7	17.931	.008
Pay	.738	7	17.336	.643
Promotion	3.786	7	17.483	.011
Supervision	4.980	7	25.754	.001

- Failed variance assumption
- Used equality of means
- Sufficient evidence to reject the null hypothesis

# Hypothesis 3 – Gender and Satisfaction

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
People	Between Groups	185.610	1	185.610	.880	.349
	Within Groups	61376.595	291	210.916		
	Total	61562.205	292			
Job In General	Between Groups	56.900	1	56.900	.253	.615
	Within Groups	65798.334	293	224.568		
	Total	65855.234	294			
Work Itself	Between Groups	118.827	1	118.827	.480	.489
	Within Groups	72042.887	291	247.570		
	Total	72161.713	292			
Pay	Between Groups	88.809	1	88.809	.339	.561
	Within Groups	76835.937	293	262.239		
	Total	76924.746	294			
Promotion	Between Groups	4381.123	1	4381.123	12.264	.001
	Within Groups	104671.704	293	357.241		
	Total	109052.827	294			
Sup ervation	Between Groups	.093	1	.093	.000	.985
	Within Groups	75148.233	293	256.479		
	Total	75148.325	294			

- Variance assumption passed – ANOVA continued
- Insufficient evidence to reject the null hypothesis
  - However, difference noted on Promotion category

# Hypothesis 4 – Organizational Position and Satisfaction

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
People	4.293	8	284	.000
Job In General	7.849	8	286	.000
Work Itself	3.664	8	284	.000
Pay	3.244	8	286	.001
Promotion	4.122	8	286	.000
Supervision	4.756	8	286	.000

Robust Tests of Equality of Means				
	Statistic	df1	df2	Sig.
People	4.276	8	67.195	.000
Job In General	7.492	8	70.310	.000
Work Itself	8.697	8	66.545	.000
Pay	9.796	8	65.603	.000
Promotion	15.660	8	68.233	.000
Supervision	5.723	8	71.271	.000

- Failed variance assumption
- Used equality of means
- Sufficient evidence to reject the null hypothesis

# Hypothesis 5 – Correlation Between Satisfaction and Intent to Stay

		Correlations						
		Intent to Stay	People	JIG	Work	Pay	Promotion	Supervision
Intent to Stay	Pearson Correlation	1	.191	.292	.247	.186	.158	.223
	Sig. (2-tailed)		.001	.000	.000	.001	.006	.000

- Strong correlations for all categories
- The more satisfied, the stronger the intent to stay
- Sufficient evidence to reject the null hypothesis

# Results Review

- Hypothesis 1- Reject
- Hypothesis 2- Reject
- Hypothesis 3- Fail to Reject
- Hypothesis 4- Reject
- Hypothesis 5- Reject

# Discussion of Findings

- Hypothesis 1
- Hypothesis 2
- Hypothesis 3
- Hypothesis 4
- Hypothesis 5

# Hypothesis 1- Differences Between Affiliations

Robust Tests of Equality of Means				
	Statistic	df1	df2	Sig.
People	4.143	2	37.731	.024
Job In General	12.321	2	42.786	.000
Work	4.382	2	31.948	.021
Pay	.561	2	34.630	.575
Promotion	24.984	2	33.424	.000
Sup ervation	11.800	2	43.845	.000

- Military and government civilian categories
  - Pay charts are published/public law
  - Pay raises are primarily set by congress
  - Pay charts based on longevity and organizational position

