

THE ORGANIZATIONAL ATTITUDES OF
DUAL-INCOME, SINGLE-INCOME AND SINGLE
CANADIAN FORCES PERSONNEL

BY

C.D. LAMERSON

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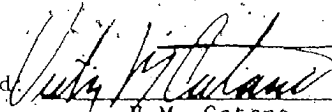
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CHERYL D. LAMERSON

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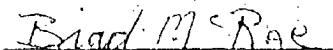
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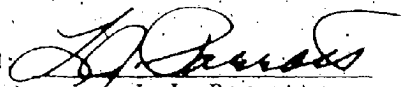
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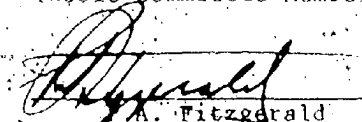
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Abstract

THE ORGANIZATIONAL ATTITUDES OF
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C.D. Lamerson

Since World War II, participation by women in the labour force has increased markedly reflecting corresponding increases in the number of women in the Canadian Forces (CF) (a seven-fold increase in the last 15 years) and the number of civilian spouses of military personnel who are employed. Many servicewomen marry and remain in the CF. Dual-income military couples create unique demands for CF personnel management. Conceivably, the employment of a spouse (military or civilian) could affect the job satisfaction and performance of CF personnel as well as their commitment to a military career. While the dual-income relationship for civilian couples has been studied, this issue has not been examined in the military context.

CF personnel (n=738) completed: the Job Descriptive Index (Smith, Kendall, & Hulin, 1975); a version of the Organizational Commitment Scale (Mowday, Steers, & Porter, 1979); the Military Ethos Scale (Cotton, 1979); a measure of perceived performance level; and, specific

attitudinal and biographical questions. From the 643 usable questionnaires, the respondents were divided into four marital lifestyle groups: dual income/dual military (DI/DM); dual income/single military (DI/SM); single income/single military (SI/SM); and, single CF member who was never married. The groups were also classified by gender and military rank status.

Analyses indicated that: differences in rank were significantly related to job satisfaction, organizational commitment, and military ethos but not to perceived job performance; differences in gender were significantly related to military ethos, to a limited extent to job satisfaction, but not to organizational commitment or perceived job performance; and, marital lifestyle was only related to overall job satisfaction:

Results are discussed within the context of implications for military personnel, in the various lifestyle groups, as well as their relevance to current CF personnel policies. A recognition of both similarities and differences among personnel in the different marital lifestyles should contribute to a process which maximizes the needs of both the individual and the organization.

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No project spanning two and a half years can be accomplished without the support and assistance of many people. In my case, the support came from many varied areas. The members of my thesis advisory committee, Drs. Vic Catano, Linda Parrott and Brad McRae, were always available with helpful advice and academic expertise. Vic especially because of his proximity to me during the writing, bore the brunt of my self doubts, questions and occasionally confused wonderings. He handled it all with a calm logical approach that provided me with an excellent example to follow.

Early in the process, I received technical support from Captain Wayne Keates of DPSRSC and Mr. D. Mitchell of DPIS. Their assistance in performing a random selection and acquiring the printouts of personnel was invaluable. For their extra work I am deeply grateful.

Lieutenant Colonel Terry Prociuk and Major Gene Black have extended to me the kind of professional support that enables members of dual income couples to show their true worth to the organization. Their encouragement gave me the incentive to push hard to finish, even when it would have been easy to have slowed down. In the concentrated effort to finish, one special lady worked long hours to meet the deadlines I had set for myself. She is Mrs. Bernadette Chopra, without whose administrative support I would still be writing the first draft by hand. She cheerfully saw me through numerous drafts, revisions and changed thoughts.

Throughout the process one dear friend offered continued peer support. Captain Dominique Benoit was present from the time the seed of an idea was planted until this document, the final crop, was harvested. She has read many of the drafts and offered numerous helpful comments.

The final person I'd like to mention is the one I consider my most ardent supporter. It has been said that "Marriage is that relation... in which the independence is equal, the dependence is mutual and the obligation is reciprocal" (J.K. Anspacher). To Captain Michael Cropp the better-half in my dual income couple, who has made me realize there is an enhanced commitment and satisfaction based on mutual support and work knowledge, I dedicate this thesis.

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Introduction

Background

In the forty years since the end of World War II Canada has seen large, sometimes startling, social change. One of the more compelling has been the ever increasing number of women in the labour force. Canadian labour force statistics (Figure 1) indicate that in 1961 29.5% of the labour force was female, in 1971 the figure had risen to 39.2% and by 1981 this figure was 40.6% (Statistics Canada, 1961, 1971, 1981). In the 1981 census, for the first time, the percentage of women in the labour force was greater than 50% (Statistics Canada, 1984). Results of the 1981 census also indicated that "the greatest increases in female participation in the labour force since 1971 were among married women" (Statistics Canada, 1984, p.2). Figure 2 indicates that in the 1971 census data 37% of married women were in the labour force; in 1976 this figure had risen to 41% while in 1981 52% of married women were in the labour force (Statistics Canada, 1984). In 1985 Statistics Canada estimated that 45.8% of the labour force was comprised of couples where both spouses were in the labour force. The Wall Street Journal (1986) expects that by 1995 in nine out of 10 couples both husband and wife will be employed.

Within the Canadian Armed Forces (CF), the number of servicewomen has also increased over the last fifteen years. Although the rate of increase has been more rapid than within the labour force, the amount of increase is not as great. In 1968 at the integration of the Royal Canadian Army, Navy and Airforce into the Canadian Armed Forces the

Figure 1
Labour Force Breakdown by Gender

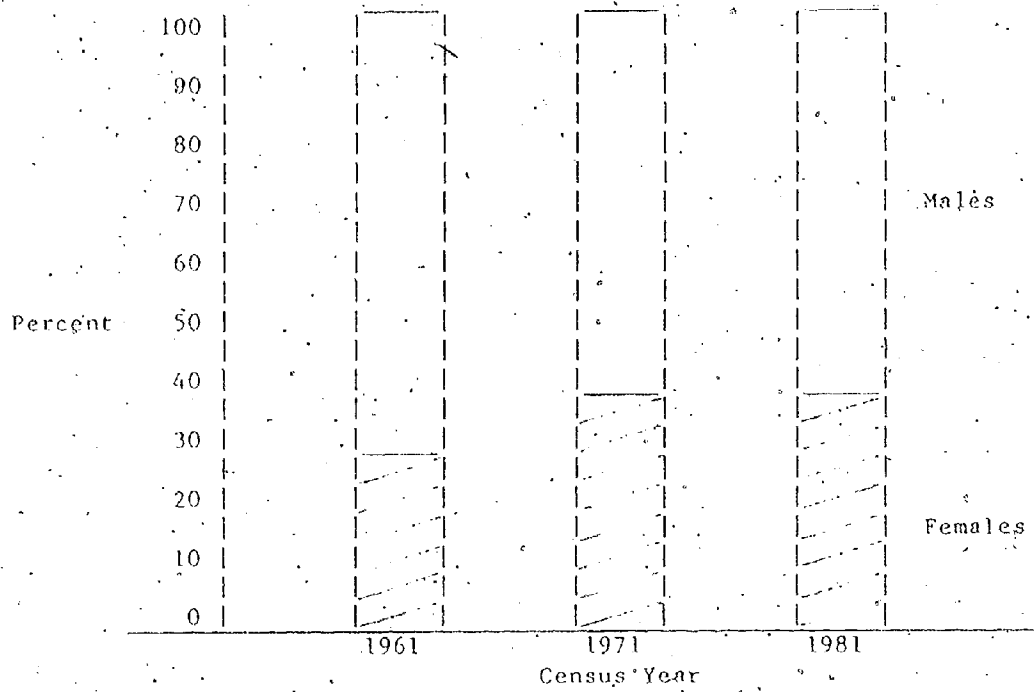
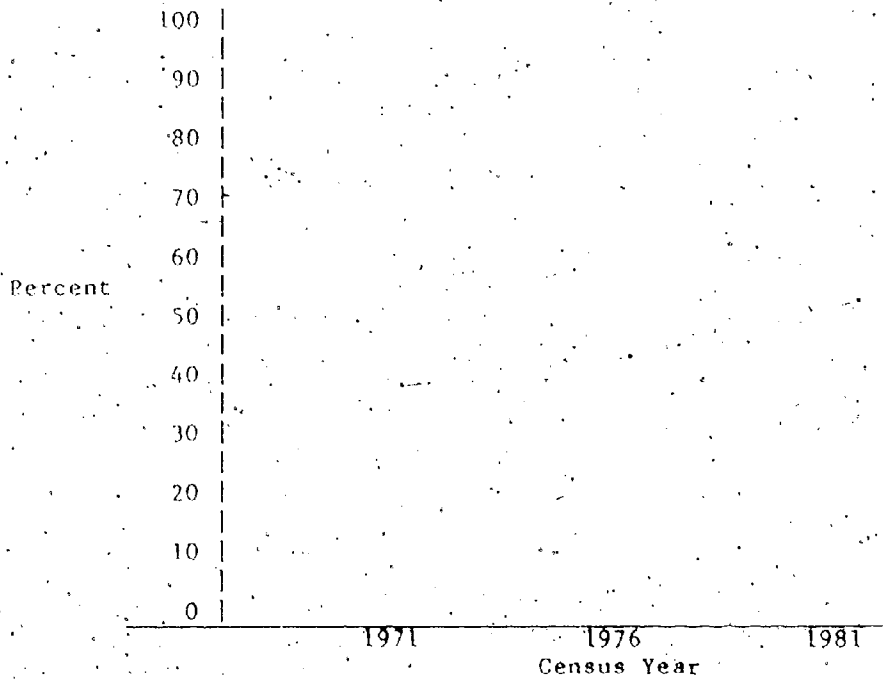



Figure 2
Married Women in the Labour Force



percentage of females in the CF was 1.5% (Belanger, 1980). The number of servicewomen was held at a mandatory ceiling of 1,500. In 1970, at the time the report from the Royal Commission on the Status of Women was tabled, the percentage of military women had grown to 2.0% of the total of 82,700 personnel (Park, 1983) and reached 6.9% of an overall of 78,534 personnel in 1980 (Park, 1983). Currently, women comprise 9.0% of the total strength of 85,322 (Department of National Defence, Directorate of Personnel Information Services, DPIS, 1986).

In 1970 the report of the Royal Commission on the Status of Women included among its recommendations that servicewomen upon marrying should not be required to take their release from the CF. This recommendation was adopted by the CF and the numbers of couples where both spouses are servicemembers has been increasing ever since. In 1986, 4.5% of the CF were personnel whose spouses were also servicemembers. Thus, the CF is faced with two distinct forms of dual earner couples: one, where both spouses are servicemembers; and, the other where a servicemember's civilian spouse also has paid employment. Figures for the latter group cannot be derived from DPIS data sources since no record is kept of labour force involvement of civilian spouses. Although the CF population may be more conservative than the Canadian population as a whole, no proof exists to support this. Therefore, it will be assumed that the figure for civilian spouses of servicemembers does not differ from the population in general i.e., that 52% of married women are in the labour force.



Dual Income Couples

The term "dual income couple" is used throughout this thesis to encompass the terms dual career; dual worker and dual earner couples. It describes a couple where both members have paid, full-time (defined by Statistics Canada as more than 30 hours per week) employment, but to whom intentions of career plans versus job existence have not been ascribed. Two terms are used throughout this thesis to differentiate the two forms of military dual income couples. "Dual Income/Dual Military (DI/DM) couples" are defined as husband and wife servicemembers. "Dual Income/Single Military (DI/SM) couple" is the phrase used to describe a servicemember with a civilian spouse who has paid, full-time employment. Although not a form of dual income couple, "Single Income/Single Military (SI/SM) couple" is another expression frequently used throughout this thesis. It is defined as a couple where one spouse is a servicemember, while the other spouse is a civilian without paid, full-time employment.

Spouses who both work may create a situation of increased knowledge of the work world, mutual understanding of career/job pressures, and reciprocal support within the couple. Conceivably the employment of a spouse (military or civilian) could affect the job satisfaction and performance of CF personnel, as well as their commitment to the organization and its ethos (i.e., its values and guiding beliefs).

Military Policy

Military personnel specialists appear to view both forms of dual income couples as adding to administrative difficulties of the CF. (One

DND report (Ewashko and Donovan, 1982) states "Basic conflicts were found to exist... between maintenance of the traditional concept of the family unit in a family of a service couple and the traditional requirements and structure of military service" (p.15). Attempting to co-locate DI/DM spouses (i.e., have them employed in the same geographic location), avoid placing them in conflicting jobs and creating compatible career paths has added to the complexity of those managers tasked with the movement of military personnel throughout their career progression. While the posting of a servicemember may cause serious disruption or ruin to a civilian spouse's career, this is not, at present, a concern of the CF personnel corps. However, the prospect of having to take into account the occupation of civilian spouses in the future must appear difficult. No policies pertaining specifically to DI/SM couples exist; however, there are several policies targeted at DI/DM couples. Primary among these is the CF policy on co-located postings. An attempt is made to co-locate the spouses of a DI/DM couple in the same geographic location, however this will not be done to the detriment of any other servicemember. Each spouse of the DI/DM couple is treated as a single member in terms of financial benefits for postings (Canadian Forces Administrative Orders), thus preventing the occurrence of any "doubling up" on benefits. When the posting is co-located, benefits for a DI/DM couple and the cost of their move will likely be less than if they were single or had a civilian spouse. Take for example the case of a servicemember whose move cost ten thousand dollars in moving expenses. If the servicemember is married to a civilian spouse he or she will

receive a full months pay as allowance for disruption from a move. If the same servicemember is single (with no dependents) moving expenses may stay the same, but benefits are less; only one half month's pay is received to compensate for the disruption of a move. Thus, if two unrelated, single servicemembers are sent to the same geographical location their moves will each cost ten thousand dollars (as per the current example) and each will receive a half month's pay as part of their benefits. The same two servicemembers, if married to each other (DI/DM) will move as a family. Thus, their move will cost ten thousand dollars and each will receive one half month's pay. In the case of the DI/DM couple who is co-located the CF has moved two servicemembers for slightly more than the price of one. In terms of benefits the DI/DM couple are treated as single, while in terms of expenses they are treated as married; this often creates confusion for the DI/DM servicemember and personnel staff alike. DI/DM couples with children (as well as single parents) are prohibited from overseas postings because of the possibility of immediate mobilization. The female spouse in a DI/DM couple will be repatriated if she becomes pregnant during an overseas posting.

Due to the increased administrative requirements caused by the existence of DI/DM couples, and to a lesser extent DI/SM couples, CF administrators and policy makers tend to view these couples wholly in a negative light (Ewashko and Donovan, 1982). Perceived as "administrative burdens" by personnel administrators, servicemembers in dual income couples may leave the CF rather than suffer from lack of support for

their lifestyle. It would indeed be unfortunate if the CF lost valuable, highly trained servicemembers because it had not come to grips (in terms of new policies) with a lifestyle that is becoming the prevalent one in today's society. General Bernard W. Rogers (1978, p. 57) stated "commanders at all (sic) levels must continuously remain abreast of the changes which are occurring in society; evaluate their policies, practices and procedures in light of those changes; and, as appropriate, make adjustments to their 'modus operandi'." Evidence that the CF, as well as other NATO nations, is beginning to realize the impact of the military on the family and the family on the military exists in the form of a joint report reviewing the military family situation in the US, UK, Australia, New Zealand and Canada. The report states, in part, "Over the last few years the structure of the families have changed, and this is likely to impact on the military. The relationship between family concerns and retention of personnel is now established, and the importance of the family on a member's perception of the military is paramount" (Toulson and Drach, 1985, p.VII).

Purpose of Thesis

The purpose of this thesis is to determine if there are significant differences in the employment attitudes and behaviour (job satisfaction, job performance, organizational commitment and military ethos) of servicemembers with different marital lifestyles, of different genders or different rank status. If the findings do indicate differences then, depending on the strength and direction of the

differences, policies should come under review. If no significant differences in the attitude and behaviour of the subject groups are revealed, then the status quo of current policy should be maintained. Very little research has been done in the world's militaries on dual income couples. However, research in the civilian context has been more active. This literature will be reviewed to provide a conceptual overview.

Extensive civilian research on dual income couples compared family differences (e.g., Cate, Koval and Ponzetti, 1984; Pitrowski and Repetti, 1984), (marital) life satisfaction (e.g., Bailyn, 1970; Maples, 1981; Sekaran, 1985), and personality differences (e.g., Burke and Weir, 1976b; Rice, 1979); however, employee differences have not been adequately examined. The focus of the current research is on these latter differences which may have the most significance and interest to organizational decision makers. Since employee differences may occur between spouses within dual income couples and between couples with different marital lifestyles, they will be referred to as marital lifestyle differences.

