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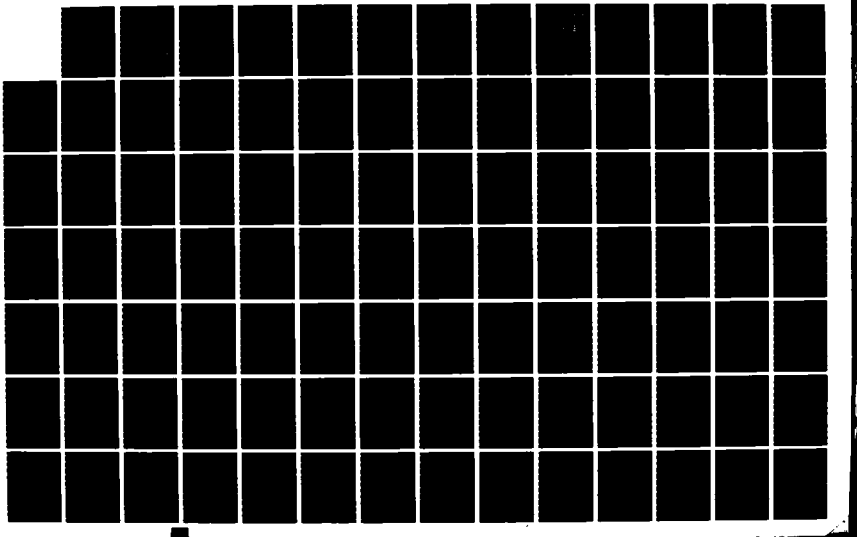

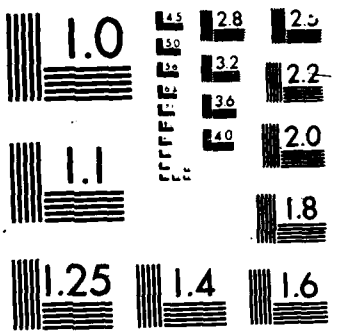
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THE SELECTION PROCESS OF US ARMY RECRUITERS

A thesis presented to the Faculty of the U.S. Army Command and General Staff College in partial fulfillment of the requirements for the degree

MASTER OF MILITARY ART AND SCIENCE

by

PETTER WENDELBORG, MAJ, NORWAY

B.S. Norwegian Military Academy, 1970
M.S. Norwegian School of Management, 1975

Fort Leavenworth, Kansas
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19. ABSTRACT (Continued)

This study was conducted through a structured mail survey to 1000 recruiters in the US Army in order to obtain information on how they were selected for recruiting and how this selection process affects their job motivation and well- being.

The study presents the current recruitment situation and describes considerations as to the size of the youth population, educational implications, the level of unemployment, and future military requirements. These factors will affect military recruitment to a large degree and point toward an increased future competition in the recruitment arena.

The study demonstrates the importance of personal communication as far exceeding any other medium of communication and emphazises that the recruiter's own attitudes and emotional well-being are essential to his effectiveness as a communicator and a recruiter.

Among the conclusions which are drawn from this study there is one that the present selection process of screening and selecting recruiters based on their performance is a valid approach. However, a significant improvement could be made if this impersonal selection process was complemented by personal information through the chain of command.
The study also shows a declining level of qualitative information of recruititing duties among Army units and the necessity to create a more positive attitude for this kind of assignment. How recruiters feel about their participation in the selection process and how they receive the local information about their recruiting assignment have significant impact on how they will later feel about being recruiters and, in turn, what information they will provide to potential recruiters.

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MASTER OF MILITARY ART AND SCIENCE

THESIS APPROVAL PAGE

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Accepted this 12th day of May 1986 by _____,
Director, Graduate Degree Programs.

The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

THE SELECTION PROCESS OF US ARMY RECRUITERS: An [illegible] Process of US Army Recruiters and How This [illegible] Motivation and Well-being, by Major Peller [illegible], 146 pages.

This study was conducted through a structured [illegible] recruiters in the US Army in order to obtain information [illegible] selected for recruiting and how this selection process [illegible] motivation and well being.

The study presents the current recruitment situation [illegible] such as the size of the youth population, [illegible] the level of unemployment, and future military [illegible] [illegible] military recruitment [illegible] projected future competition [illegible]

The study demonstrates the importance of personal [illegible] other medium [illegible] communication and [illegible] attitudes and emotional [illegible]

Among the conclusions which are drawn from this study [illegible] the present selection process of screening and selecting [illegible] on their performance is a valid approach. However, [illegible] ment could be made if this impersonal selection process [illegible] by personal information through the chain of command.
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Chapter 1 - Introduction

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Chapter 5 - Conclusions

TOPIC

Problem Statement

The purpose of this study is to examine the selection process of US Army recruiters and how this affects their job motivation and well-being.