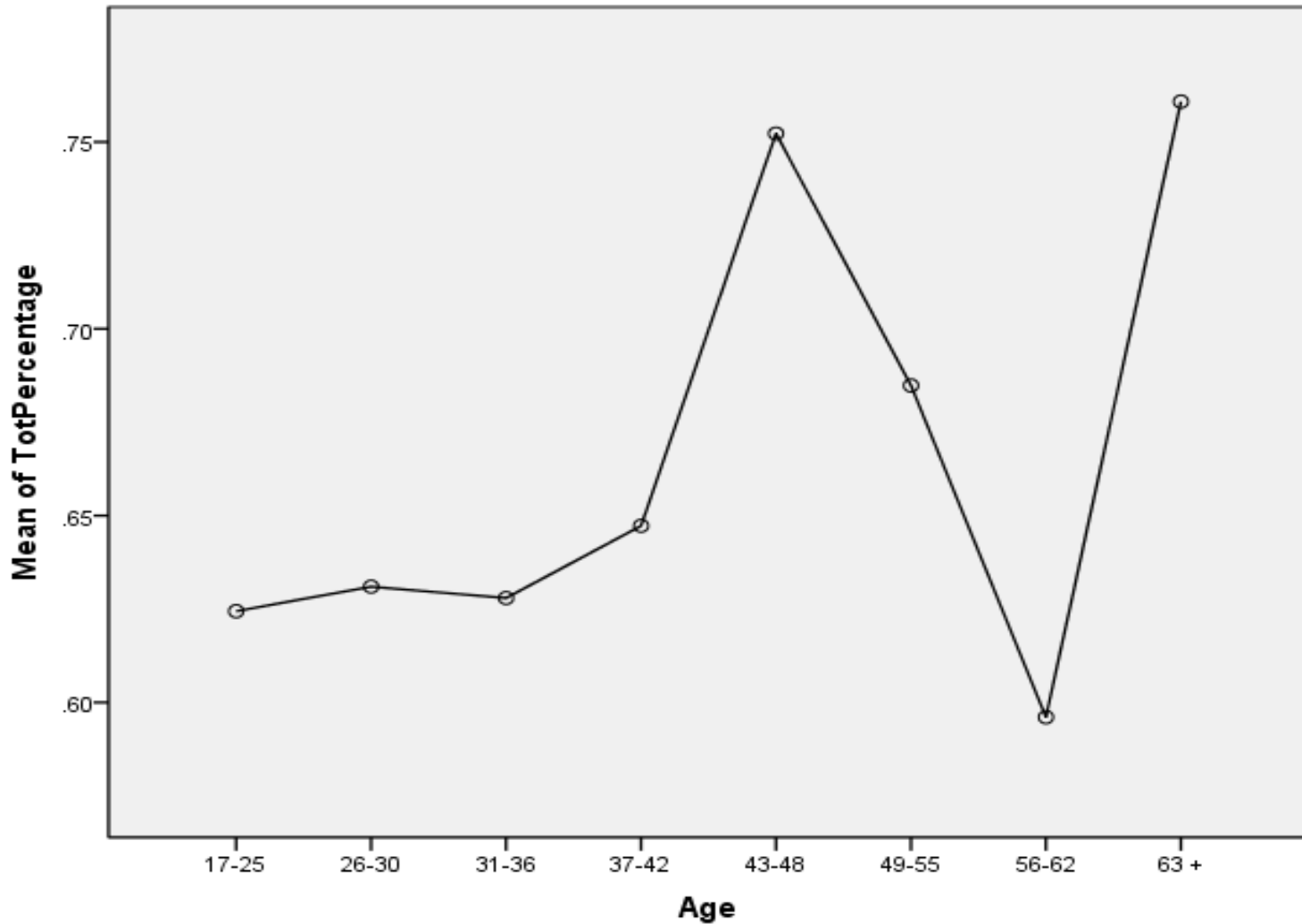
# Hypothesis 2 – Age Differences

	Statistic	df1	df2	Sig.
People	2.757	7	17.220	.041
Job In General	12.412	7	30.287	.000
Work Itself	3.996	7	17.931	.008
Pay	.738	7	17.336	.643
Promotion	3.786	7	17.483	.011
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- According to Boddie et al (2007) the current young workforce needs flexibility, technology adoption, increased education and training and leaders who are innovative
- Leadership needs to create an environment that enables young workers of all affiliations to see that they do add value to the workforce