Organizational Perception of Dual Income Couples

Marital lifestyle differences may be viewed as positive or negative depending on one's point of view (Hall and Hall, 1978; Maynard and Zawacki, 1979; Sikes, 1978 etc). Since this thesis is concerned with the marital lifestyle differences of individuals at work, it is important

to know how most organizations, and especially the CF, view dual income couples.

From the perspective of the organization, the dual income couple, or a member of a dual income couple, is often seen as disruptive to the smooth running of the organization. Companies want their personnel to be available for job transfers in order to climb the corporate ladder. However, members of dual income couples, intent on maximizing two careers, may not want to transfer due to their spouse's employment (Maynard and Zawacki, 1979). Work related travel and work hours are two additional areas where the organization may view the employment of the member of a dual income couple as problematic. Because there is no at-home support for the employee the willingness to work extra hours or to be absent from home for a travel period may not exist (Stringer-Moore, 1981). The organization may view the dual-income couple employee as potential deadwood (Hall and Hall, 1978) as he or she turns down or does not seek transfers and/or job travel. This perception would be heightened if promotions were also rejected in favour of more family oriented priorities, as in Hall's (1976) protean couple. A protean couple is defined as a couple who define their own careers rather than following their organization's definition of their career. The term derives from a figure of Greek mythology called Proteus, who changed his form at will. The protean couple is characterized by their adaptability, their autonomy and their desire for self-fulfillment. Hall (1976, p. 201) defined it in this way, "The protean person's own personal career

choices and search for self-fulfillment are the unifying or integrative elements in his or her life... the protean career is shaped more by the individual than by the organization and may be redirected from time to time to meet the needs of the person." The issue of conflict of interest is cited by Hall and Hall (1978) as another concern of the organization. Potential conflicts include spouses working in the same department, being placed in a supervisory position over their spouse, working in competing jobs or departments, or on opposite shifts. These concerns of conflict of interest are still current; in a recent survey of 20 maritime organizations, 5% said they would not employ husbands and wives, 45% said they would not allow husbands and wives to work in the same section or department or to supervise each other, and 25% placed no restrictions on personnel (Lamerson, 1985).

Organizations may consider members of dual income couples difficult as the requirements of their marital lifestyle lead them to request different benefits than employees in single income couples. Such benefits might include the provision of day care; allowing time off to run errands (Stringer-Moore, 1981); the availability of maternity/paternity leave; and, the existence of investment, insurance and retirement programs geared to families with two pay cheques (Hall and Hall, 1978).

Based on the preponderance of negative consequences of employing dual income couples many organizations may choose to avoid employing

these individuals. Given the limitations of such a policy in the context of human rights and other employment practices, organizations have had to develop approaches to dealing with the dual income couple.

Organizational Responses To Dual Income Couples

Hall and Hall (1978) report the most common approaches to the existence of dual income couples in the work force is "noncoping or control" (p.68). Noncoping refers to the response of the organization which takes no action with regard to dual income couples in their employ. Policies requiring job transfers, work related travel, extra hours etc., are not changed and many good people may be lost because they will not mold to the corporation's demands. Control, on the other hand, is the approach of the organization which wants to ensure it is not affected by the marital lifestyle of the employee. The organization may make demands upon the employee who is part of a dual income couple to refrain from discussing work at home, to accept all transfers etc., while not imposing the same rule on other, non-dual income, employees. Again good employees may leave the organization because of the conflict of couple versus corporate values. For the dual income couple these approaches are negative; the former through omission the latter through commission.

The third method of dealing with dual income couples avoids the win/lose view of pitting the organization's requirements against the

desires of the dual income couple which characterize the earlier methods. In this approach the organization assists the employee to overcome any work/family difficulties in expectation that the employee will then "go the extra mile" for the organization. This method creates a team approach where organization and employee(s) work together to maximize all options. Maynard and Zawacki (1979, p.470) report this last approach leads to dual income couples becoming "company couples". The company couple is one who becomes dedicated and loyal to the organization as a result of the support the organization provides. Business Week (1976, 54) reported on the desirability of this method; "both companies and couples find it advantageous: The company obtains access to desirable employees it might otherwise miss and gets fair assurance of their topflight performance, because husband and wife tend to reinforce each other. For their part, the husband and wife share common interests, understand each other's work problems, and in some cases receive the company's help in managing dual careers". Support for this hypothesis has generally come from results indicating increased performance and satisfaction levels of dual income employees (Bryson et al., 1976; Burke and Weir, 1976a). However, measures of organizational commitment have not been operationalized in terms of studying the "company couple".

Before an organization would take the third approach it seems logical some concrete return for their support would be required to offset the negative effects of the dual income couple on administrative policies and procedures. If the Business Week position is true then

measures of interest to organizations should reflect this positive effect. Positive results from factual measures within the organization should offset negative perceptions based on anecdotal personnel information.

Organizational Measures

Organizations tend to base their decisions on the relative worth of various employees on the objective or subjective measurement of employees on various traits, attitudes or behaviours. Although there are literally hundreds of these variables on which an organization could measure its employees, four hold particular interest. Three of these measures, job performance, satisfaction and organizational commitment, are well established within industrial/organizational psychology. An extensive amount of research has shown their relevance to organizational concerns. The fourth measure, military ethos, is of specific interest to the CF. It seems reasonable that any effects of marital lifestyle should be reflected in these measures. Each is important in that it reveals a piece of the puzzle describing an employee's attitude toward work and the organization and the employee's behaviour within the organization.

Job Performance. Work behaviour is, in its most practical, active sense, what the employee does or how they perform the tasks and duties of their job. Job performance follows a continuum; however, unlike job satisfaction, there is a zero point indicating no performance. Starting from the zero point, performance ranges from abysmal to poor to adequate

through good to exemplary. Most organizations use measures of job performance as the basis for organizational decisions regarding selection for training and promotion, identification of job performance weaknesses, eligibility for pay incentives, among others. All organizations use performance measures to distinguish among employees. Performance appraisal generally describes the formalized performance measurement system that exists within most organizations where one employee evaluates another. As could be expected, any system that has one individual measuring the performance of another may raise concerns of objectivity and reliability. Due to the nature of many jobs it is also difficult to define what performance actually is (an issue of validity) and to define what is good and bad performance, let alone measure it. Thus, research on performance appraisal is extremely popular, but answers to the questions raised are scarce (Keil, 1977; Landy and Farr, 1983).

Job Satisfaction. The feelings an employee has about his or her job can variously be described as morale, quality of work life, or job satisfaction (Landy and Trumbo, 1980). For the purpose of this thesis the term job satisfaction will be used virtually exclusively. Although the common connotation of the word satisfaction is a positive one, it can more accurately be thought of as a continuum ranging from "dissatisfied" to "satisfied". Alternatively, satisfaction can be thought of as a dichotomous variable with a resultant feeling of satisfaction or dissatisfaction. This two-factor theory has been posited by Herzberg (Landry and Trumbo, 1980) and has received some support in the

literature. The continuum theory was used here because of its more extensive support.

Job satisfaction has been one of the most prolific topics of the research on work behaviour. In 1976 Locke estimated that 3,300 articles or dissertations had been written on job satisfaction. In the intervening ten years it seems unlikely that this rate has lessened.

Although job satisfaction has been linked, negatively, to turnover and absenteeism (Porter and Steers, 1973; Steers and Rhodes, 1978) and positively (albeit somewhat modestly) to performance and quality of life (Landy and Trumbo, 1980), its importance here is its relationship to marital lifestyle. Since job performance is also being measured, the relation between it and satisfaction will be explored to determine if the two measures can be deemed independent of one another.

Organizational Commitment. Mowday, Porter and Steers (1982, p.27) call organizational commitment "the relative strength of an individual's identification with and involvement in a particular organization... characterized by at least three factors: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization". Although often thought of in similar terms, job satisfaction and organizational commitment have been established as separate concepts. An employee could

report job or even organizational satisfaction while exhibiting no commitment to the organization. Organizational commitment may often be defined in terms of "loyalty". However, as an attitude towards the organization it goes beyond loyalty. Thus, both the attitudinal and behavioural side of organizational commitment can be seen. It may be thought of as carrying on (behaviourally) where the concept of job satisfaction stops.

Military Ethos. Ethos in its most general sense is the characteristic values, beliefs and spirit that can be ascribed to a specific group. In the case of the CF, it is necessary to define the organization as a community or group in and of itself which has a shared belief system, value set or spirit. Military ethos might also be termed as an esprit de corps; a form of organizational commitment specific to the military organization. This concept is related to that of "corporate culture" (Peters and Waterman, 1982; Peters and Austin, 1985). Corporate culture encompasses both the internal perceptions of the organization held by employees as well as the external perceptions held by the public. Military ethos, on the other hand, is restricted to the internal view of the CF held by its members.

Military ethos can be thought of in terms of an exchange. Traditionally this exchange has been defined in terms of the vocational calling and higher order duty of military service. This can be seen in light of General Douglas MacArthur's comment: "military service of the

republic carries with it honour and distinction... even death itself may become a boon when a man dies that a nation may live and fulfill its destiny" (1927, p.328-9). Thus, giving your life for your country was considered a fair exchange; a life for honour and distinction. Von Clausewitz (1850) even went so far as to suggest that truly dedicated military personnel did not need pay; the knowledge that they were taken care of and respected as honourable leaders and soldiers was sufficient recompense.

Although this view has long been held within the military (and still is in some quarters), recent research has indicated that it generally no longer holds true. Morris Janowitz (1972, p.15) described the American military as "no longer an isolated calling functioning to protect the honour of society; it is now a profession and an occupation subject to all the vicissitudes of careerism in a bureaucratic setting". In research on the CF (Cotton 1979) this new view of the ethos of military personnel was supported by findings indicating "While leaders emphasize the performance of duty and the relevance of military institutions over a 24-hour period; the troops they lead advocate an occupational model characterized by limited liability and regular working hours" (p.1). Thus, military ethos can be defined as a continuum ranging from occupation-oriented through neutral to vocation oriented.

Possible Effects of Marital Lifestyle on Organizational Measures

Considering dual income couples as positive organizational entities is based on regarding the sum of the whole as being greater than

the sum of the parts. To evaluate the couple in this light it is necessary to believe that through mutual empathy, career support, shared work experience and organizational understanding each member of the couple enhances the job performance and satisfaction of his or her spouse. Thus, the performance and satisfaction of an individual in a dual income couple would be expected to be higher than that of other types of employees. This phenomenon is described by Blau (1964, p.170-171) as (the) "advice exchanged in mutual partnerships... can be mutually profitable because the advice two colleagues exchange tends to be superior to their decisions on their own cases".

Several researchers have found support for the conceptualization that greater job satisfaction and job performance are correlated to being in a dual income couple. Roseenthal (1982) compared the job satisfaction, job involvement, predicted career interruptions of single, single income and dual income employees and found dual income employees significantly more satisfied with their job than their single and single income peers. Burke and Weir (1976) found that the husbands of wives who had paid employment had more satisfaction with their job and life than did their peers married to housewives. Working wives in this study also reported more mental and physical well-being than housewives. Parker, Pelletier and Wolleat (1981), in a review of research on dual income couples, described several benefits of such partnerships. Dual income couples enjoyed mutual empathy, greater financial freedom, feelings of self fulfillment and contentment, shared knowledge and equal power within a relationship.

Butler and Paisley (1980) state it is not sufficient to discuss globally, dual income couples, but that further definition is required to define the type of dual income couple. They introduce the term "coordinated career couples" to describe the situation "if the couple chooses to work together in the same field or in another arrangement that causes their work to overlap" (p.207). They define several types of coordinated couples; however, for the purpose of this thesis the definition of only two are pertinent. "Institutional Coordination" (p.209) occurs when the husband and wife pursue different occupations in the same organization or institution. "Specialty coordination" implies the same occupation and may or may not be pursued in different organizations. With regard to military dual income couples, clearly the DI/SM couple is not a coordinated couple. It is less clear, however, whether a DI/DM couple should be called institutionally coordinated or a combination of institutional and specialty coordination. On the one hand, we have the traditional view of the military as a vocational calling, an "occupation" with its own values, norms, rules and regulations. Agreement with this definition would mean accepting that the members of a DI/DM couple are coordinated on specialty. That is, they are part of the generic occupation called "the CF". The other approach would be to view the CF as an organization without any higher calling attached to it. In this case DI/DM couples would be institutionally coordinated since they work in the same organization, but, for the most part, do not share occupations. This definition is offered support by Cotton's (1979) work with Combat Arms personnel. His results indicated that many junior

personnel and personnel in support occupations did not view the CF as a vocation, but as an occupation. In the light of this evidence DI/DM couples shall be herein defined as institutionally coordinated.

Concomitant with institutional coordination is the implication of mutual empathy, career support and organizational understanding based on employment in the same organization, albeit not in the same specialty. Whereas research findings (e.g., Burke and Weir, 1976a) indicated higher levels of job satisfaction and performance when dual income (non-coordinated) couples were compared to traditional couples or to single employees; a similar differential level of performance and satisfaction might be expected when coordinated couples are compared to non-coordinated couples. As Shaevitz and Shaevitz (1980, p.197) state, "There are now good reasons for believing that not only may it not be harmful; it may even be helpful for couples to be in the same or similar fields". Therefore, it seems reasonable to expect a hierarchical ranking of levels of both job performance and job satisfaction with DI/DM couples receiving the highest scores, followed in order by DI/SM couples, SI/SM couples, and non-married servicemembers.

Research comparing coordinated couples to non-coordinated couples has been virtually non-existent. More commonly research on coordinated dual income couples has compared them to single income couples or to their non-married peers. Bryson, Bryson, Licht and Licht (1976) compared the performance and satisfaction of husband and wife psychologists to

their peers in other (non specified) marital lifestyles. Martin, Berry and Jacobson (1975, cited in Pepitone-Rockwell, 1980) performed a similar comparison to Bryson, et al. (1976) using sociologist pairs. Epstein (1971) provided a qualitative analysis of the performance and satisfaction of spouses who are both lawyers. In all of the above research the findings indicated higher levels of performance and satisfaction exhibited by the dual income couple. Thus, research support is offered for the increased performance and satisfaction of coordinated dual income couples when compared to single income couples or single employees. This does not specifically say who would perform better and would be more satisfied when a coordinated dual income couple is compared to a non-coordinated dual income couple. However, dual income couples perform better and are more satisfied than single income couples and single employees. Thus, we can reasonably expect that they will also perform better and be more satisfied than non-coordinated dual income couples.

In order for an employee to be highly committed he or she must feel looked after by the organization. Organizations will often try to "satisfy" employees in order to encourage or retain their commitment. If DI/DM and DI/SM couples do not feel that they are receiving the support they deserve from the CF, their responses would probably indicate a lower level of organizational commitment. Thus, it would be expected that SI/SM couples and non-married servicemembers would be relatively more committed to the organization than dual income couples, regardless of

their absolute level of commitment. This hypothesis would also be supported by Hall and Hall's (1976) definition of a protean couple who is more committed to the couple than to the organization.

A high level of military ethos requires a vocational outlook on military service. DI/DM and DI/SM couples, with a protean approach to careers, are more likely to approach the military with an occupational outlook. The stress of potential geographical separations due to the pursuit of two careers may further confirm the occupational view point of dual income couples. Thus, DI/DM and DI/SM couples are expected to have lower relative levels of military ethos than SI/SM couples or never married servicemembers.

Previously, the idiom "the sum of the whole is greater than the sum of the parts" was used to describe the performance/satisfaction of the dual income couple. This description has been supported by the research reported thus far. However, it is also necessary to sub-divide the whole (the dual income couple) into its parts (the husband and wife).

Gender Effects

The research described in the last section suggests that dual income couples perform at a higher level and are more satisfied. However, these same studies suggest that husbands produce more, are more satisfied and make more money than their wives even though they may have similar backgrounds and experience (Bryson and Bryson, 1980). Butler and

Paisley (1977) compared husband and wife psychologists and found the husbands had higher status positions that could not be explained by differences between their ages, training, degrees or places of employment. Lower levels of job satisfaction and performance by wives in dual income couples have also been regarded by Bryson et al (1976) and by Bryson, Bryson and Johnson (1978). In the latter case, family size acted as a moderator further diminishing the job satisfaction (but not performance of wives) but neither the job performance nor job satisfaction of their husbands.

