Correlating Organizational Factors & Job Satisfaction
Among Texas Army National Guard Aviation Personnel

Introduction
- Soldiers love to complain – when do their complaints reflect deeper concerns?
- Job satisfaction impacts retention, but there is limited research on the Texas Army National Guard (TXARNG)
- Which organizational factors in TXARNG Aviation units most impact job satisfaction?

TXARNG Aviation Job Satisfaction Generally Correlates With Retention
- 81% of respondents indicated overall satisfaction with their jobs
- The variables tested explain over half of the variation in satisfaction scores.

Methods
- Literature Analysis
- 48-Question Employee Job Satisfaction Survey
- Bivariate & Multivariate Analysis Related To:
  1) Overall Job Satisfaction
  2) Intent to Stay in the TXARNG

OVERALL SATISFACTION & RETENTION

Correlations of Dependent Variables and Predictor Variables

<table>
<thead>
<tr>
<th>Predictor Variables</th>
<th>Overall Satisfaction</th>
<th>Intention to Stay</th>
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</thead>
<tbody>
<tr>
<td>Administrative resource stability</td>
<td>0.5405 (p&lt;.0001)</td>
<td>0.5411 (p&lt;.0001)</td>
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<tr>
<td>Receives on-time performance evaluations</td>
<td>0.3393 (p&lt;.0001)</td>
<td>0.1897 (p&lt;.0448)</td>
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<td>Experiences admin delays unrelated to pay</td>
<td>0.3558 (p&lt;.0001)</td>
<td>0.2712 (p&lt;.0037)</td>
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<tr>
<td>Ability to pay bills if there are pay delays</td>
<td>0.1743 (p&lt;.0027)</td>
<td>0.1075 (p&lt;.2550)</td>
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<tr>
<td>Too much time counting aviation issues</td>
<td>0.3215 (p&lt;.0016)</td>
<td>0.2152 (p&lt;.0002)</td>
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<tr>
<td>Receives within quarterly reviews</td>
<td>0.3456 (p&lt;.0001)</td>
<td>0.2472 (p&lt;.0001)</td>
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<tr>
<td>Leadership level &amp; competency</td>
<td>0.6718 (p&lt;.0001)</td>
<td>0.6710 (p&lt;.0001)</td>
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<tr>
<td>Support &amp; focus on primary mission</td>
<td>0.4602 (p&lt;.0001)</td>
<td>0.5198 (p&lt;.0001)</td>
</tr>
<tr>
<td>Job expectations match actual experiences</td>
<td>0.3749 (p&lt;.0011)</td>
<td>0.4429 (p&lt;.0001)</td>
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<tr>
<td>All weekend work erased on other duties</td>
<td>0.4086 (p&lt;.0001)</td>
<td>0.3438 (p&lt;.0032)</td>
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<tr>
<td>Operations tempo is comparatively high</td>
<td>0.1891 (p&lt;.0735)</td>
<td>0.2093 (p&lt;.1746)</td>
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<tr>
<td>Conducts “soldier shift” as expected</td>
<td>0.3735 (p&lt;.0019)</td>
<td>0.3665 (p&lt;.0249)</td>
</tr>
</tbody>
</table>

Job Satisfaction Matters!
- Leaders – Understand that focusing on improvements to key organizational factors is worth the time & resource investment
- Soldiers – Make sure leaders know the impact these issues have on you

Demographic Impacts
- Analysis models with demographics showed no substantial changes
- Resource Stability is marginally more important to women & minorities (greater impacts from pay delays)
- Women expressed marginally less trust toward leadership

Analytic Strategy
Factor analysis was conducted where appropriate by Prof. Mary Rose which ensured all items loaded together on one factor. Analysis provides support that all scales reported are unidimensional.

Literature Cited


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