## H2 – Age Differences



# Hypothesis 3 – Gender Differences

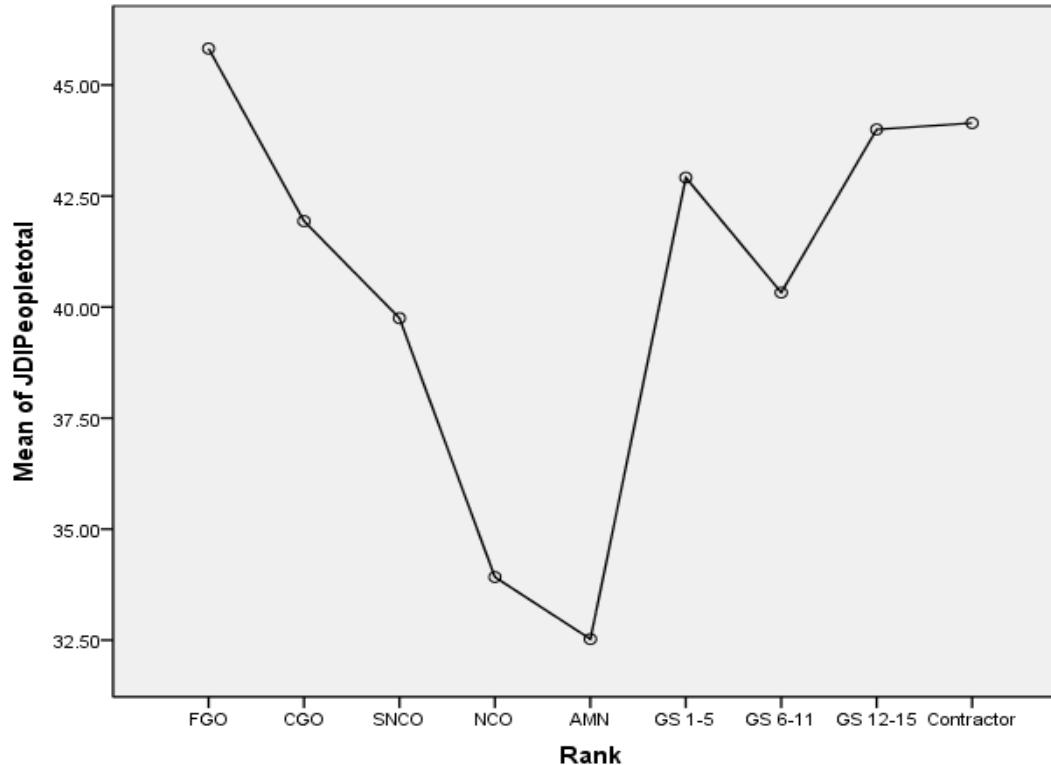
		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
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	Within Groups	75148.233	293	256.479		
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- Perception of unfair promotion practices or a perceived disparity between males and females by the female population
- Leadership may need to focus efforts to overcome the perception of unfair practices

# Hypothesis 4 – Organizational Position Differences

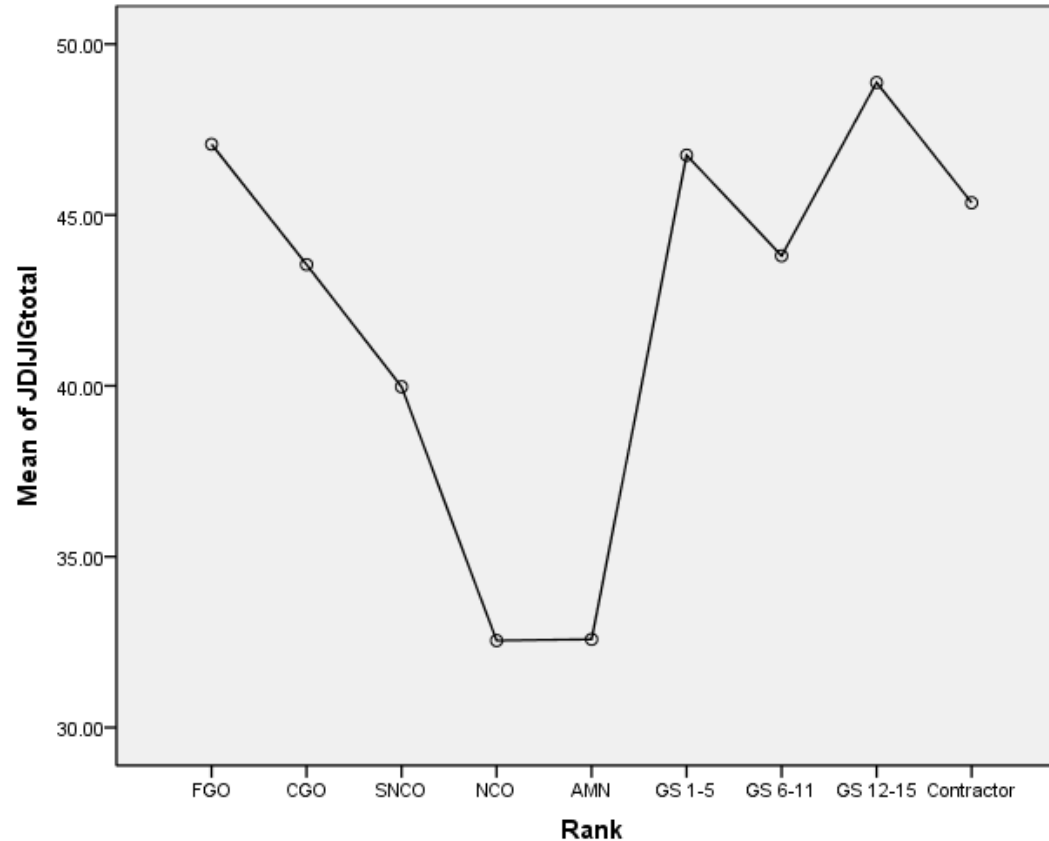
- Lower ranking members are shown to be the lower satisfied in almost all areas
- Their expectations may not be met, may feel they are taking on more of the burden as manpower decreases and may want additional recognition for the work they perform
- Jamrog (2004)- retention is based on the ability of supervisors being able to walk around and lead, coach and mentor. With taking on more responsibilities, the focus has been more on what is produced and sent out the door instead of leading their employees
- Fong and Kleiner (2004)- work overload could be a problem for organizations that downsize and can develop unwanted results. Causes increases in stress, depression, anxiety, accidents and other hazards