There are two possible explanations for these differences in husband and wife job performance and satisfaction. Bryson et al. (1976, p.15) believed "that professionally employed married women bear a greater share of responsibility for the performance of domestic activities than do their husbands." Thus, the wife, has two jobs (home and work) and does not perform as well or report as much satisfaction as her husband. The second explanation may, in fact, lead back to the first. Butler and Paisley (1980) argue that "Differences in success between husbands and wives cannot be attributed to age, training, degree or place of employment. The remaining explanation is sex discrimination, including discrimination in the form of sex role socialization, which creates self-fulfilling prophecies concerning women's professional careers". Through sex role socialization women's primary responsibility for the home is reinforced, thus placing added pressure on a working wife, potentially affecting her success at work. Walker and Fennel (1986), in

discussing role differentiation and performance, reported few studies have indicated any gender differences in performance. This position supports the view that husband and wife performance and satisfaction differences are not related to gender, but rather are an interaction of gender and marital lifestyle. If this is true then, the job performance and job satisfaction of husbands and wives in DI/DM and DI/SM couples should differ while they should be similar for single males and females.

Gender may be related to differences in organizational commitment due to differential social expectations and pressures between the sexes. Males historically have been socialized as the bread winner of the family whereas females have been cast in a supportive, nurturing role. Females may now feel pressure to pursue a career or take care of a family or juggle both at once. Bryson et al. (1976) called this pressure on females "social role pressure". It relates to the belief that in pursuing a career women take on both work and home/family responsibilities. Because of these multiple responsibilities they are expected to be less committed to work than if it was there only interest. Differences in organizational commitment are expected to indicate a higher level of commitment to the CF way of life for males than females.

No research has been found comparing military ethos across gender groups. Based on Bryson et al's (1976) discussion of social role pressure on females it is expected that they may react in a similar

fashion to military ethos and organizational commitment. Multiple pressures may mean less military ethos as females feel more distractions to a vocational approach to the CF. Military service is a relatively new phenomenon for females; traditionally the military, and total loyalty to it, was thought of as a masculine purview. Although the CF is increasingly an egalitarian career environment, it is still overwhelmingly male (91%). Female servicemembers serve in a wide range of roles and responsibilities, yet many leave the CF upon marriage or the start of a family. This appears to be part social role pressure, part lack of military history. It is expected that females will be less vocational in their view of the CF. This, then suggests, a more occupation-oriented form of military ethos.

Rank Status Effects

No research was found that compared the satisfaction and/or job performance of members in dual income couples at one organizational level to those at another. The studies reviewed used employees who were in managerial positions or who were professionals. Employees in each category were grouped together. Although previous research has not made comparisons between white collar and blue collar employees, given the organizational structure of the CF, it is important to extend our knowledge of dual income couples within the CF to this variable. The Canadian Forces is a highly structured, formal environment where rank is a cornerstone of the organization. The differences between officer and non-commissioned member have long been considered distinct. Thus, it

will be interesting to compare the job satisfaction and performance of CF Officers (who are the military's managerial levels) and Non-Commissioned Members (NCMs who are at non-managerial levels) to determine if these rank status groups are indeed distinct. Previous military research that compared these two status groups, but did not look at the dual income issue (Cotton, 1979), has indicated officers as a whole are more committed to the CF and have a stronger ethos or pride concerning their military careers. Although managerial and non-managerial status groups can seldom be compared on the same performance measures, they can easily be compared on measures of job satisfaction. Results of such studies indicate that managers and professionals do exhibit more satisfaction with their jobs (Landy and Trumbo, 1980). This is not to say that non-managerial personnel are necessarily dissatisfied, but rather that they exhibit less satisfaction than managerial personnel. Keeping this research in mind, Officers should record more job satisfaction than NCMs and also report higher performance levels than their NCM counterparts.

In absolute terms both officers and NCMs are expected to be positively organizationally committed to the CF. However, as Cotton (1979) reported, officers recorded a higher level of organizational commitment than NCMs. This may be a function of differential socialization within the two essentially social classes of the CF. Based on Cotton's findings it is expected that officers will record higher levels of organizational commitment than NCMs.

Moskos (1977) postulated the theory that the modern military because of long term peacetime operations and its all volunteer nature had become less of a calling and more of a job. He discussed expected differences according to rank status based on the more lengthy socialization process of officers. Cotton (1979) operationalized Moskos theory into the Military Ethos Scale to measure vocational or occupational orientation. Based on Moskos (1977) theory and Cotton's (1979) findings it can be predicted that officers will respond in a more vocation-oriented manner than will Non-Commissioned members (NCMs).

Summary

The dual income couple is emerging as a prevalent marital lifestyle within Canadian society. Within the couple there is greater financial freedom, mutual empathy, career support and understanding based on both spouses being part of the work force. Organizations may initially see only the negative side of employing members of dual income couples; their reluctance to travel or be relocated, their requests of day care, their potential for conflict of interest, etc. However, if the results of the research reviewed would be accepted the organizations would also see the potential plus in employing dual income couples.

Marital lifestyle, gender and rank status were control variables with respectively four, two and two levels each. Job satisfaction, job performance, organizational commitment and military ethos were the dependent variables of interest.

Hypotheses

Based on a conceptual understanding gained from the literature reviewed the following hypotheses were postulated:

Marital Lifestyle

- ML 1: DI/DM couples will report more job satisfaction than DI/SM couples who will report more job satisfaction than SI/SM and non-married servicemembers;
- ML 2: DI/DM couples will perceive they have a higher performance level than DI/SM couples who will report higher perceived performance than SI/SM couples who will report a higher performance level than non-married servicemembers;
- ML 3: DI/DM and DI/SM couples will be less committed to the organization than SI/SM couples and non-married servicemembers; and,
- ML 4: DI/DM and DI/SM couples will score lower on military ethos than SI/SM couples and non-married servicemembers.

Gender

- G 1: males will be more satisfied than females;
- G 2: males will perceive their performance to be higher than will females;
- G 3: males will be more organizationally committed than females; and,
- G 4: males will report more military ethos than will females.

Rank Status

- RS 1: Officers will express more job satisfaction than NCMs;
- RS 2: Officers will perceive higher levels of performance than NCMs;
- RS 3: Officers will report being more organizationally committed than NCMs; and,
- RS 4: Officers will exhibit higher levels of military ethos than NCMs.

Method

Population

Maritime Command was selected as the population of interest in this thesis. MARCOM is the smallest functional command in the CF with 10,976 personnel (DPIS, 1986). Its personnel are primarily located in two geographic centres (Halifax, Nova Scotia and Victoria, B.C.). It was thus considered a more reasonable population, in terms of the logistics of administering and analyzing questionnaires, than the CF as a whole. However, it may not resemble the CF as a whole. Because of the potential importance of this research and the lack of any other relevant data it was felt by the CF that an initial appreciation of marital lifestyle effects should be obtained before proceeding with a Forces-wide study. This restriction will impose limitations on generalizability.

Sampling Plan

The four marital lifestyle groups (servicemembers in DI/DM, DI/SM, and SI/SM couples and non-married servicemembers) subdivided by gender and rank status, (Officer or NCM) required that 16 distinct groups be sampled. MARCOM personnel were randomly sampled using the computer system of the CF Directorate of Personnel Information System (DPIS). One difficulty arose because DPIS records do not distinguish between civilian spouses with paid employment or no employment; DPIS simply notes "married-civilian spouse". This meant that only twelve distinct groups could be obtained through the DPIS system. Labour force statistics for

the population as a whole suggest that up to 50% of spouses might have paid, full-time employment. Therefore, more personnel were sampled in the "Married-Civilian Spouse" category with the expectation that if labour force statistics were true for this group, half of the respondents would have spouses who were employed:

Table 1 shows the distribution of the MARCOM population over the 12 sampling categories. It is obvious that there is great variability across the categories. The smallest group, male officers in DI/DM couples, contained 15 personnel while the largest, male NCMs married to civilian spouses had 5065. It was decided that for all groups, other than "married-civilian spouse", with more than 100 personnel a random sample of 105⁽¹⁾ would be taken, and for groups with less than 100, the entire population would be sampled. In married - civilian spouse groups with a population larger than 300, a sample of 300 was taken; for populations less than 300, the entire population comprised the sample. This decision rule resulted in five of the twelve populations being used in place of random sampling. Altogether, 1266 MARCOM personnel, or 11.5%, were sent questionnaires.

Respondents

Seven hundred and thirty-eight (58.3%) of those MARCOM servicemembers sampled responded to the questionnaire. Ninety five

(1) Although random samples of 100 personnel were requested, DPIS inadvertently sent data sets containing names of 105 personnel. This error was not discovered until after the questionnaires were mailed.

Table 1

MARCOM Population and Numbers Sampled*

	DI/DM	Married-Civilian Spouse	Not Married
Officer			
Male	15 (15)	1097 (300)	555 (105)
Female	18 (18)	17 (12)	55 (55)
NCM			
Male	143 (105)	5065 (300)	3602 (105)
Female	135 (105)	36 (36)	338 (105)

*Figures in brackets are the number of questionnaires sent out.
Population data is from DPIS records.

respondents reported a marital status (common-law, separated, divorced and widowed) that did not meet the requirements of the study, therefore data from these respondents were not included in the analysis. The distribution of the remaining 643 respondents over the 16 categories is presented in Table 2.

Table 2

Demographic Breakdown of Respondents

	DI/DM	DI/SM	SI/SM - Not Married	Total
Officer				
Male	11	27	113	151
Female	10	5	25	40
NCM				
Male	65	58	86	209
Female	65	9	39	113
	150	149	226	525

Table 3, presents the breakdown of respondents by category. As can be seen several interest groups (most notably females, officers, and DI/DM couples) are over-represented.

Table 3

Respondent Distribution Compared to MARCOM Distribution

Demographic Criteria	MARCOM		SAMPLE	
	n	%	n	%
<u>Gender</u>				
Males	11,000	95.4	483	75.4
Females	528	4.6	160	24.9
Total	11,528	100.0	643	100.0
<u>Rank Status</u>				
Officer	1,811	15.7	305	47.4
NCM	9,717	84.3	338	52.6
Total	11,528	100.0	643	100.0
<u>Marital Lifestyle</u>				
DI/DM	308	2.8	150	23.3
DI/SM & ST/SM	6,098	55.3	375	58.3
Not Married	4,616	41.9	118	18.4
	11,022*	100.0	643	100.0

- Note: (1) MARCOM population figures from DPIS; current as of 30 Sep 86.
 (2) The 506 divorced, widowed or separated MARCOM personnel were excluded.
 (3) Chi square calculations; based on a .05 significance level, indicated significant differences within marital lifestyle, gender and rank status groups.

Sample Demographics

The average age of respondents was 33.4 years; ranging in age from 20-58. On average, the respondents had been in the CF for 13.2 years ranging from less than a year to 37 years. Seventy-five point one percent (75.1%) of the sample was male, while 24.9% were female. Officers made up 47.4% of the sample compared to 52.6% of the sample who were NCMs. In terms of marital lifestyle 23.3% were in DI/DM couples; 58.3% were married to a civilian spouse (22.9% were in DI/SM couples and 35.4% were in SI/SM couples); and, 18.50% were not married.

Comparisons (ANOVA's and t-tests) of the independent variable groups on age, time in the service and rank indicates that the groups are in many cases not equivalent (see Appendix B for figures). Males, officers and DI/SM and SI/SM couples are significantly older. Members of DI/DM couples are significantly junior in rank and along with non-married servicemembers have less time in service. Males and officers had significantly more time in service and officers had significantly more schooling completed. This is not unexpected and reflects the nature of the population. Many servicewomen leave the military when they marry or have children, thus women and dual income couples will be younger, have less time in service and, subsequently, be junior in rank. Nevertheless, for the purpose of analysis, the groups are still not equivalent.

In addition, the proportion of DI/DM respondents who are married to each other could not be determined. Although respondents were asked not to discuss the questionnaire, if both members of a couple responded, their responses may be very similar, whether by collusion or their own similar attitudes.

Procedure

Survey questionnaires were chosen as the method of gathering data from the population concerned. Because of the distances involved (Nova Scotia to British Columbia) and servicemembers' familiarity with questionnaires (they are probably the primary means of gathering information within the CF), they were considered the optimum means of getting a high return rate of quality data.

Twelve hundred and sixty six (1266) questionnaires were mailed on 23 April 1986 through the Fleet Mail Office (FMO), Halifax. Questionnaires (Appendix A) along with a cover letter and stamped return envelope, were sealed in envelopes and addressed to the servicemembers in the sample. Envelopes were packaged such that all questionnaires destined for one geographic location would arrive at their distribution point at the same time. Twenty-four questionnaires could not be delivered and were returned.

Concurrent to the questionnaire mailing a message was sent to all MARCOM unit commanders detailing the rationale for the study, its sponsorship by MARCOM Headquarters, and the voluntary nature of the request for servicemembers' participation (Appendix A).

The cover letter (Appendix A) indicated the purpose of the study, its interest to MARCOM, and that participation was voluntary. Assurances were given that the confidentiality of the data would be maintained. The questionnaire requested the individuals Social Insurance Number (SIN); it was explained that these were necessary for the researcher to contact a small group of respondents for follow-up interviews if these should be necessary.

Survey Instrument

The questionnaire, "Marriage and the CF" (Appendix A), consisted of the Job Descriptive Index, Organizational Commitment Scale, Military

Ethos Scale, a measure of job performance, and attitudinal measures, as well as general demographic questions. The questionnaire is an amalgamation of measures derived from previous studies (described below) and measures developed specifically for this research. A variety of response formats are used including likert-like scales, checklists, forced choice and open ended questions.

Job Satisfaction Scales. The six scales of the Job Descriptive Index (JDI) (Smith, Kendall and Hulin, 1975) were used to measure servicemembers' overall job satisfaction, as well as their satisfaction with the facets of employment, promotions, pay and benefits, co-workers and supervisor (pages A-3 to A-8 in Appendix A). The JDI is one of the most prevalent measures of job satisfaction used in psychological research and was thus considered an excellent choice whereby the overall and facet satisfaction of military personnel could be assessed.

Smith (1974) reports that the internal consistency reliabilities of the JDI scales range from .80 to .88. She reported that correlations between each of the scales averaged .37 suggesting that the scales were measuring different areas. The scales were highly correlated (an average of .70) to other measures of job satisfaction indicating the JDI is a valid measure of job satisfaction.

No evidence could be found of norming with a military group; although the JDI has been normed with management versus non-management,

male versus female, hourly versus salaried and white versus black employees (Colembiewski and Yeager, 1978). The JDI was found to have the same meaning for the various groups who used it.

The original normative group used by Smith, Kendall and Hulin (1975) contained 2,000 male and 600 female workers from 19 companies and 16 communities. These norms will be used for this thesis.

Job Performance. Two separate performance evaluation reports (PER's) exist in the CF; one for officers and one for NCM's. The officer PER has seven levels on eleven factors and five levels on nine factors, while the NCM PER has seven levels on fourteen factors. The factors used are not intended to measure similar constructs and comparability between the two measures is uncertain.

Due to the nature of this thesis these two instruments were deemed unsuitable. To provide a common, easily comparable measure of job performance a questionnaire item was developed (question #3, page A-12, Appendix A). Respondents were asked to indicate on a 5 point Likert-type scale their perceived performance compared to their peers in the same rank and occupation.

Organizational Commitment Scale. Four items (items 2, 3, 4 and 5 on page A-9 of Appendix A) from the original 15 item Organizational Commitment Scale (OCS) (Mowday, Steers and Porter, 1979) were used to measure

servicemembers level of commitment to the CF. The four items chosen for this study were previously used by Cotton (1979) as a measure of organizational commitment in the CF.

Each item is reverse scored such that a response of 5 on any item indicates the highest level of organizational commitment. As outlined by Mowday, Steers and Porter (1979) the scores on all items are added and then divided by the number of items used to form a composite OCS score.

The reliability of the OCS items is indicated by the correlations of each item to the total OCS ranging from .36 to .72 with a median of .64. The internal consistency based on alpha was calculated as $r = .82$ to .93 with a median of .90. The convergent validity of the scale ranged from .63 to .74 (median .70) while its median discriminant validity when compared to the JDI was .41. It should be noted that these calculations are based on the 15 item OCS; no reliability or validity information could be found for the shortened version.

Normative data exists on the OCS for approximately 2,400 employees from university, public, hospital, retail, bank, telephone, automotive, scientific and engineering settings.

Military Ethos Scale. The six original items from Cotton's (1979) Military Ethos Scale (MES) were used to determine the primacy and scope of servicemembers feelings toward the CF. (Items #6 through 11 on pages A-9 and A-10 of Appendix A).