Background

For the time being there is a steady decrease in the number of males in the prime recruiting ages. Eleven years ago there were 13. million of these youths and by 1996 there will be only 11.8, a decrease of 14 percent [1].

Simultaneously there is a small increase in the educational level of the population.

Furthermore, unemployment is relatively high within this younger age group.

Assuming there is the political will to maintain an all-volunteer force the Army needs to watch closely and respond to changes in the civilian sector. The long term aim of strengthening rather than merely sustaining the size of the force, puts added emphasis on recruiting objectives.

It is my postulate that the present "comfortable" recruitment environment is rooted in an unemployed and an uncertain youth population.

This is thought to be one of the reasons which explains how recruiting got out of its unsatisfactory situation in the latter part of the 1970s, where the qualifications of military enlistees had dropped to postwar lows [2].

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[1] Budahn,P. J., "Study Says Services Can Meet Recruit Goals", Army Times, Aug 12'", 1985, page 4.

[2] Hudson,George E. and kruzel, Joseph, ed., American Defense Annual, Ohio State University, Aug 1985, page 131.

My study of the civilian sector will include considerations of:

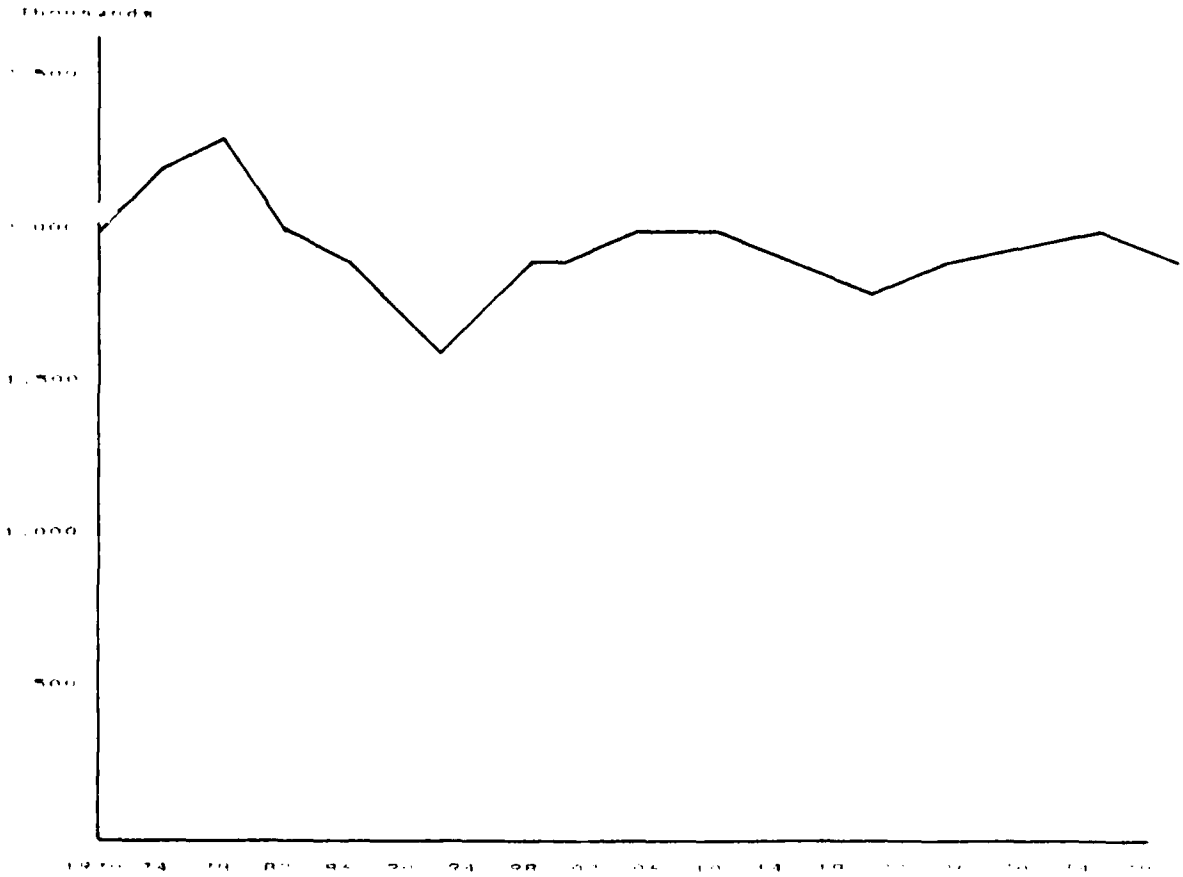
- the size of the youth population
- educational implications
- the level of unemployment
- future military manpower requirements

It will be summed up in the implications these have on the recruiting task in general; and on the specific use and selection of the individual recruiter.

Size of the youth population.

The Army will confront a declining supply of eligible enlistees over the years to come as the nation s youth population dwindles.