# H4 – Organizational Position Differences – People Category



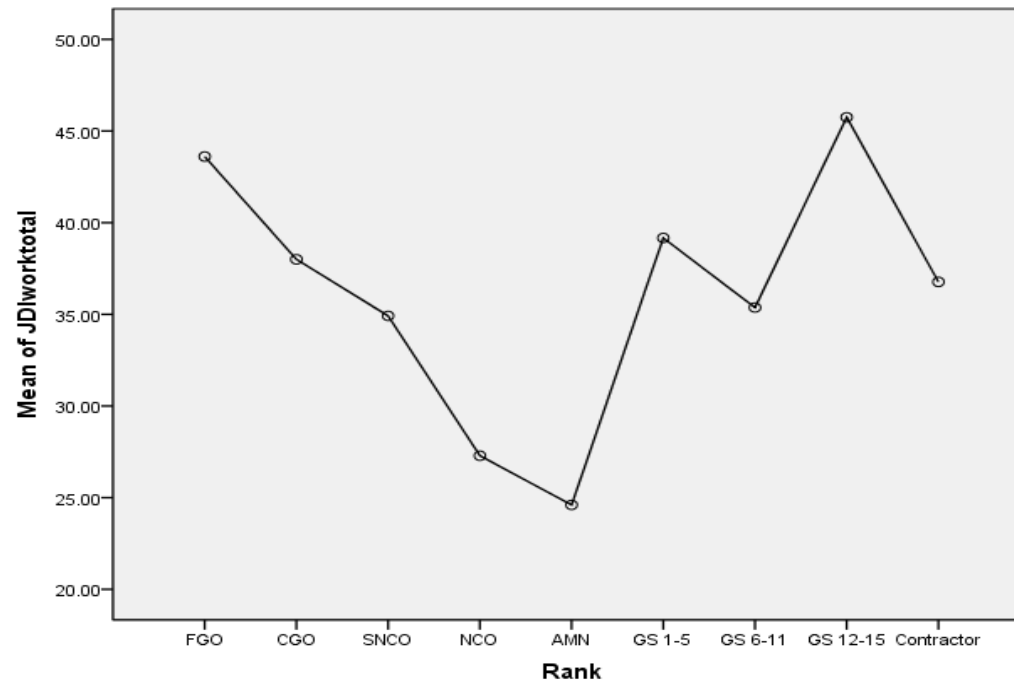
- Herzberg (1968) - relationship with peers is a hygiene factor and is the “primary cause of unhappiness on the job” (p. 92)
- Baldonado and Spangenburg (2009)- younger generation is more idealistic-  
-has distinct motivation and hygiene needs