Following Cotton's (1979) procedures all items on the five point scale are added to yield the composite MES score, ranging from 6 to 30. Cotton (1981) reports that scores above 22 are high indicating a vocational outlook; values between 15 and 21 indicate a neutral outlook; and scores below 14 are indicative of an occupational outlook towards CF life.

Reliability of the measure was indicated from the internal consistency of the MES (coefficient alpha = .78). Validity was calculated by comparing mean MES among groups reporting different reasons for joining the CF. The means were significantly different, therefore, suggesting discriminant validity.

Cotton (1979) reports that the mean MES score of his 1,636 Army respondents was 17.65 with a standard deviation of 5.5.

Military Policy. Five questions, developed by the researcher, requested attitudes of the respondents to the treatment or potential treatment of DI/DM and DI/SM couples on postings and career management. Five point Likert-like scales were used to tap servicemembers' views on these issues. The responses to these questions and those in the following section were of interest to military policy makers. As such they do not serve a primary purpose within this thesis. They are recorded separately in Appendix E.

Intentions if Separated. The two questions in this section sought to determine the behavioral intentions of the servicemembers should they be posted away from the site of their spouse's employment. DI/DM couples were asked to choose between four fixed choice response options (the respondent would leave the CF, the spouse would leave the CF, they both would leave the CF, or they would accept a separated posting). DI/SM couples were asked to choose between three fixed-choice response options (the servicemember would leave the CF, the spouse would quit their civilian job, or they would accept geographic separation).

Demographic Information. This section of the questionnaire sought demographic information on respondents regarding their age, gender, primary language, education, rank, etc. The details of this demographic information can be seen at Appendix B.

Feedback. The final section of the questionnaire gave servicemembers the opportunity to make comments about the design of the questionnaire and the issues raised by it.

The questionnaire received a limited pre-testing at CFB Shearwater in November and December, 1985. In addition the rationale for the inclusion of the questions, their wording and order was discussed with several CF behavioural scientists to ensure its military utility.

Design and Data Analysis

Analysis was accomplished using the Statistical Package for the Social Sciences - Extended (SPSS-X) version 2.1. Early analysis was done on the VAX computer at Saint Mary's University. Later all data was switched to the VAX system at York University for use at the Canadian Forces Personnel Applied Research Unit.

Initial examination of the data indicated the frequencies, means and standard deviations pertinent to all variables. A Chi-squared analysis was computed to determine representativeness of the sample. One-way analyses of variance across marital lifestyle and t-tests across gender and rank status were performed to see if groups were equivalent on several potential moderator variables (age, time-in service, education, etc).

The design for this study was 4 (Marital Lifestyle) x 2 (Gender) x 2 (Rank Status) with job satisfaction, job performance, organizational commitment and military ethos used as the primary dependent measures. Three-way analyses of variance were performed separately for each of the four dependent variables, including breaking the JDI down into its six scales. Following precedent with the JDI (Smith, et al., 1975) each scale was treated as independent from the other five JDI scales. Based on the correlation between the three measures of perceived performance, organizational commitment and military ethos (the highest was $r = .363$), these measures were also deemed independent of each other. Thus,

separate analyses of variance were done rather than a MANOVA procedure. Correlations between all dependent variables can be seen at Appendix P. Multiple regressions were calculated using each dependent variable as the criterion and all other variables as potential predictors. A confidence limit of five percent for type I error was used for each regression. A stepwise procedure was used to develop the regression formula with the probability to enter set at .05 and the probability to remove set at .10 (the defaults for SPSS-X). A stepwise procedure was chosen as the study was exploratory.

Results

On the whole the results of the study offered some support for the hypotheses pertaining to marital lifestyle; modest support for the hypotheses regarding gender; and strong support for the hypotheses concerned with rank status. Marital lifestyle related significantly to overall job satisfaction, but not to any of the sub-scale satisfactions; nor to job performance, organizational commitment or military ethos. Differences in gender were significantly related to military ethos and, to a limited extent, to job satisfaction, but not to job performance or organizational commitment. Job satisfaction, organizational commitment and military ethos, but not job performance, varied significantly with rank status. A two-way interaction of rank status by gender was found for satisfaction with promotions. Table 4 indicates the results of the ANOVA analysis.

TABLE 4

Significant ANOVA F Ratios

	Main Effects			2-Way Interactions				3-Way Interactions			M.S. Error
	* M.L.	R.S.	G.	M.L. X R.S.	M.L. X G.	R.S. X G.		M.L. X R.S. X G.			
Job Satisfaction											
overall	3.23	20.86									76.23
employment		56.26									104.77
promotions		28.66				27.17					273.98
pay and benefits		33.39	12.58								112.60
co-workers		49.65									133.38
supervisor		13.95	5.34								149.40
Job Performance											.44
Organizational Commitment		35.46									.57
Military Ethos		133.48		2.86							19.06

F ratios shown are significant .05

- * M.L. = Marital Lifestyle
 R.S. = Rank Status
 G. = Gender

Analysis of Variance

Job Satisfaction. Following upon past research using the JDI, each of the six scales was analyzed separately. These analyses are presented in detail in Appendix C. For convenience, the results of these six analyses will be reported according to each of the three main control variables.

Marital Lifestyle. Overall satisfaction varied significantly with marital lifestyle ($F(3,641) = 3.22, p = .022$). On the whole SI/SM couples ($M = 45.39$) were more satisfied than never married personnel ($M = 44.94$), DI/DM couples ($M = 44.73$) and DI/SM couples ($M = 42.83$). Post hoc comparisons showed that SI/SM couples and never married personnel were significantly ($p < .05$) more satisfied than the two forms of dual income couples (DI/DM and DI/SM).

Marital lifestyle, either directly or as an interaction, had no other impact on any of the satisfaction scales. The results indicate that MARCOM personnel are generally satisfied with all the measured facets of service life. They are least satisfied with their co-workers (compared to the normative sample from Smith, Kendall and Hulin, 1975 they were at the 25th percentile for co-workers satisfaction) and most satisfied with promotions (75th percentile). Nevertheless, all satisfaction scores were on the positive side of the JDI satisfaction scoring (i.e., greater than 27).

Gender. Gender was significantly related to the Pay and Benefits ($F(1,637) = 12.58, p = .000$) and Supervision ($F(1,641) = 5.84, p = .016$) scales of the JDI. In general, women ($M = 37.44$) were more satisfied with Pay and Benefits than their male ($M = 33.97$) counterparts. However, men ($M = 42.66$) were more satisfied with their supervisors than were women ($M = 39.15$).

In addition to the main effects, gender interacted significantly with rank on the Promotion scale ($F(1,618) = 27.17, p = .000$). Female officers were generally less satisfied with promotion than female NCMs. This trend was reversed for males, with male officers being more satisfied than male NCMs where promotions were concerned.

Overall, both males and females exhibited positive satisfaction with all measured facets of military service. Compared to the original norm group (Smith, Kendall and Hulin, 1975) males were most satisfied with promotions (75th percentile) and least satisfied with co-workers (30th percentile). Females were most satisfied with promotions (85th percentile) and least satisfied with supervision and co-workers (35th percentile).

Rank Status. All six scales of the JDI varied significantly with rank status. F ratios and calculated probabilities are shown at Appendix C. In general, officers were more satisfied than NCMs. No interactions were found other than the already mentioned interaction of rank status and gender on the promotion scale.

Compared to the JDI normative groups both officers and NCMs were positively satisfied on all JDI measured facets of CF-11b. For both officers and NCMs the highest job satisfaction facet was promotion (80th and 70th percentile, respectively) while the lowest was with co-workers (40th and 25th percentile, respectively).

Job Performance. The correlation between job performance and each of the six JDI scales was calculated to determine if job performance could be deemed independent from overall satisfaction and the five facet satisfactions. Correlation coefficients ranged from $r = .066$ for the relation between job performance and employment satisfaction to $r = .022$. Job performance is thus considered as an independent measure. Marital lifestyle, gender and rank status did not vary significantly with job performance. Nor could any significant interactions be found between any of the control variables on this dependent variable.

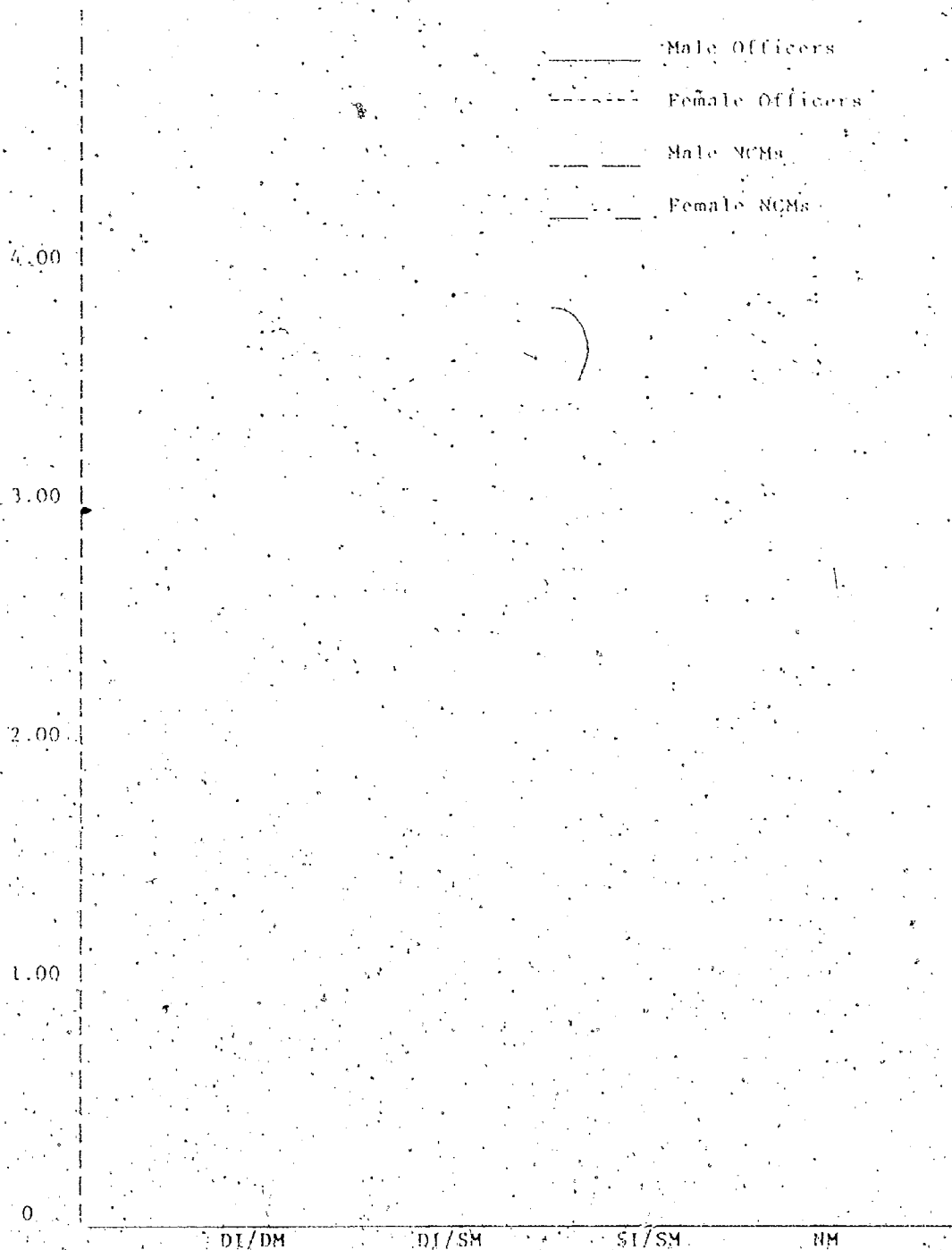
The mean performance value was 2.29 indicating that respondents perceived their performance to be above average compared to their same rank peers within their occupation.

Organizational Commitment. Although marital lifestyle and gender did not vary significantly with organizational commitment, rank status did ($F(1,634) = 35.46, p = .000$): Officers, in general, ($M = 3.79$) were more committed to the organization than were NCMs ($M = 3.41$). A three-way interaction of gender x marital lifestyle x rank status ($F(3,634) = 2.54, p = .056$) was marginally significant for organizational

commitment. Diagrammatically it can be seen at Figure 3. Male officers are most committed to the beliefs and values of the CF ($M = 3.88$) when their spouses do not have full-time paid employment. Never married male officers and those married with civilian spouses who have paid full-time employment recorded similar organizational commitment scores ($M = 3.74$ and 3.75 , respectively). Male officers in DI/DM couples were least organizationally committed ($M = 3.61$). Female officers who were in DI/DM couples or who were never married were most committed to the CF ($M = 3.72$ and 3.83 , respectively) followed by female officers in SI/SM couples $M = 3.44$. The organizational commitment of DI/SM female officers was the lowest ($M = 3.15$) of all groups compared. Male NCMs who were DI/DM, DI/SM or SI/SM reported similar levels of organizational commitment ($M = 3.31$, 3.28 and 3.37 , respectively); however, never married male NCMs reported a higher level of organizational commitment ($M = 3.77$). Female NCMs reaction to organizational commitment differs slightly: DI/DM, DI/SM and never married female NCMs have similar OCS scores ($M = 3.56$, 3.47 and 3.45 , respectively) while SI/SM female NCMs have the highest organizational commitment score of all groups concerned ($M = 3.92$).

The OCS results of this thesis cannot easily be compared to the original normative group because the number of item responses on the Likert-like scales differed (seven in the original, five here). However, Mowday, Steers and Porter (1979) did report that the majority of scores fell at the mid-point. This finding was not replicated by the thesis

Figure 3
Organizational Commitment
Marital Lifestyle x Rank Status x Gender



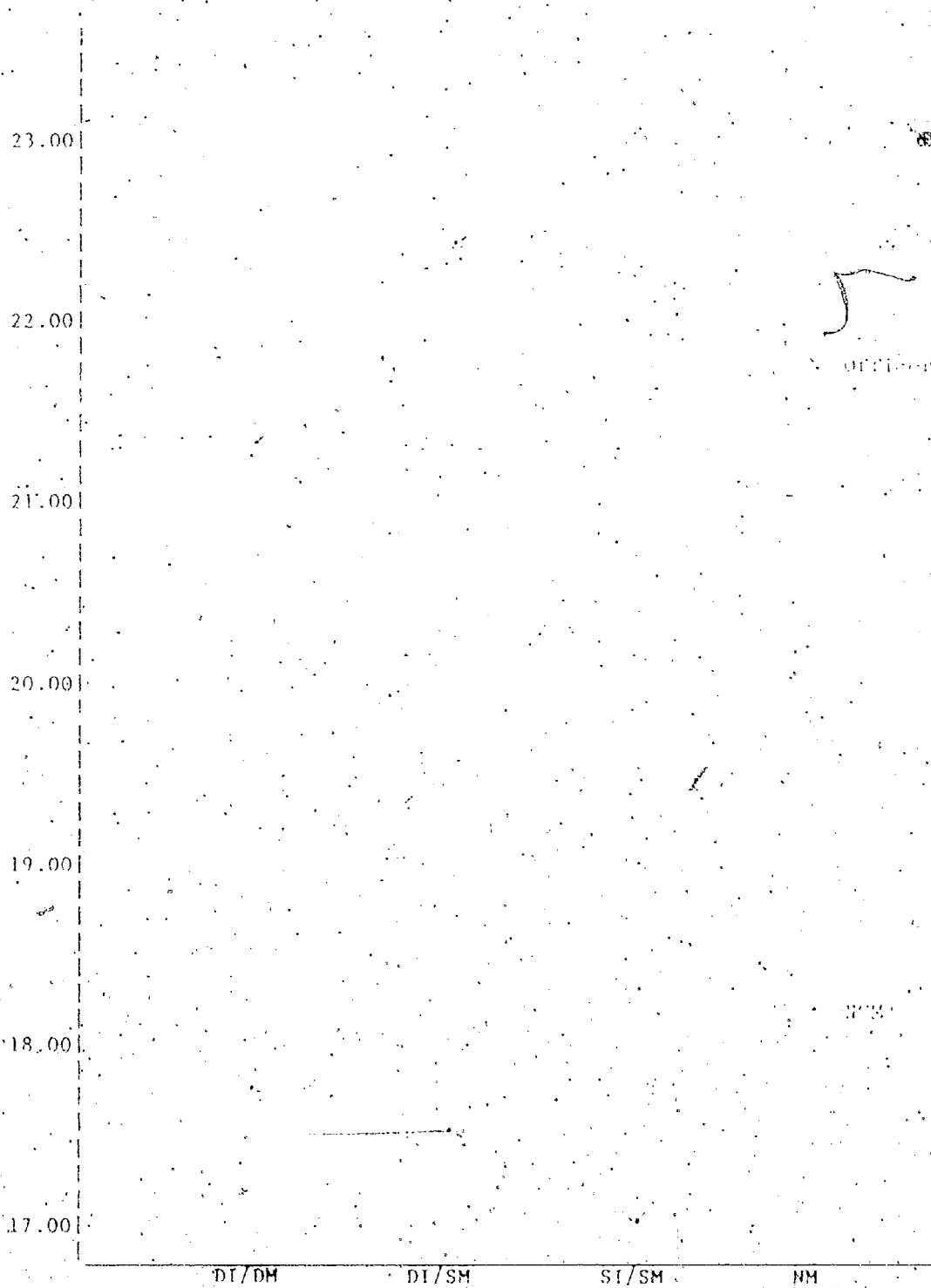
results. The mean OCS score was 3.78, somewhat higher than the mid-point of 3.0. Therefore, servicemembers indicate a generally higher level of organizational commitment than the original norm group.

