

Correlating Organizational Factors & Job Satisfaction

Among Texas Army National Guard Aviation Personnel

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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?

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

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.
(adj. $r^2 = .62$)

Trust & Confidence in Leadership

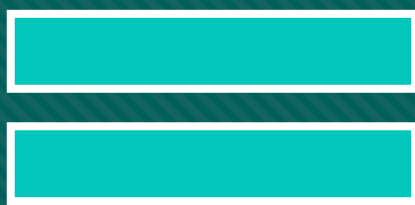
($t = 4.29$; $p < .0001$)

Administrative Resource Stability

($t = 3.21$; $p = 0.0018$)

Match of Expectations & Experience

($t = 3.84$; $p = 0.0002$)



**HIGHER
JOB
SATISFACTION**



Correlations of Dependent Variables and Predictor Variables	Overall Satisfaction	Intention to Stay
Administrative resource stability	0.5403 (<.0001)	0.5611 (<.0001)
Receives on-time performance evaluations	0.0393 (.6795)	0.1891 (.0448)
Experiences admin delays unrelated to pay	0.2338 (.0127)	0.2712 (.0037)
Ability to pay bills if there are pay delays	0.2143 (.0227)	0.1075 (.2570)
Too much time correcting admin issues	-0.2125 (.0238)	-0.3714 (<.0001)
Receives written quarterly reviews	0.3456 (.0002)	0.4212 (<.0001)
Leadership trust & competency	0.6978 (<.0001)	0.6745 (<.0001)
Support & focus on primary mission	0.4602 (<.0001)	0.5988 (<.0001)
Job expectations match actual experiences	0.5949 (<.0001)	0.4473 (<.0001)
Drill weekend not wasted on other duties	0.3033 (.0011)	0.2216 (.0183)
Operations tempo is comparatively high	-0.1691 (.0735)	0.0283 (.7661)
Conducts "soldier skills" as expected	0.0235 (.8049)	0.0465 (.6249)
Pearson R (P-value)		

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

Literature Cited

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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.