# H4 – Organizational Position Differences – Job in General Category



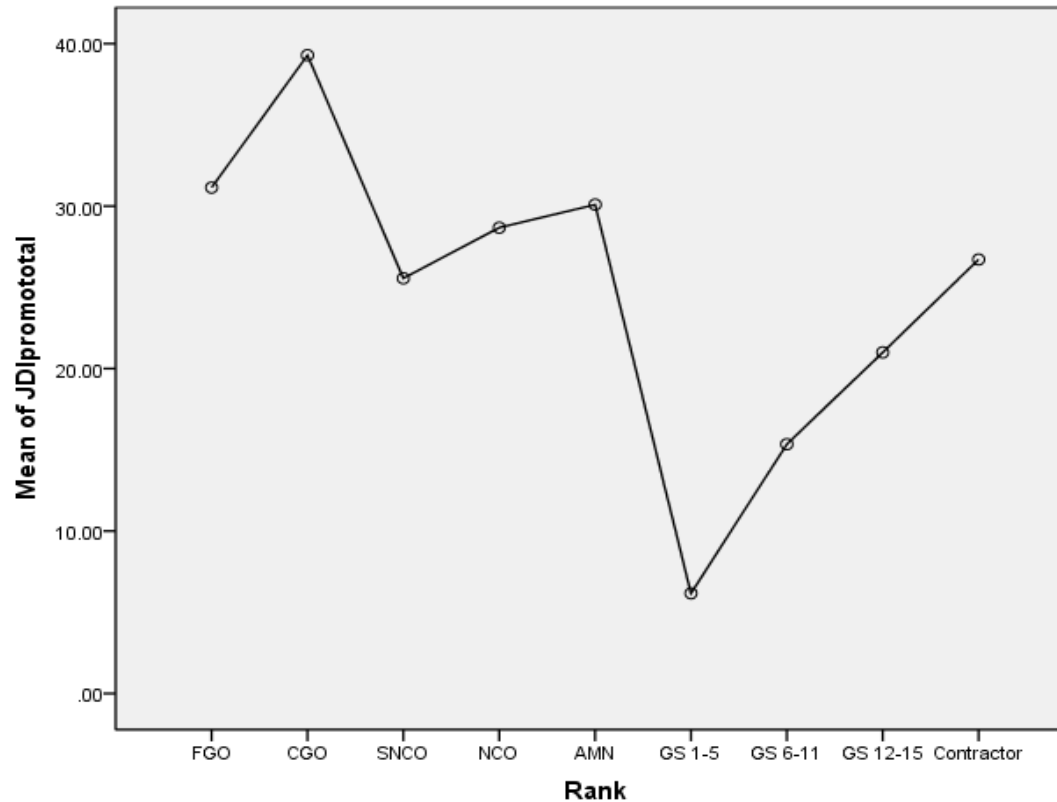
- Job in general- Job is not superior, not great, not excellent, but do feel it is acceptable, not rotten, not poor or not bad

## H4 – Organizational Position Differences – Work Category



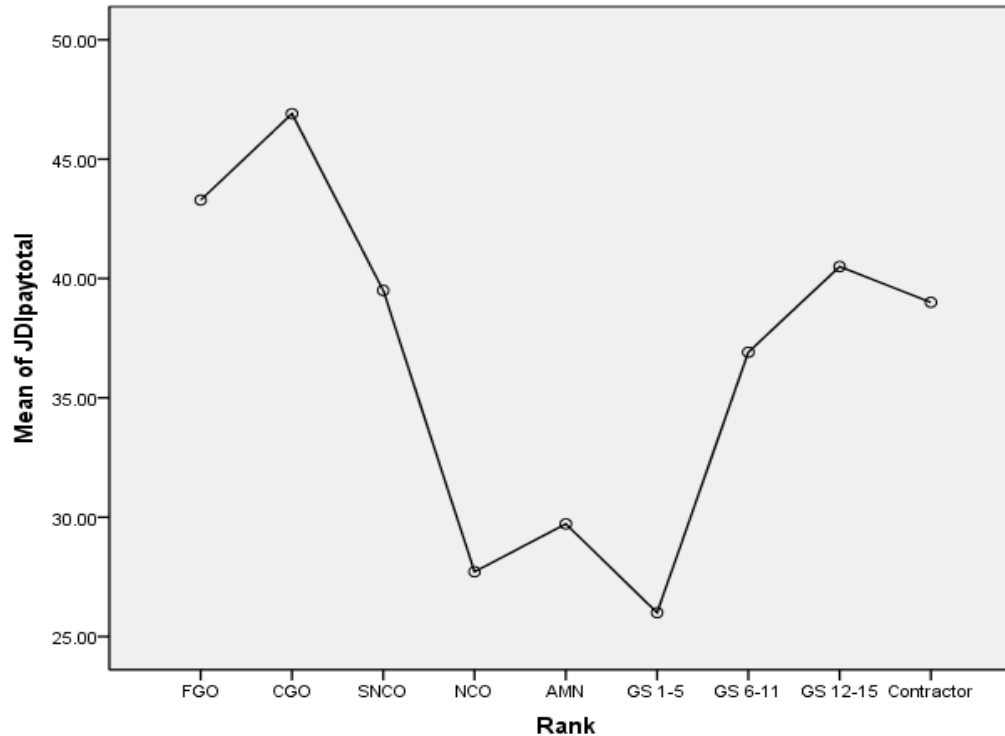
- Work- The work itself is considered very routine, not exciting and not fascinating nor rewarding, considered it repetitive and not creative--Did feel the work was useful, good and can see their results
- Baldonado and Spangenburg (2003)- offering additional responsibilities as rewards—offer fun/creativity in the work area