Military Ethos. Marital lifestyle had no direct impact on military ethos, however, it did interact significantly with rank status to vary on military ethos ($F(3,635) = 2.86, p = .036$). On the whole officers expressed greater ethos than NCMs with officers in the SI/SM ($M = 22.77$) and DI/SM ($M = 22.17$) having the highest scores and the only ones that are in the vocational orientation range (i.e., greater than 22). All the other groups were neutral in their orientation to the CF; neither occupational nor vocational. For NCMs the marital lifestyle with the lowest ethos was SI/SM ($M = 17.20$). The highest level of ethos expressed by NCMs was $M = 18.30$ for never married NCMs (Figure 4).

Gender, directly or in interaction, had no impact on military ethos.

Rank status varied significantly with military ethos ($F(1,635) = 133.48, p = .000$). As hypothesized officers ($M = 22.23$) were generally more vocationally-oriented than NCMs ($M = 17.77$). Only officers' military ethos is above the level to be considered vocationally oriented. This indicates that officers are actively committed to the CF and their actions match their attitudes. However, the view of the CF held by NCMs is more neutral than that of officers, while still not being occupationally oriented.

Figure 4
Military Ethos - Marital Lifestyle x Rank Status



Compared to the mean reported by Cotton (1979, p.D-9) MARCOM NCMs have very similar results (17.77 compared to Cotton's 17.65) while officers results were higher (23.34).

Regression Analyses

All items recorded in the questionnaire (Appendix A) and composites developed from it were used to determine what, if any, multiple regression line would predict each dependent variable. Any of the variables that were ordinally scaled were recoded to create dummy variables. All variables were used in each multiple regression to determine the best predictors of each of the dependent variables. Table 5 summarizes the results of each stepwise regression equation. Variables will be discussed in the order in which they entered each equation.

Job Satisfaction. Intercorrelations were calculated amongst the JDI scales with resultant r 's ranging from .15 to .55. Because collinearity was a concern each scale was treated independently. In addition, regression equations using any JDI satisfaction measure as the criterion did not consider the other JDI scales for entry into the equation. In this way it was hoped that a clearer picture of non-satisfaction factors relating to JDI scale responses could be determined. Thus, the six scales of the JDI were treated as separate dependent variables so that a total of six multiple regressions were calculated. Overall satisfaction was predicted by six variables: the general satisfaction measure in the

Table 5

Regression Equations For Each Dependent Variable
(each equation comprises one column)

Predictor/ Criterion Variables	Overall Beta/ta	Employ- ment	Promotion	Pay/ Benefits	Co-Workers	Super- visor	performance	OCS	YES
Overall								-.0178 -3.05	
Employment									
Promotions									
Pay & Benefits									
Co-Workers									
Supervisor									
OF Satisfaction	.4269 12.15	.2222 5.98	.1518 4.84	.1725 4.91	.2081 5.73	.1333 3.71			
Loyalty	.1192 3.74		.1214 3.31				-.1095 -3.72	.1872 3.82	
Work Differences								.1156 3.11	
Work Intentions	.1156 3.71	.1765 5.70				.1242 3.41		.1362 3.71	
	.1074 3.24				.171 4.72			.1476 3.87	

Predictor/ Criterion Variables	Overall beta/alpha	Employ- ment	Promotion	Pay/ Benefits	Co-workers	Super- visor	Performance	OCS	SES
Postings		.0946 2.72			.0881 2.32				1.75 1.75
Off-Duty				.0900 2.57					1.75 1.75
Family Precedence					-.0203 -2.52				1.75 1.75
Pay Differences							-.0765 -2.36		1.75 1.75
Private Life						.1692 2.53		-.1021 -3.58	2.44 2.45
Personal Interests									1.01 1.15
SES Composite	-.1243 -3.71			.1081 2.53					.0480 2.52
SES Composite			.1116 2.81					.0577 1.33	
Post Together									
Consider Civilian Occupation									
Relocation Allowance					-.0232 -1.02				
Post as Single									
Civilian Employment Unimpaired								-.0384 -1.78	
Intentional Military Spouse		.0312 2.51							.0343 2.54
Intentional Civilian Spouse									

Cont'd...

Predictor/ Criterion Variables	Overall Beta/co.	Emplov- ment	Promotion	PAV/ Benefits	Co-Workers	Super- visor	Performance	OCS	WES
Performance									
Age			.0109 -5.47						
Gender				.1404 3.84					
Primary Language					-.0812 -2.00				
Education			.0007 3.88		.1854 4.42				
Rank Status		.1051 6.82	.0122 2.44	.1221 3.02	.1110 3.11				
Time in Service									
Military Occupation			.1122 2.47					-.0538 -1.13	
Operations ID					.13064 3.12	.0112 2.08		.0591 1.21	
Marital Status									
Years Married						.0130 0.27			
Number of Children	.0042 2.00	.1150 3.12		.1112 2.11	.0583 1.18				
Children at Home									

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 OCCUPATION

Predictor/ Criterion Variables	Overall beta/ce	Emplov- ment	Promotion	Pay/ Benefits	Co-Workers	Super- visor	performance	OC5	RES
Civilian Spouse Occupation								.0788 1.83	
Civilian Spouse Separation			-.0867 -2.63						
Province of Residence Element					-.1141 -1.37				
R-Squared (R)	41.1	25.2	19.7	18.1	19.7	14.2	1.9	11.7	15.7
F	85.05	41.05	22.29	20.31	17.77	24.54	2.03	167.28	224.33
df	6,731	6,727	8,729	8,729	10,731	6,732	2,735	11,724	6,729
Significance	.000	.000	.000	.000	.000	.000	.001	.000	.000

* All p values are significant at the .05 level

Service Life section (question 1 in Part Two - Service Life (Appendix A); the organizational commitment composite; participants' feelings of loyalty to the CF; how easily they thought they could leave the CF; their level of agreement with CF policy; and, the number of children they had ($R^2 = .41$, $p = .000$).

Six variables (general satisfaction with CF; how easily they could leave the CF; their attitude toward postings; their intentions if separated from their military spouse; their rank status; and, the number of children they have) predicted employment satisfaction ($R^2 = .25$, $p = .000$).

Eight variables predicted satisfaction with promotion: general satisfaction with CF; military occupation (this variable was recoded to three levels -- hard sea, sea going and shore based); rank status; age; loyalty; the military ethos composite score; education attained; whether separated geographically from a civilian spouse; and agreement with CF policy ($R^2 = .19$, $p = .000$).

Eight variables also predicted satisfaction with Pay and Benefits: general satisfaction with CF; agreement with CF policy; gender; rank status; attitude to off-duty interests; number of children; the organizational commitment scale composite; and perceived performance. ($R^2 = .18$, $p = .000$).

Ten variables predicted satisfaction with Co-workers: general satisfaction with CF; rank status; number of children; element; agreement with CF policy; operational identification; education attained; primary language; precedence of the family; and, attitude towards postings ($R^2 = .17$, $p = .000$).

Satisfaction with Supervisor was predicted by five variables: attitude towards private life; general satisfaction; how easy leaving the CF would be; years married; and operational identification ($R^2 = .14$, $p = .001$).

Taking all six equations into account, the single question on general satisfaction with the CF (page A-9 in Appendix A) predicts both overall satisfaction as measured by the JDI and the five facets of satisfaction. As we earlier saw in the ANOVA analysis marital lifestyle does not relate, in this case predict, satisfaction except in the somewhat indirect case of separation from spouse predicting satisfaction with employment. Gender is predictive of satisfaction with pay and benefits. Rank status enters the predictive equations for satisfaction with employment, promotions, pay and benefits and co-workers.

Job Performance. Only two variables predicted job performance: participants reported loyalty to the CF and their attitude about rank differences away from work. Although significant, this equation accounted for an extremely small amount of job performance variance ($R^2 = .019$, $p = .000$).

Organizational Commitment. Eleven variables (whether the CF is different from civilian work; how easy it would be to leave the CF; agreement with CF policy; loyalty; military occupation; attitude toward private life; operational identification; military ethos; the importance that should be assigned to a civilian spouse's career; civilian spouse's occupation; and, overall JDI satisfaction) predicted organizational commitment ($R^2 = .717$, $p = .000$).

Military Ethos. Eight variables (attitudes on private life; postings; personal interest; rank differences after hours; family precedence; off-duty hours; perceived performance; and OCS score, in that order) were predictive of military ethos ($R^2 = .757$, $p = .001$).

Respondent's Comments.

A total of 122 or 43.4% of the respondents wrote comments in the section provided. Their comments were grouped into three categories: structure and design ($n=177$) the effects of military service on marriage ($n=74$); and, miscellaneous comments ($n=71$). No other attempt was made to analyze the content of these comments. The comments will be used as anecdotal information in discussing the quantitative results and the design of the study.

Discussion

The hypotheses for rank status and, to a much lesser extent, for gender were supported. However, the hypotheses for marital lifestyle

received little support. Marital lifestyle evolved as a strong feature in the results of only one (overall satisfaction) dependent variable. These results held true throughout three-way analysis of variance and multiple regression. Not only were the hierarchical hypotheses for marital lifestyle not supported, but in most cases there were no differences found between the marital lifestyle groups.

Marital Lifestyle

Job performance, organizational commitment and military ethos did not significantly vary with marital lifestyle while only overall satisfaction, but none of the facet satisfactions, varied with it. These results are not in agreement with the work of Bryson, et al. (1976) or Bryson and Bryson (1980).

On the one measure where overall satisfaction significantly varied with marital lifestyle, the post hoc comparison of the marital lifestyle groups did not indicate differences among the groups as was hypothesized. The greatest overall satisfaction with the CF was held by respondents in SI/SM couples and who were never married. These results suggest that it is easier to be satisfied with the military without the conflict of a spouse's career. Caution must be taken with these differences since they are not statistically significant. However, they do point to some interesting information about the satisfaction of servicemembers, at the time of the study, albeit not supportive of the original hypothesis. It should be noted that as new opportunities for

women within MARCOM occur the makeup of MARCOM, and hence the attitudes of the group, might change.

Overall satisfaction may be the only measure of satisfaction that is sensitive to differences in marital lifestyle because it is more general than the sub-scale satisfactions. Given the non-significance of differences between groups, it appears that being a servicemember is more determinant of satisfaction than to which marital lifestyle respondents belong. This suggestion seems to be reflected in the regression data, too. Marital lifestyle, as a regression variable, did not emerge in any of the satisfaction equations. Other variables which reflect marital or family status had only minor predictive value. 91/88 couples intentions to leave or stay in the GF if they were posted apart from their spouse predicted their satisfaction with employment. This does suggest some differences between marital lifestyles pointing out the pressure of posting separation as it affects satisfaction with employment. Number of children was predictive of satisfaction of all the satisfaction measures except promotions and supervisor. This may indicate change in any potential effect of marital lifestyle when children are involved.

Job performance had been expected to conform to the proposed hierarchical ordering of marital lifestyle groups. This hypothesis had been based on studies done with civilian respondents at professional and managerial levels. In addition, performance in the literature reviewed

was measured using objective means (i.e., in the research done by Bryson et al. (1976) the number of books or articles written were recorded for each subject). The research described herein differs from the literature reviewed in two main areas. The first distinction was in the measure of performance itself. Performance was operationalized as respondents' description of their performance of their primary duties in comparison to their occupational peers at the same rank level. The measure was thus a subjective belief about their behaviour instead of a measurement of performance outcomes, as used in earlier dual income research. In addition performance was measured on only one item: this unitary measure may have been insufficient to tap respondents' beliefs about their performance. Therefore, it may well be the fault of the question that prevents us from uncovering any differences in the performance of marital lifestyle groups. Another distinction was that both managerial and non-managerial levels comprised the sample. It might be surmised that the significant rank status differences that were found are masking any effects of marital lifestyle. To confirm or deny this suggestion a post-hoc one-way ANOVA was done for officers only. Marital lifestyle did not significantly vary with performance. Thus, rank status does not appear to be confounding potential marital lifestyle effects.

The multiple regression equation for performance also indicates no relation to marital lifestyle. The two predictor variables (loyalty and whether there should be rank differences after work hours) have no apparent connection to marital lifestyle.

It had earlier been proposed (ML 3 and ML 4) that marital lifestyle would vary with organizational commitment and with military ethos, such that the four groups would polarize into those where spouses were employed and those where they were not. Previous studies had not looked at marital lifestyle groups for either measure. These hypotheses were based on Hall and Hall's (1976) conceptualization of dual income couples as having a protean view of work. Hall & Hall reported that dual income couples were less likely to accept the organization's definition of what a career should be and would evolve their own career definition and plan. If military personnel in dual income couples saw their career in a protean manner than it was surmised they would not be as likely to accept the values and beliefs of the CF. Since an acceptance of these values and beliefs is indicated by a high organizational commitment or military ethos score, it was hypothesized that dual income couples would have low scores on these measures relative to their peers whose spouses do not have paid employment. Contrary to these hypotheses, no differences were found in the ANOVA measures to indicate any differential organizational commitment or military ethos as a result of marital lifestyle. The results of the multiple regression also indicate that marital lifestyle does not have a strong impact on commitment and ethos. When asked if a civilian spouse's employment should be important to the CF, in terms of moving, there was an inverse prediction of organizational commitment.

This suggests that those who are concerned about the detrimental career effects for their spouse of postings (most likely DI/SM couples)

will have less organizational commitment. This provides some support for the hypothesis that marital lifestyle is a factor in organizational commitment, but it was the only such indication throughout the ANOVA and Multiple Regression analyses.

Military Ethos did not vary with marital lifestyle on the ANOVA results and only one regression variable remotely connected to marital lifestyle was predictive of military ethos. Servicemembers' intentions if a posting separated them from their spouse were negatively related to military ethos. This was a dummy coded variable which may make interpretation somewhat awkward. The results appear to indicate that military ethos decreases as servicemembers report their willingness to endure geographical separation to maintain two careers. This offers support for the hypothesis that dual income couples (here specifically DI/SM) would report less military ethos because of the pressure of two careers versus the requirements of service life. Nevertheless, this is the sole support for this hypothesis found in the ANOVA and Multiple Regression analysis done for the military ethos measure.

The interaction of marital lifestyle, gender and rank status on organizational commitment (Figure 3) suggests that an individual may be pulled in three directions at the same time. To look at trends in organizational commitment it becomes necessary to talk about four groups divided by rank status and gender. For male officers organizational commitment seems enhanced when a spouse's career does not interfere, yet

a spouse is important, perhaps because of social obligations. For female officers no spouse or a spouse who is in the military are most conducive to higher levels of organizational commitment. Because of the increased levels of organizational commitment expected of officers (Moskos, 1977) these may be the only situations where female officers do not face family demands that detract from their commitment.

Thus, for the male officer organizational commitment is enhanced when there is no spouse or a supportive spouse to take care of all considerations beyond those of commitment to the CF; for female officers organizational commitment is enhanced when there is no spouse or when the spouse does not expect the female officer to take care of all considerations beyond those of organizational commitment.