## H4 – Organizational Position Differences – Promotion Category



- Promotion- Very low rating on opportunities, members feel they are not promoted on abilities, nor do they receive regular promotions and rated chances for promotion as average
  - But do not feel that the job is dead-end
- Concerns when reviewing Male vs. Female comparisons

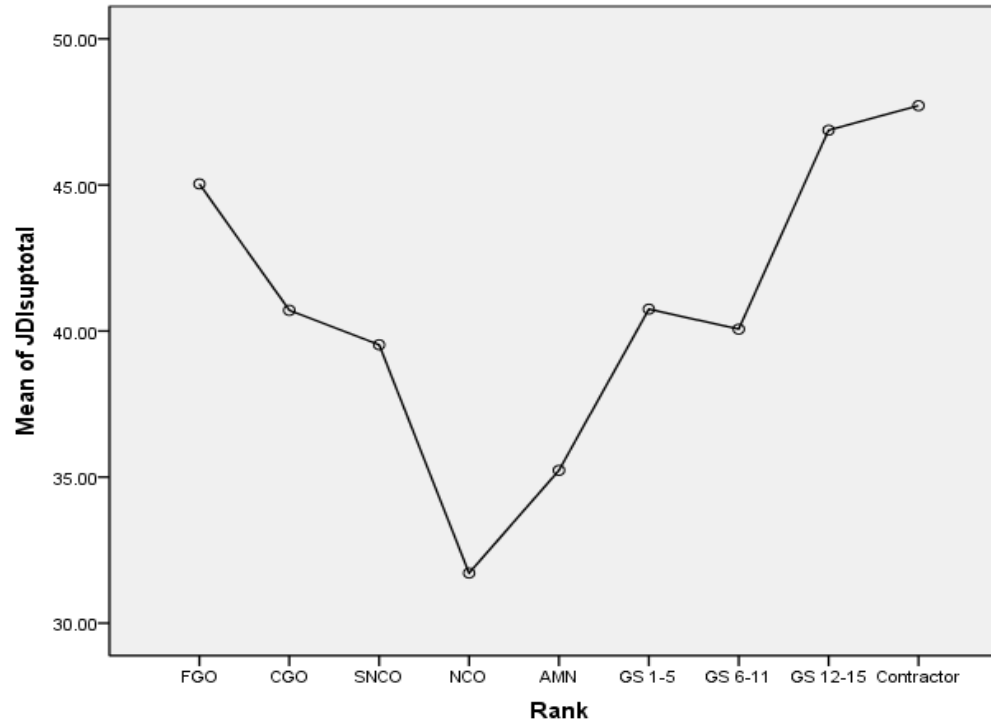
## H4 – Organizational Position Differences – Pay Category



- RAND (2004)- pay actually does very little to influence retention and recruitment when there is a strong or improving economy
- Jamrog (2004)- pay is not as big of factor as others may believe
- Jamrog (2004)- warns that high pay alone is not going to retain individuals