The interaction of marital lifestyle and rank/status on military ethos indicates that officers and NCMs are affected differentially by marital lifestyle. The trend, seen in Figure 4 shows NCM military ethos scores as a mirror of officers' responses. The responses of officers may be indicative of traditional normative values within the military that the officer corps exhibit loyalty, commitment and dedication at a high level. This high level may also be facilitated by a spouse who is available to offer full support with home and family. Traditionally, the role of "officers' wife" carried with it the social enhancement of a spouses' career. Entertaining and social graces were expected of the officers spouse to enable career progression. For dual income couples

ethos may be in direct competition with separated postings and other organizational pressures. These couples may not have the time to feel dedicated as they juggle work, family and home responsibilities. In addition their increased economic stature may create a sufficient emotional cushion that they feel career is important, but not any specific career. Never married officers, who are more likely to be younger than their married peers, may be enjoying the life they lead, but still have no family responsibilities upon which to base a determination to be dedicated. Single officers have an escape valve if CF life loses its charm; they are checking out the CF and therefore, have not as yet confirmed their ethos.

For NCMs tradition seems less a pressure for increasing ethos than does economics. There were no significant differences in age. Thus, for single NCMs economic and job security coupled with an absence of family pressure may allow an increased dedication to duty. For dual income NCM there are no economic pressures, but there are family and home responsibilities to interfere with military ethos. Single income/single military personnel, exhibiting the lowest level of military ethos, may be doing so because work and family responsibilities spread over one pay cheque leave the individual more interested in the economics of the CF than its ethos.

For male NCMs the absence of a spouse (i.e., never married servicemembers), or of a spouse with a career seems important to

organizational commitment. In absence of the socialization for commitment placed on officers (Moskos, 1977), what appears important here are the lack of distractions. For female NCMs their highest level of organizational commitment is when their civilian spouse has no paid employment. This is less likely to be a factor of support or distraction, rather it appears an economic consideration. Thus, as sole breadwinner the female NCM must be organizationally committed. Thus, for male NCMs no family or someone to take care of the family appears important to organizational commitment; for female NCMs taking care of the family is important to organizational commitment.

The results for marital lifestyle suggest that the unique demands of the military (unlimited liability; 24 hours a day, 7 days a week service; discipline; and, regimentation) may create a different response between servicemembers and civilians used in other studies. Being a servicemember may override marital lifestyle as a factor influencing respondents. Thus, all four marital lifestyle groups report essentially the same levels of satisfaction (on five of the six satisfaction measures), performance, organizational commitment and military ethos. The results may support Segal's (1986) view of both the military and the family as greedy institutions. Greedy institutions, as Segal defines them, seek individual loyalty, exclusive commitment and place great demands on the time and energy of the individual. The CF is greedy in its normative values of commitment and self sacrifice; its role obligations are all encompassing. Demands are placed on the family

through the servicemember: to endure separations without disruption; to move when the CF says to; to live on or near a military unit. At the same time families, especially in recent times, have started exerting their own pressures. Spouses with paid employment or those involved in volunteer work or schooling, children who do not want to lose friends or have schooling disrupted have become more vocal in their demands on a servicemember's time, loyalty to the family, etc. More and more the question is being raised of what has priority: family or military career. This view was echoed in the comments (N = 74) of the respondents. Following are the excerpts from several:

"It's rather ironic that a questionnaire of this type should arrive on my desk. At this time I am currently in process of a legal separation/divorce. One of the driving factors was the constant moving within the CF and the fact that my wife was continually re-establishing her career."

"Those shortsighted enough to get married and hope not to be relocated or ever separated should not be pandered to at the expense of those of us who are loyal."

"It's about time the CF did (sic) something like that [the questionnaire] for their members, especially (sic) when both are married to each other."

"The opportunity to ask questions of a service in transition from old established norms to new realities has been missed."

"Like everything the CF has to move on and change and go with technology. If Coca Cola can change their recipe after 100 years so can the CF."

"I think that all the married couples (both CF members) are used as scapegoats. They are posted in a position in which single CF employees would not like to be. They seem to realize we would rather be satisfied with a disagreeable position rather than chance separation."

"What good will it do. The CF will continue to post married couples as if they were single."

"These days both the husband and wife must work to be able to afford luxuries or sometimes even afford the necessities... The Career

Manager should look at the situation of the other working spouse when posting the member, especially if she/he has a good paying civilian job. You take away an income, problems start at home and eventually work their way to the member's job..."

"When husband and wife are in the CF and both are dedicated to the service, then (sic) it is to the advantage of the CF to keep them together, since if they are separated then the CF has two unhappy people."

"Marriage and the CF is a joint venture. When we in the Navy start looking at this topic in an enlightened way, including both partners when we need opinion, we will get closer to the information we seek."

"If a spouse is employed (civilian or military), then equal consideration must be given to the servicemember. A servicemember should not receive special benefits simply because the working spouse is military versus civilian."

"To this day my wife and I feel bitter that more thought could not have (sic) been given to posting her with me when she was a [military occupation]. She loved the CF but had no option but to give up her commission over a separated posting of 4,000 miles (Halifax - Victoria)."

"I was divorced because of a posting... I feel a person should work it out or get out."

"As a member-wife of a serving member, I find many drawbacks in having a career and being a mother, especially with a hard sea trade for a spouse."

"I have found that as I have grown older in the Canadian Forces family considerations have become important, i.e., location, in some cases a desire to remain in one location to avoid disruption of my children's schooling. I believe that I am loyal to the Canadian Forces, but if push comes to shove, I would take a posting unaccompanied, as opposed to uprooting my wife and children against their wishes. I did not always feel this way."

"The 'we' generation will want everything 'loaded' in their favour with no impositions placed upon them. The older crowd will accept the 'sacrifices' inherent in service life. The younger crowd will be less enthusiastic about their 'lot in life' in the CF."

These comments point out the concerns dual income couples have in trying to maintain two careers, one or both of which are in the CF. The last comments describes a 'me' generation and an older generation. This is what has earlier been described as a couple with a protean outlook

versus those who accept the organizations plans for career and family life.

It was surmised that dual income couples would be torn between the greedy institutions of family and CF. The results do not support this position. When asked if "Military personnel should perform their operational duties regardless of their personal or family consequences 46.9% of all respondents agreed or strongly agreed. It appears the military carries equal weight across family forms.

Gender

Only modest support was offered for the hypotheses concerning gender. Females showed significantly higher levels of satisfaction with pay and benefits than males; a finding opposite to that hypothesized. Gender was also a predictor of pay and benefits satisfaction in the multiple regression equation. Being female predicted higher levels of satisfaction with pay and benefits. In hindsight, this finding may make intuitive good sense. Females in the military, compared to those in the civilian workforce have higher salaries. They also have salaries equal to men who perform equal and comparable work (within the CF). This result suggests that female servicemembers are aware that service life, in terms of pay, is beneficial.

The only results that supported the hypotheses of this research were in terms of the facet satisfaction of supervisors on the ANOVA

analysis. Gender did not predict satisfaction with supervisor in the regression equation. No clear explanation can be given for why a gender difference in this direction occurred for this facet satisfaction and not for any of the other facets or for general satisfaction. Given the likelihood that the majority of supervisors within MARCOM are male, perhaps this facet satisfaction is the most sensitive to gender differences.

The divergence of the results on job performance from those expected based on the findings of such authors as Bryson et al (1976) may suggest a limitation of this study's performance measures. The earlier studies used objective measures of performance (i.e., the number of articles written), whereas this study used a subjective measure of the respondents' perceived performance. It may well be that females' performance when measured by objective means is lower than males', but that concurrently they perceive their performance to be equal. This would be an interesting comparison to make in future research.

The expected gender difference on organizational commitment did not appear. Although the results do not support the hypothesis, they may suggest the accuracy of Bruning and Snyder's (1985) hypothesis that many gender differences in previous studies on organizational commitment were in truth position differences masquerading as gender differences. In this study, where males were generally older and held higher ranks, the absence of significant differences in organizational commitment for the two genders supports Bruning and Snyder's view.

The failure to support the hypothesis that females would indicate less military ethos suggests that perhaps females are equally socialized into the norms, values and beliefs of the CF as are their male peers. This bodes well for those in the CF who would like to see all personnel reacting in a similar manner. For females who may still be faced with the additional social role pressure of home and family, this may lead to eventual role overload.

The paucity of support for the hypotheses on gender in relation to the dependent measures may be considered a positive indication of the egalitarian treatment of females within the CF. Thus, both males and females may see themselves more in terms of the gender-free term of servicemember, with generally similar satisfaction (on four out of six satisfaction measures), performance, organizational commitment, and military ethos.

Rank Status

With the exception of job performance, in all cases the hypotheses were supported. Officers consistently (six out of six JDI scales) reported higher levels of job satisfaction on the ANOVA measure. For multiple regression, rank status was a predictor on all satisfaction criterion except overall satisfaction and satisfaction with supervisor. These findings replicated the results discussed by Landry and Trumbo (1980) and Locke (1980) that indicated higher level employees are more satisfied with their employment.

The interaction of rank status and gender indicates that this view holds true for males, but not for females. It may be that female officers feel less satisfied with promotions because of an increased awareness and concern for employment equity and opportunities for women in MARCOM. Thus, they may not be referring to their own chances for promotion, but for women's chances for promotion in general.

The higher organizational commitment and military ethos levels of officers supports Cotton's (1979) findings. Thus, it is somewhat surprising that rank status did not form part of the regression equation for either organizational commitment or military ethos. Officers as was hypothesized are more supportive of the CF values and beliefs and express a more vocationally-oriented view of military service.

The failure to reject the null hypothesis that officers would report higher perceived performance on the face of things indicates that officers and NCMs have equal perceived performance. This may in fact be true; however, given the lack of any significant variation with job performance, it seems more likely that a unitary question on perceived performance was not sufficient to differentiate amongst groups.

Limitations

In considering the findings of this study, the following limitations should be considered. The marital lifestyle groups were not equivalent: servicemembers in DI/SM and SI/SM couples were significantly

older; DI/DM couples were more junior in rank; and, never married servicemembers and those in DI/DM couples had less time-in-service. Another limitation was the over-representation of DI/DM couples in the research. To provide accurate, valid answers to the hypotheses requires equivalent, representative samples. DI/DM respondents may be comprised of both spouses in some couples. This further limits the results by decreasing the error variance within this marital lifestyle.

Limitations were inherent in the decision to use MARCOM as the population for this research. MARCOM personnel, especially those in hard sea occupations, are posted according to a "home port" policy. After an initial posting to one "port" (Halifax or Victoria) most future moves are within near proximity. This means that mobility may not cause as much disruption within the family as in other occupations or commands. The demands of going to sea are, as any sailor will quickly point out, different than those of other occupations. In addition, the percentage of females in MARCOM (4.6%) at the time data was collected was significantly less than in the CF as a whole (9.0%). This disparity was due to the high number of operational MARCOM occupations that required sea duty and from which females are excluded. Therefore, there was some concern about the lack of generalizability of the MARCOM population to the CF population.

In addition, comments made on the questionnaire indicate some problems with it. By far the greatest number of comments (177 of the

322) concerned the design or structure of the questionnaire. Respondents wanted to know more about the purpose of the research and how the results would be used. They indicated the need for research in the area of marriage as it relates to military duties; however, many suggested the need for more questions, more detail in questions and more qualitative data collection. The title given to the questionnaire "Marriage and the CF" proved a misnomer for many respondents asked to fill out what appeared to them to be essentially an attitude and opinion questionnaire.

Although confidentiality was assured in the covering letter, respondents still reacted negatively to being asked to record their social insurance number.

All of the comments made were valid concerns expressed by respondents who evidently took the questionnaire and their participation in it very seriously. Although their comments cannot change the questionnaire used for this research, they do provide helpful information for future research.

From the miscellaneous comments it was clear that the questionnaire had credibility as an official MARCOM document representing fully sanctioned MARCOM research. Although the comments (71 of them) are not germane to this research, they do indicate that personnel often feel a need to air their pet peeves to an official source. In this case, the comment section of this questionnaire was used for comments on subjects

making from the prohibited use of umbrellas to motorcycle riding while

in uniform

The findings of this study, albeit limited, suggest that a

military organization is an environment unto itself with only marginal

comparability to civilian organizations. For military researchers this

suggests the need to repeat studies done by civilian researchers with the

military population and to be cautious when using civilian research to

hypothesize on military attitudes, beliefs, values or behaviours. For

civilian researchers it suggests a different population that should not

be considered generalizable to the civilian labour force.

Further research, preferably using servicemembers matched on age,

rank, time in service, etc., should be done to fully explore the function

of marital lifestyle on the above mentioned factors of military service.

care should be taken in generalizing to the current population of

ARMY. The thesis research was done prior to the integration of women

into various ARMY occupations and duties. Thus, the demographic

make-up of ARMY may have changed. Absolutely no generalizations should

be made to other commands or to the CF as a whole. The requirements of

the operational tasks and the roles performed, as discussed previously,

are unique. To generalize these findings from ARMY to other

populations would cause serious errors in interpretation.

Research Implications

Three possible explanations for the findings are suggested:

- a. perhaps combining dual income vs single income and within dual income research findings to form a theory of hierarchical satisfaction, performance, etc., is essentially wrong or flawed (i.e., servicemembers regardless of marital lifestyle are essentially the same);
- b. perhaps the theory is correct, but the military as a population is unique and thus cannot support the theory (i.e., military policy, requirements and demands are such that no differentiation can be made between servicemembers); or
- c. perhaps limitations inherent to the research prevent findings that are complete, valid and accurate.

Because there are several known limitations to this thesis research the third explanation may appear to be the alternative of choice. The limitations (over-representation in some groups and groups not equivalent on age, rank and time-in service) create the situation where it is not clear if there were really no differences between marital lifestyle groups or whether these differences would have showed up in matched groups. However, the expected results did occur for rank status and gender (to a lesser degree) in spite of the limitations. This suggests that perhaps the military is indeed a unique occupation and lifestyle, the demands of which nullify any effects shared within dual income couples. Thus, dual income couples (DI/DM or SI/SM variation) perform at the same level as SI/SM couples or never married servicemembers.

Policy Implications

The results of this research are far too limited to offer concrete suggestions for changes to personnel policy. They do point out that officers and NCMs view their satisfaction, organizational commitment and military ethos in different ways. In addition males and females are generally equally satisfied, committed and have similar perceived performance and military ethos. Marital lifestyle groups generally react similarly, but may feel pressure as a result of being caught between the demands of family/spouse and the demands of the CF. Although dual income couples within the CF are still a small group, they and DI/SM couples are a potential issue for policy makers in the CF. Their comments on the questionnaire point out the dilemma they face between military service and family life. Their situation bears close scrutiny to avoid difficulties before they arise.

The importance of this type of research for keeping abreast of how personnel view their career within the CF context is epitomized by comments from the questionnaire:

"It's reassuring to know that these kind of surveys are taking place that will result in improving the quality of life of CF members and their families. A content member will result in better performance."

"This questionnaire should have been implemented (sic) in the CAF years ago. If completed properly it will greatly assist career

management on posting married/single personnel, thereby creating a fairness to posting in all trades of the CAF."

Conclusion

The results of this study have indicated differences between MARCOM servicemembers on measures of job satisfaction, organizational commitment, and military ethos, but not perceived performance as a function of their gender and rank status. The only difference found as a function of marital lifestyle was on overall satisfaction, but not on any facet satisfaction or the other three measures. Findings also indicated that overall the MARCOM personnel surveyed were satisfied with service life, perceived their performance as high average to above average, were positively committed to the organization and had a vocational orientation of military ethos.

With all its limitations and lack of far reaching generalizability the topic of this research is still considered one of importance. The rationale for this importance is best described by B.H. Liddell Hart (1927), "Man has two supreme loyalties - to country and to family. even the bonds of patriotism, discipline and comradeship are loosened when the family is threatened". Thus, it seems of paramount importance the military leaders and policy makers consider the family as it affects and is affected by the CF.

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APPENDIX A
SURVEY INSTRUMENT

CONFIDENTIAL

(when completed)

MARRIAGE

AND

THE CP

CONFIDENTIAL

INTRODUCTION

This questionnaire has been prepared under the sponsorship of Maritime Command Headquarters. The purpose of this questionnaire is to determine the job satisfaction and attitudes of various groups (Intra-Service couples, Servicemembers whose spouses have paid employment, Servicemembers whose spouses do not have paid employment, and Servicemembers who are not married). Your answers to the questions in this questionnaire will indicate what you like and dislike about the CF as a career. The questionnaire is not intended to interrupt your primary duties; please do it in your off-duty hours.

Please answer all the questions that pertain to you. If you wish to qualify your answer or make additional comments, please feel free to write in the margin or use the comment section on the last page.

Your answers will be held in the STRICTEST CONFIDENCE and you will NEVER be identified individually. To maintain impartiality and confidentiality, please do not discuss the questions with anyone until after you have placed the questionnaire in the mail. On the questionnaire you are asked to record your Social Insurance Number (SIN). This is so the research staff can contact a small random group of respondents for interviews. Only the research staff will ever have access to this information or to your questionnaire responses. You will NEVER be identified individually. Any data that might individually identify you will be destroyed at the end of this project.

Your completed questionnaire should be returned, through DRD mail, to:

Maritime Command Headquarters
 FMO Halifax, NS
 BJK 2X0

Attention: CP50

- THANK YOU FOR YOUR TIME AND COOPERATION -

DIRECTIONS: THIS BOOKLET IS DIVIDED INTO FOUR SECTIONS AND CONTAINS 53 QUESTIONS. ALL OF THE QUESTIONS CAN BE ANSWERED DIRECTLY ON THE BOOKLET. THIS IS NOT A TEST AND THERE ARE NO RIGHT OR WRONG ANSWERS. IN ANSWERING THE QUESTIONS THAT FOLLOW, PLEASE NOTE THE STEPS LISTED BELOW.

1. YOU WILL BE ASKED TO RESPOND IN ONE OR TWO WAYS, DEPENDING UPON THE QUESTION ASKED. ONE METHOD WILL BE TO WRITE IN YOUR ANSWER ON A MARKED LINE. A SECOND METHOD WILL BE TO CIRCLE AN APPROPRIATE RESPONSE.
2. WE SUGGEST YOU USE A PENCIL IN CASE YOU WISH TO CHANGE YOUR RESPONSE. UNLESS OTHERWISE INDICATED, PLEASE MARK ONLY ONE CHOICE PER QUESTION.
3. WHERE THERE ARE SEVERAL RESPONSES PROVIDED, PLEASE READ ALL OF THE CHOICES AVAILABLE BEFORE SELECTING YOUR ANSWER.

PART ONE - JOB SATISFACTION

DIRECTIONS: Think of your career in the CF in general. What is it like most of the time? In the blank beside each word write "Y" for yes if it describes your life in the CF. Write "N" for no if it does not describe it. Write "?" if you cannot decide.

OVERALL

_____ Pleasant
 _____ Bad
 _____ Ideal
 _____ Waste of time
 _____ Good
 _____ Undesirable
 _____ Worthwhile
 _____ Worse than most
 _____ Acceptable
 _____ Like to leave
 _____ Better than most
 _____ Disagreeable
 _____ Makes me content
 _____ Inadequate
 _____ Excellent
 _____ Rotten
 _____ Enjoyable
 _____ Poor

DIRECTIONS: Indicate whether each word or phrase below applies (in general) to your present employment. In the blank space beside each word or phrase write "Y" for "yes" if it applies to your employment. If the word does not apply write "N" for "no". Write "?" if you cannot decide.

EMPLOYMENT

Fascinating

Routine

Satisfying

Boring

Good

Creative

Respected

Hot

Pleasant

Useful

Tiresome

Healthful

Challenging

On your feet

Frustrating

Simple

Endless

Gives sense of accomplishment

DIRECTIONS: Think of opportunities for promotion within your own trade or classification. How does each item below describe these promotion opportunities? Write "Y" if it describes your situation. Write "N" if it does not describe it. Write "?" if you cannot decide.

PROMOTIONS

- ☐ Good opportunity for advancement
- ☐ Opportunity somewhat limited
- ☐ Promotion on ability
- ☐ Dead-end job
- ☐ Good chance for promotion
- ☐ Unfair promotion policy
- ☐ Infrequent promotions
- ☐ Regular promotions
- ☐ Fairly good chance for promotion

DIRECTIONS: Think of the pay and benefits you receive from the CF. How well does each item below describe your pay and benefits? In the blank beside each word write "Y" if it describes your pay and benefits. Write "N" if it does not describe your pay and benefits. Write "?" if you cannot decide.

PAY AND BENEFITS

- ☐ Income adequate for normal expenses
- ☐ Satisfactory profit sharing
- ☐ Barely living on income
- ☐ Bad
- ☐ Income provides luxuries
- ☐ Insecure
- ☐ Less than I deserve
- ☐ Highly paid
- ☐ Underpaid

DIRECTIONS: Think of your co-workers in your unit. What are they like most of the time? How well does each of these words describe them? In the blank beside each word write "Y" if it describes your co-workers. Write "N" if it does not describe them. Write "?" if you cannot decide.

CO-WORKERS

- ☐ Stimulating
- ☐ Boring
- ☐ Slow
- ☐ Ambitious
- ☐ Stupid
- ☐ Responsible
- ☐ Fast
- ☐ Intelligent
- ☐ Easy to make enemies
- ☐ Talk too much
- ☐ Smart
- ☐ Lazy
- ☐ Unpleasant
- ☐ No privacy
- ☐ Active
- ☐ Narrow interests
- ☐ Loyal
- ☐ Hard to meet

DIRECTIONS: Think of your current supervisor, the one who has the most impact on the things you do in the CF. What is the person like most of the time? In the blanks below put "Y" if it describes your supervisor. Put "N" if it does not describe him/her. Put "?" if you cannot decide.

SUPERVISOR

- ☐ Asks my advice
- ☐ Hard to please
- ☐ Impolite
- ☐ Praises good work
- ☐ Tactful
- ☐ Influential
- ☐ Up-to-date
- ☐ Doesn't supervise enough
- ☐ Quick-tempered
- ☐ Tells me where I stand
- ☐ Annoying
- ☐ Stubborn
- ☐ Knows job well
- ☐ Bad
- ☐ Intelligent
- ☐ Leaves me on my own
- ☐ Around when needed
- ☐ Lazy

PART TWO - SERVICE LIFE

DIRECTIONS: Indicate your disagreement or agreement with each of the following statements which describe your general attitude towards the CF. Circle the answer that best describes your opinion.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. Overall, I am most satisfied with my life in the CF	1	2	3	4	5
2. I feel very little loyalty to the CF	1	2	3	4	5
3. I could just as well be working for a different organization as long as the type of work was similar	1	2	3	4	5
4. It would take little in my present circumstances to cause me to leave the Forces	1	2	3	4	5
5. Often I find it difficult to agree with the Force's policies on important matters relating to its members	1	2	3	4	5
6. No one should be compelled to take a posting he or she does not want	1	2	3	4	5
7. What a member of the Forces does in his/her off-duty hours is none of the military's business	1	2	3	4	5

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
8. Military personnel should perform their operational duties regardless of their personal or family consequences	1	2	3	4	5
9. Differences in rank should not be important after working hours	1	2	3	4	5
10. What a member does in his/her private life should be of no concern to his/her supervisor or commander	1	2	3	4	5
11. Personal interests and wishes must take second place to operational requirements for military personnel	1	2	3	4	5

PART THREE - PERSONAL CIRCUMSTANCES

DIRECTIONS: Indicate your disagreement or agreement with each of the following statements which describe the treatment of various groups within the CF. Circle one answer for each question.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. When both husband and wife are in the CF they should be posted together	1	2	3	4	5
2. Career Managers should take into account the occupation and job of a civilian spouse when posting a Servicemember	1	2	3	4	5
3. A civilian who relocates when his/her spouse is moved should receive a relocation allowance from the Forces	1	2	3	4	5
4. Husband and wife Servicemembers should be posted as if they are single	1	2	3	4	5
5. The employment of a civilian spouse should be of no interest to the military	1	2	3	4	5

DIRECTION: If your spouse is a Servicemember circle the answer that best completes the question below.

1. If you were to receive a posting APART from your spouse, what would happen? (circle one)

I would request my release	1
My spouse would request his/her release	2
We would both request release	3
We would accept separate postings	4

DIRECTIONS: If your civilian spouse has more than 30 hours a week of paid employment, circle the answer that best completes the question below.

2. If your posting meant the loss of your spouse's job, what would happen? (circle one)

I would request my release	1
My spouse would quit his/her job	2
We would accept a geographical separation	3

DIRECTIONS: Think of the performance of your primary duties. Circle the answer that best completes the question below.

3. Compared to your peers at your rank level in your trade/classification are you? (circle one)

Substantially above average	1
Above average	2
Average	3
Below average	4
Substantially below average	5

PART FOUR -- BIOGRAPHICAL INFORMATION

1. Print your social insurance number

2. Print your age.

_____ years old

3. What is your gender? (circle one)

Male 1

Female 2

4. Which of Canada's two official languages is your primary language? (circle one)

English 1

French 2

5. What is your last completed level of education? (circle one)

Grade 11 or less 1

Grade 12 or 13 2

Completed technical or vocational training 3

Some college or university 4

Completed college or university 5

Some post-graduate work beyond degree 6

Completed post-graduate degree 7

6. Print your rank

7. Print your trade/classification MOC
e.g., Sonarman Sea 281; Logistics Officer 69A

8. Print the number of completed years you have served in the Regular Force

9. Which element do you feel closest to?
(circle one)
- Sea 1
- Land 2
- Air 3
- Canadian Forces 4
- None of the above 5
10. Do you feel closer to the operational or
the support side of the CF? (circle one)
- Support side 1
- Operational side 2
11. What is your marital status? (circle one)
- Married (spouse is a member of the CF) 1
- Married (spouse is civilian who has more than 30
hours of paid employment per week) 2
- Married (spouse is civilian who does not have 30
hours of paid employment per week) 3
- Living with partner (common-law) 4
- Divorced 5
- Legally separated 6
- Separated but without legal separation 7
- Widowed, not remarried 8
- Never married 9
12. How many years have you been married, or lived
with, your present spouse?
- _____ years
13. How many children do you have?
- _____
14. How many children do you have still living
at home?
- _____
15. If your spouse is a Servicemember, what is
your spouse's rank?
- _____

16. If your spouse is a Servicemember, are you currently on a separate posting? (circle one)

Yes 1

No 2

17. If your civilian spouse has more than 30 hours per week of paid employment, what is his/her occupation?
- _____

18. If your civilian spouse has more than 30 hours per week of paid employment, are you currently geographically separated for work reasons? (circle one)

Yes 1

No 2

19. In what province are you currently posted?
- _____

COMMENTS ON THIS QUESTIONNAIRE

1. Did you find any of the questions difficult to answer?

No 1

Yes 2

Which one(s)? _____

2. Were there any questions which you found objectionable?

No 1

Yes 2

Which one(s)? _____

3. How long did it take you to complete this questionnaire?

Approximately _____ minutes

4. Did you find the questionnaire too long?

No 1

Yes 2

5. How would you characterize your reaction to this questionnaire?

Very favourable 1

Favourable 2

Neither favourable or unfavourable 3

Okay, but too long and unnecessarily detailed 4

Absolute waste of time and money 5

6. Any other comments? _____

**MESSAGE FORM
FORMULE DE MESSAGE**

MARC: 5760-1
DCOS P&T

PREC PRI	CLASS	CIC CT	OSRI 1050	BBN NSS	DATE	TIME HEURE	CLASS	NO CD

FOR COMMCEN/SIGNALS USE A.L. USAGE DU CENTRE DES COMMUNICATIONS TRANSMISSIONS

PRECEDENCE - ACTION PRIORITE - ACTION	PRECEDENCE - INFO PRIORITE - INFO	DATE - TIME GROUP GROUPE DATE - HEURE	MESSAGE INSTRUCTIONS INSTRUCTIONS MESSAGE
ROUTINE	ROUTINE	01 1355Z N/A	
SECURITY CLASSIFICATION CODE DE SECURITE	SPECIAL HANDLING INSTRUCTION SPECIALE	ORIGINATOR'S NUMBER NUMERO DE L'EXPEDITEUR	
UNCLAS		DCOS P&T 4308	

FROM DE	MARCOMHQ HALIFAX
TO-A	MARGEN
INFO	<p>SIC WAO</p> <p>SUBJ: MARRIAGE AND THE CF QUESTIONNAIRE</p> <p>REF: MARRIAGE AND THE CF QUESTIONNAIRE DIST 23 APR</p> <p>1. SUBJECT QUESTIONNAIRE WAS RECENTLY FORWARDED TO A RANDOM SAMPLE OF MARCOM PERSONNEL AS PART OF RESEARCH PROJECT (BY A PSKL OFFICER UNDERGOING P.G. TRAINING). PURPOSE OF SURVEY IS TO STUDY JOB SATISFACTION OF INDIVIDUALS IN THE CF TO DETERMINE IF ANY DIFFERENCES OCCUR IN GROUPS OF INDIVIDUALS WHO ARE MARRIED OR NOT, WHOSE SPOUSES ARE MILITARY VICE CIVILIAN, OR WHOSE SPOUSES HAVE EMPLOYMENT OTHER THAN WORK IN THE HOME. RESULTS OF THIS RESEARCH MAY PROVIDE VALUABLE INFORMATION FOR THE STAFF OF THE MARCOM FAMILY SUPPORT CENTRE.</p> <p>2. PURPOSE OF THIS MSG IS TO ADVISE ALL PERSONNEL IN RECEIPT OF THE QUESTIONNAIRE THAT COMPLETION OF ALL OR PART IS STRICTLY VOLUNTARY INCLUDING RECORDING OF SIN.</p> <p>3. IT IS REQUESTED THAT CONTENTS OF THIS MSG BE PROMULGATED IN RO'S.</p>

PAGE	OF	OF	DRAYER'S NAME NOM DU REDACTEUR	OFFICE BUREAU	FILE
1	1	1	LCDR D.R. LAIRD	CPSO	7-7852
FOR OPSR USE A L'USAGE DE L'OPERATEUR	R T	DATE	TIME HEURE	SYSTEM SYSTEME	OPERATOR OPERATEUR
SECURITY CLASSIFICATION CODE DE SECURITE				SIGNATURE OF RELAYING OFFICER SIGNATURE DE L'OFFICIER RELAYEUR	
UNCLAS				CAPT(N) L.E. MURRAY	

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APPENDIX B

DEMOGRAPHIC COMPARISONS

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Table B-1

Marital Lifestyle x Demographic Comparisons

- A. Age varies significantly with marital lifestyle ($F(3,650) = 23.02$, $p = .000$).

Group	Mean	Groups Significantly Different at .05 level
DI/DM	30.19	
NM	30.27	
DI/SM	34.54	DI/DM & NM
SI/SM	36.14	DI/DM & NM

- B. Education did not vary significantly with marital lifestyle.

- C. Actual rank (not rank status) varied significantly with marital lifestyle ($F(3,640) = 30.19$, $p = .000$).

Group	Mean	Groups Significantly Different at .05 level
DI/DM	5.29	DI/SM, SI/SM & NM
DI/SM	8.67	
SI/SM	9.23	
NM	8.02	

- D. Rank status did not vary significantly with marital lifestyle.

- E. Time-in-service varied significantly with marital lifestyle ($F(3,654) = 29.23$, $p = .000$).