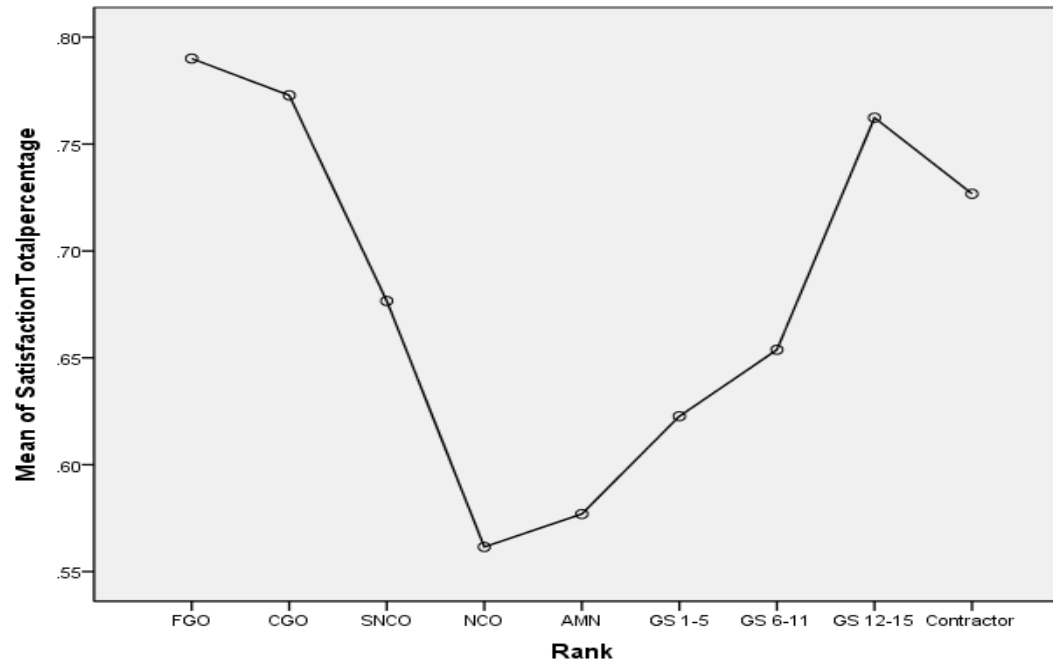


# H4 – Organizational Position Differences – Pay Category



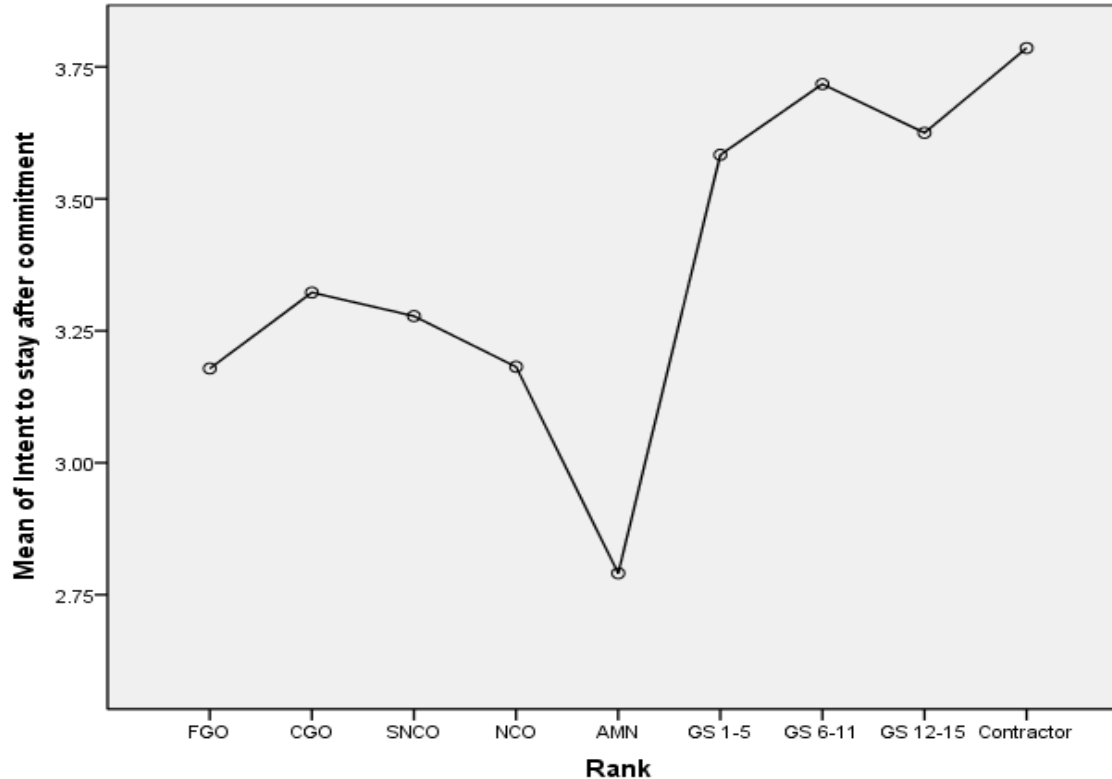
- Jamrog (2004)- employees depend on their supervisors more than anyone else in the company. Members stay because a supervisor motivates the employee, gets them engaged and provides leadership, mentorship and coaching
- Pardey (2007)- supervisors are a vital link to ensure that the vision is clear, trust is inspired and others are empowered during difficult times

# H4 – Organizational Position Differences – Overall Satisfaction



- Hill (2004)- as organizations become leaner, managers are being asked to take on more responsibilities earlier in their careers--taking on more tasks, people and responsibilities
  - Finding it more difficult to find the balance that they feel they need
- As position increases, there appears to be an increase in satisfaction. It may be that responsibilities are being delegated and placing that burden more on the NCO

# Hypothesis 5 – Correlation of Satisfaction and Intent to Stay



- Active duty had an overall lower mean score of intent to stay when compared to government civilians and contractors
- Almost 50% claimed very unlikely, unlikely and undecided if they will stay in the organization, the focus of satisfaction is important

# H5 – Correlation of Satisfaction and Intent to Stay

- Need to focus on building relationships, providing leadership training for the younger members and revitalization for those in the 56-62 age category
- Build a foundation, provide a work/life balance and develop flexibility with varying managerial methods to motivate the younger force
- Those in higher positions are not the focus, but should not be forgotten
- When members depart, they take the years of knowledge, training and experience with them

# Limitations

- Length of the survey
  - Survey included 142 total questions
  - Several members who started the survey did not finish - 29% response rate
  - Pilot study recommended
  
- Availability of personnel
  - High ops tempo
  - 15-20 minutes out of an already busy day is too much for several already over tasked

# Additional Research

- Increased focus studying mentorship, satisfaction, age and position of the individual in the organization
  - Already working on research with Dr. Terri Washburn
  
- Gender influences on satisfaction
  - Review satisfaction of men and women in the defense organization in all affiliations

# Conclusion

- 25% of members who responded stated that job satisfaction influenced their decision to stay
- 76% stated current position was important to current satisfaction
- 90% stated that working in the area of interest was important to very important
  
- DeReus (2012) showed that career anchors were correlated with satisfaction
- DeReus (2012) showed that Lifestyle category was the primary career anchor

# Conclusion (cont)

- Jamrog (2004), Woodward (2007), and Pardey (2007)- downsizing has short term and long term negative effects on morale and satisfaction
- Martin (2006)- showed links between motivation, performance and job satisfaction
- Withey and Cooper (1989)- when members are dissatisfied, performance drops and members will either voice their concern or leave the organization as soon as another opportunity becomes available
- RAND (2004) showed that as the economy improves, retention and recruitment becomes more difficult and monetary tools normally used by the organization only provides small improvements
- Jamrog (2004) shows that waiting until retention actually becomes an issue does not help, but could hurt an organization and organizations should start working today to build retention



# Summary of Findings

- Pay is not a motivating factor...but is important for satisfaction
- Younger members of all affiliations are not satisfied
  - Finding their anchor (defining themselves)
  - Looking for mentorship
  - Want to be challenged/need instant communication/feedback
- Promotion and gender – There is a perception of inequality/ decreased satisfaction
- Fong and Kleiner (2004)- work overload could be a problem
  - Causes increases in stress, depression, anxiety, accidents and other hazards
- There is a correlation between satisfaction and intent to stay in the organization
  - Unhappy employees will show a decrease in job performance and leave the organization once an opportunity is available

# Contact Information

- For questions or additional information contact:  
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