Group	Mean	Groups Significantly Different at .05 level
DI/DM	10.22	
DI/SM	14.58	DI/DM & NM
SI/SM	16.22	DI/DM & NM
NM	8.69	

Table B-2

Gender x Demographic Comparisons

- A. Gender groups differed significantly on age ($t(725) = 7.77$, $p = .000$).
- | | | |
|---------------------|---|-------|
| \bar{M} (males) | = | 34.82 |
| \bar{F} (females) | = | 29.36 |
- B. Gender groups did not differ significantly on education.
- C. Gender groups differed significantly on time-in-service ($t(728) = 9.47$, $p = .000$).
- | | | |
|---------------------|---|--------|
| \bar{M} (males) | = | -14.98 |
| \bar{F} (females) | = | 8.23 |
-

Table B-3

Rank Status x Demographic Comparisons

- A. Age significantly differed for rank status ($t(715) = -7.18$, $p = .000$).
- | | | |
|----------------------|---|-------|
| \bar{M} (Officers) | = | 35.82 |
| \bar{M} (NCM) | = | 31.34 |
- B. Education significantly differed for rank status ($t(716) = -27.98$, $p = .000$).
- | | | |
|----------------------|---|--|
| \bar{M} (Officers) | = | 4.53 (completed college or university) |
| \bar{M} (NCM) | = | 1.86 (Grade 12 or 13) |
- C. Time-in-service significantly differed for rank status ($t(715) = 4.78$, $p = .000$).
- | | | |
|----------------------|---|-------|
| \bar{M} (Officers) | = | 14.89 |
| \bar{M} (NCM) | = | 11.76 |
-

APPENDIX C

ANALYSIS OF VARIANCE RESULTS

TABLE C-1

Three Way ANOVA for Overall Satisfaction

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	52.5	1	59.5	.68	.403
Rank Status (RS)	1589.9	1	1589.9	20.88	.000
Marital Lifestyle (ML)	737.4	3	245.8	3.22	.022
G x RS	31.1	1	31.1	.40	.523
G x ML	300.0	3	100.0	1.31	.259
RS x ML	134.4	3	44.8	.58	.625
G x RS x ML	313.9	3	104.6	1.37	.250
Explained	3008.4	15	200.5	2.63	.001
Residual	47719.8	626	76.2		
Total	50728.2	641	79.1		

TABLE C-2

Three Way ANOVA for Employee Satisfaction

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	114.2	1	114.2	1.09	.287
Rank Status (RS)	5893.7	1	5893.7	56.25	.000
Marital Lifestyle (ML)	638.3	3	212.7	2.03	.108
G x RS	30.1	1	30.1	.28	.592
G x ML	778.1	3	259.3	2.47	.060
RS x ML	219.6	3	73.2	.69	.553
G x RS x ML	746.2	3	248.7	2.37	.069
Explained	9117.4	15	607.8	5.86	.000
Residual	65690.1	627	104.7		
Total	74807.5	642	116.5		

TABLE C-3

Three Way ANOVA for Satisfaction with Promotions

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	33.5	1	33.5	.12	.725
Rank Status (RS)	7851.9	1	7851.9	28.65	.000
Marital Lifestyle (ML)	1185.0	3	395.0	1.44	.230
G x RS	7443.7	1	7443.7	27.16	.000
G x ML	274.9	3	91.6	.33	.800
RS x ML	1783.3	3	594.4	.17	.090
G x RS x ML	990.7	3	330.2	1.20	.307
Explained	22101.2	15	1473.4	5.37	.000
Residual	165209.9	603	273.9		
Total	187311.1	618	303.0		

TABLE C-4

Three Way ANOVA for Satisfaction with Pay and Benefits

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	1416.9	1	1416.9	12.58	.000
Rank Status (RS)	3759.2	1	3759.2	33.38	.000
Marital Lifestyle (ML)	669.5	3	223.1	1.98	.115
G x RS	16.9	1	16.9	.13	.698
G x ML	284.9	3	94.9	.84	.470
RS x ML	517.2	3	172.4	1.53	.205
G x RS x ML	166.9	3	55.6	.49	.686
Explained	6889.2	15	459.2	4.07	.000
Residual	70262.9	624	112.6		
Total	77152.2	639	120.7		

TABLE C-5

Three Way ANOVA for Satisfaction with Co-Workers

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	.4	1	.4	.003	.956
Rank Status (RS)	6621.8	1	6621.8	49.64	.000
Marital Lifestyle (ML)	449.9	3	149.9	1.12	.338
G x RS	476.1	1	476.1	3.57	.059
G x ML	380.6	3	126.8	.95	.415
RS x ML	732.1	3	244.0	1.83	.140
G x RS x ML	193.2	3	64.4	.48	.694
Explained	9321.9	15	621.4	4.65	.000
Residual	83229.2	624	133.3		
Total	92551.1	639	144.8		

TABLE C-6

Three Way ANOVA for Satisfaction with Supervisor

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	873.0	1	873.0	5.84	.016
Rank Status (RS)	2083.8	1	2083.8	13.94	.000
Marital Lifestyle (ML)	962.5	3	320.8	2.14	.093
G x RS	244.3	1	244.3	1.63	.201
G x ML	929.4	3	309.8	2.07	.102
RS x ML	149.1	3	49.7	6.33	.802
G x RS x ML	52.8	3	17.6	.11	.950
Explained	5718.3	15	380.8	2.54	.001
Residual	93525.0	626	154.8		
Total					

TABLE C-7

Three Way ANOVA for Performance

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	.001	1	.001	.003	.964
Rank Status (RS)	1.0	1	1.0	2.35	.125
Marital Lifestyle (ML)	1.9	3	.63	1.45	.227
G x RS	.86	1	.86	1.95	.152
G x ML	.69	3	.23	.52	.666
RS x ML	1.0	3	.36	.82	.480
G x RS x ML	1.5	3	.51	1.16	.323
Explained	7.9	15	.52	1.20	.266
Residual	263.4	600	.43		
Total	271.4	615	.44		

TABLE C-8

Three Way ANOVA for Organizational Commitment

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	.50	1	.50	.88	.346
Rank Status (RS)	20.29	1	20.29	35.46	.000
Marital Lifestyle (ML)	1.62	3	.54	.94	.418
G x RS	.29	1	.29	.50	.477
G x ML	1.16	3	.38	.67	.567
RS x ML	.61	3	.20	.35	.784
G x RS x ML	4.35	3	1.45	2.53	.056
Explained	33.42	15	2.22	3.89	.000
Residual	354.22	619	.57		
Total	387.64	634	.61		

TABLE C-9

Three Way ANOVA for Military Ethos

Sources of Variation	SS	df	MS	F	Sig. of F
Gender (G)	53.2	1	53.2	2.79	.095
Rank Status (RS)	2544.5	1	2544.5	133.47	.000
Marital Lifestyle (ML)	5.4	3	1.8	.09	.963
G x RS	10.2	1	10.2	.53	.464
G x ML	42.7	3	14.2	.74	.524
RS x ML	163.6	3	54.5	2.86	.036
G x RS x ML	83.9	3	27.9	1.46	.222
Explained	3506.5	15	233.7	12.6	.000
Residual	11819.4	620	19.0		
Total	15325.9	635	24.1		

APPENDIX D
MULTIPLE REGRESSION RESULTS

Table D-1

Multiple Regression for Overall Satisfaction

Predictors	Criterion		t	Sig of T
	r	Beta		
CF Satisfaction	.58	.42	12.4	.000
Agreement with Policy	.34	.19	5.4	.000
Leave Intentions	.42	.21	5.7	.000
Number of Children	.14	.06	2.2	.022
Loyalty	.32	.11	3.1	.001
OCS Composite	.34	.12	2.7	.006

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig of F	R ²
Regression	23543.1	6	3923.8	85.0	.000	.411
Residual	33723.7	731	46.1			

Table D-2

Multiple Regression for Employment Satisfaction

Predictors	Criterion		t	Sig of T
	r	Beta		
CF Satisfaction	.37	.22	5.9	.000
Rank Status	.27	.19	5.8	.000
Leave Intentions	.32	.17	4.7	.000
Number of Children	.19	.11	3.5	.000
Postings	.26	.09	2.7	.006
Intentions Military Spouse	.15	.07	2.3	.021

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig of F	R ²
Regression	21844.9	6	3640.8	41.0	.000	.245
Residual	64830.5	731	88.6			

Table D-3

Multiple Regression for Satisfaction with Promotions

Predictors	Criterion r	Beta	t	Sig of T
CF Satisfaction	.24	.18	4.8	.000
Military Occupation	-.19	-.22	-6.7	.000
Rank Status	.18	.11	2.9	.003
Age	-.04	-.19	5.4	.000
Loyalty	.20	.12	3.3	.001
MES Composite	.21	.11	2.8	.005
Education	.11	.09	2.8	.004
Civilian Spouse Separation	-.08	-.08	2.6	.009
Policy	.21	.08	2.3	.021

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig of F	R ²
Regression	42613.5	8	5326.6	22.2	.000	.196
Residual	174181.2	729	238.9			

Table D-4

Multiple Regression for Satisfaction with Pay and Benefits

Predictors	Criterion		t	Sig. of T
	r	Beta		
CF Satisfaction	.27	.17	4.6	.000
Policy	.26	-.07	1.8	.068
Gender	.13	.14	3.8	.000
Rank Status	.17	-.12	3.2	.001
Off-Duty	.22	.10	2.5	.010
Number of Children	-.07	-.11	-3.1	.001
Education	.11	.09	2.8	.004
QCS Composite	.27	.10	2.5	.011
Relocation Allowance	-.18	-.07	-2.0	.041

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig. of F	R ²
Regression	16705.7	7	2386.5	22.5	.000	.177
Residual	77368.4	730	105.9			

Table D-5

Multiple Regression for Satisfaction with Co-Workers

Predictors	Criterion r	Beta	t	Sig. of T
CF Satisfaction	.27	.20	5.7	.000
Rank Status	.24	.11	3.1	.001
Number of Children	.19	.09	2.7	.005
Element	-.17	-.11	3.3	.001
Policy	.24	.09	2.6	.009
Operations 10	.11	.08	2.5	.011
Education	.12	.08	2.5	.012
Primary Language	-.12	-.08	-2.4	.016
Family Precedence	.04	.03	-2.5	.011
Postings	.23	.08	2.3	.019

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig. of F	R ²
Regression	20218.9	9	2246.5	19.0	.000	.190
Residual	85907.0	728	118.0			

Table D-6

Multiple Regression for Satisfaction with Supervisor

Predictors	Criterion r	Beta	t	Sig of T
Private Life	.26	.16	4.6	.000
CF Satisfaction	.26	.15	3.9	.000
Leave Intentions	.24	.12	3.2	.001
Years Married	.17	.10	3.0	.002
Operations ID	.08	.07	2.0	.037

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig of F	R ²
Regression	16319.0	5	3263.8	24.5	.000	.143
Residual	97360.4	732	133.0			

Table D-7

Multiple Regression for Performance

Predictors	Criterion r	Beta	t	Sig of T
Loyalty	.09	.11	2.7	.007
Rank Differences	.09	.07	2.0	.040

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig of F	R ²
Regression	6.0	2	3.0	7.0	.001	.018
Residual	314.0	735	.42			

Table D-8

Multiple Regression for Organizational Commitment

Predictors	Criterion r	Beta	t	Sig. of T
Work Differences	.59	.31	14.1	.000
Leave Intentions	.58	.33	14.5	.000
Policy	.56	.34	14.8	.000
Loyalty	.53	.30	13.8	.000
Civilian Spouse Occupation	.01	.07	3.9	.000
Overall Satisfaction	.34	-.07	-3.0	.002
Military Occupation	-.01	-.05	-2.5	.010
Private Life	.28	-.10	-3.5	.000
Operations 1D	.10	-.05	-2.4	.016
MES Composite	.36	.06	3.3	.000
Civilian Employment Unimportant	.01	-.03	-1.9	.048

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig. of F	R ²
Regression	196.2	11	17.8	167.2	.000	.717
Residual	77.4	726	.1			

Table D-9

Multiple Regression for Military Ethos

Predictors	Criterion			
	r	Beta	t	Sig of T
Private Life	.70	.24	8.4	.000
Postings	.61	.24	11.2	.000
Personal Interests	.49	.17	8.1	.000
Rank Differences	.62	.21	9.6	.000
Family Precedence	.40	.15	7.5	.000
Off-Duty	.68	.20	7.1	.000
Intentions Military				
Spouse	.08	-.05	-2.9	.003
OCS Composite	.36	.04	-2.5	.011

Regression Analysis of Variance

Sources of Variation	SS	df	MS	F	Sig of F	R ²
Regression	9611.8	8	1201.4	284.3	.000	.757
Residual	3079.7	729	4.2			

APPENDIX E
POLICY QUESTIONS

Table E-1

Percentage Responding
 "When both husband and wife are in the CF they should be posted together"

Marital Lifestyle

	DI/DM	DI/SM	SI/SM	NM
Strongly Disagree	.0	2.7	2.6	2.5
Disagree	.7	9.5	13.3	6.8
Neither a or d	7.8	27.0	25.8	17.8
Agree	35.3	36.5	41.2	48.3
Strongly Agree	56.2	24.3	17.2	24.6

Gender

	Male	Female
Strongly Disagree	2.0	1.6
Disagree	9.8	3.7
Neither a or d	21.0	18.1
Agree	42.7	32.4
Strongly Agree	24.5	44.1

Rank Status

	Officer	NCM
Strongly Disagree	1.5	2.3
Disagree	13.0	4.1
Neither a or d	28.2	13.6
Agree	42.1	39.1
Strongly Agree	15.2	40.9

Table E-2

Percentage Responses

"Career Managers should take into account the occupation and job of a civilian spouse when posting a servicemember"

Marital Lifestyle

	DI/DM	DI/SM	SI/SM	NM
Strongly Disagree	4.6	7.3	5.6	2.5
Disagree	19.7	21.2	29.6	27.1
Neither a or d	24.3	13.9	21.0	26.3
Agree	37.5	36.4	34.8	36.4
Strongly Agree	13.8	21.2	9.0	7.6

Gender

	Male	Female
Strongly Disagree	5.7	4.8
Disagree	24.9	26.2
Neither a or d	19.2	25.1
Agree	37.3	31.6
Strongly Agree	13.1	12.3

Rank Status

	Officer	NCM
Strongly Disagree	5.2	5.9
Disagree	30.6	20.5
Neither a or d	18.8	21.5
Agree	36.4	35.9
Strongly Agree	9.0	16.2

Table E-3

Percentage Responses

"A civilian who relocates when his/her spouse is moved should receive a relocation allowance from the Forces"

Marital Lifestyle

	DI/DM	DI/SM	SI/SM	NM
Strongly Disagree	19.0	10.0	13.3	15.4
Disagree	36.6	28.0	41.2	41.9
Neither a or d	19.0	16.7	23.6	22.2
Agree	17.6	28.7	15.5	16.2
Strongly Agree	7.8	16.7	6.4	4.3

Gender

	Male	Female
Strongly Disagree	12.2	18.6
Disagree	35.2	44.1
Neither a or d	22.8	14.9
Agree	20.9	14.9
Strongly Agree	8.9	7.4

Rank Status

	Officer	NCM
Strongly Disagree	13.9	13.8
Disagree	44.0	32.1
Neither a or d	18.9	22.6
Agree	16.1	22.1
Strongly Agree	7.1	9.5

Table E-4

Percentage Responses
 "Husband and wife servicemembers should be posted as if they are single"

Marital Lifestyle

	DI/DM	DI/SM	SI/SM	NM
Strongly Disagree	50.7	30.2	18.9	27.4
Disagree	35.5	39.6	44.6	43.6
Neither a or d	9.9	14.8	20.8	13.7
Agree	2.6	14.1	12.9	13.7
Strongly Agree	1.3	1.3	1.0	1.7

Gender

	Male	Female
Strongly Disagree	26.4	42.6
Disagree	43.5	34.0
Neither a or d	16.7	12.8
Agree	11.0	8.0
Strongly Agree	2.4	2.7

Rank Status

	Officer	NCM
Strongly Disagree	18.3	40.1
Disagree	45.0	37.8
Neither a or d	19.6	12.6
Agree	15.8	5.9
Strongly Agree	1.2	3.6

Table E-5

Percentage Responses

"The employment of a civilian spouse should be of no interest to the military"

Marital Lifestyle

	DI/DM	DI/SM	SI/SM	NM
Strongly Disagree	19.1	24.5	9.9	7.7
Disagree	33.6	42.4	48.5	46.5
Neither a or d	27.0	17.2	14.2	23.1
Agree	17.8	11.9	22.7	21.4
Strongly Agree	2.6	4.0	4.7	1.7

Gender

	Male	Female
Strongly Disagree	15.7	11.2
Disagree	44.5	34.2
Neither a or d	16.8	25.7
Agree	18.7	24.1
Strongly Agree	4.3	4.8

Rank Status

	Officer	NCM
Strongly Disagree	11.1	17.2
Disagree	47.1	38.2
Neither a or d	16.7	20.3
Agree	22.9	17.9
Strongly Agree	2.2	6.4

Table E-6

Percentage Responses

"If you were to receive a posting apart from your military spouse what would happen?"

Marital Lifestyle

	<u>DI/DM</u>
I would request my release	25.4
My spouse would request his/her release	28.9
We would both request release	7.7
We would accept separate postings	45.1

Gender

	<u>M</u>	<u>F</u>
I would request my release	15.8	40.8
My spouse would request his/her release	44.6	14.3
We would both request release	1.0	1.0
We would accept separate postings	38.6	43.9

Rank Status

	<u>Officer</u>	<u>NCM</u>
I would request my release	20.5	29.5
My spouse would request his/her release	35.9	28.8
We would both request release	0.0	1.3
We would accept separate postings	40.4	43.6

Table E-7

Percentage Responses

"If your posting meant the loss of your spouse's job, what would happen?"

Marital Lifestyle

	<u>DI/SM</u>
I would request my release	12.0
My spouse would quit his/her job	48.0
We would accept a geographical separation	40.0

Gender

	<u>M</u>	<u>F</u>
I would request my release	11.2	22.9
My spouse would quit his/her job	79.6	48.6
We would accept a geographical separation	9.2	28.6

Rank Status

	<u>Officer</u>	<u>NCM</u>
I would request my release	10.3	14.0
My spouse would quit his/her job	80.3	71.1
We would accept a geographical separation	9.4	14.9

APPENDIX F
CORRELATIONS

Table F-1

Correlations Between Dependent Variables

[illegible]