Figure 1 - 1. Projected US Seventeen-Year-Old Male Population 1970 - 2038



The prime recruiting age for the Army is the 17-19 year old, and I have therefore used the numbers of 17 year old males[3] to illustrate the decline of the youth population. Because certain aspects of large age groups have long term effects, which I will address later, this illustration starts in 1978. The projection is accurate to the year 2002 (these children are already born); after 2002, I have used the middle assumption in the US Projection of the Population[4] as my basis which makes it a bit static.

The illustration on the previous page shows an increase until 1978 and thereafter a steady decrease until a low point in 1992. In the 15 year period 1978 - 93, of which we are now in the center, the decrease is 28 percent, or 1.86 percent annually. Even if we consider the expected growth on either side of the millenium (it will decline after 2035), the annual decrease will be 1 percent.

This decline in the age group from which the military seeks its volunteers will make recruiting more difficult. Since the smaller population will be composed of a larger proportion of minorities (26 percent in 1985 rising to 31 percent in 1995), the decline in the number of eligible youths will be felt even more because of differences in ability based on enlistment tests. In 1984, for example, 71 percent of the white youth population could have been expected to meet the Air Force's minimum education and aptitude standards compared to 22 percent for blacks and 33 percent for Hispanics[5].

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[3] Bureau of the Census, Population Estimates and Projections, Series P-25, No 952, May 1984, table 6, page 39-93.

[4] Bureau of the Census, Population Estimates and Projections, Series P-25, No 952, May 1984, page 2.

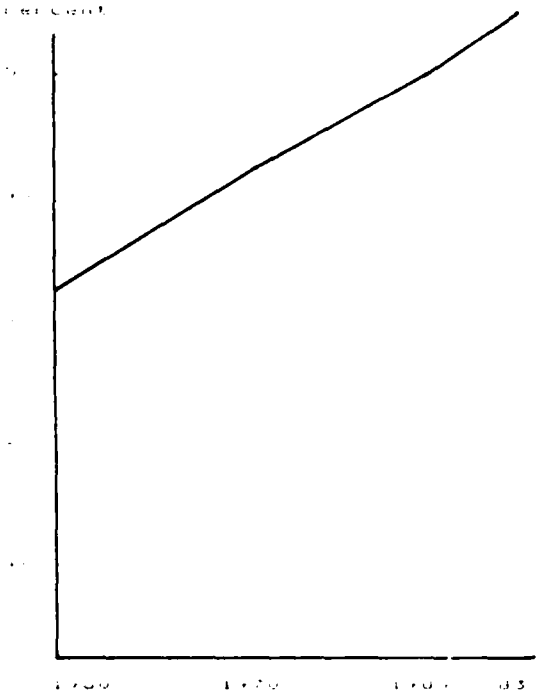
[5] Binkin, Martin and Eitelberg, Mark J., Woman and Minorities in the All-Volunteer Force, Annapolis, Md Nov 1983, table 15.

Educational implications.

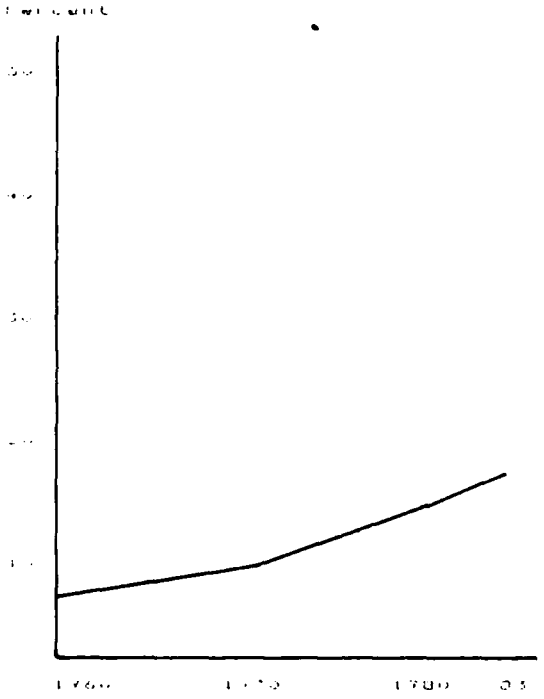
There is in the American society an attraction for higher education and, as the standard-of-living rises, more and more people are able to afford the costs of higher education. This is illustrated in the figures below. To avoid effects from numeric fluctuations these data are expressed as percents.

Percent of Adults Who Have Completed

High School as Their Highest Level of Education (Figure 1 - 2).



More than High School. (Figure 1 - 3).



The illustrations show a steady increase, and Fig 1 - 3, which illustrates the trend in post-high school education, reveals a slightly exponential trend. College enrollment had, for instance, a positive 3.2 average annual percent change from 1970 to 1980, while the similar annual percent change for 1980 to 1982 was 3.6% .

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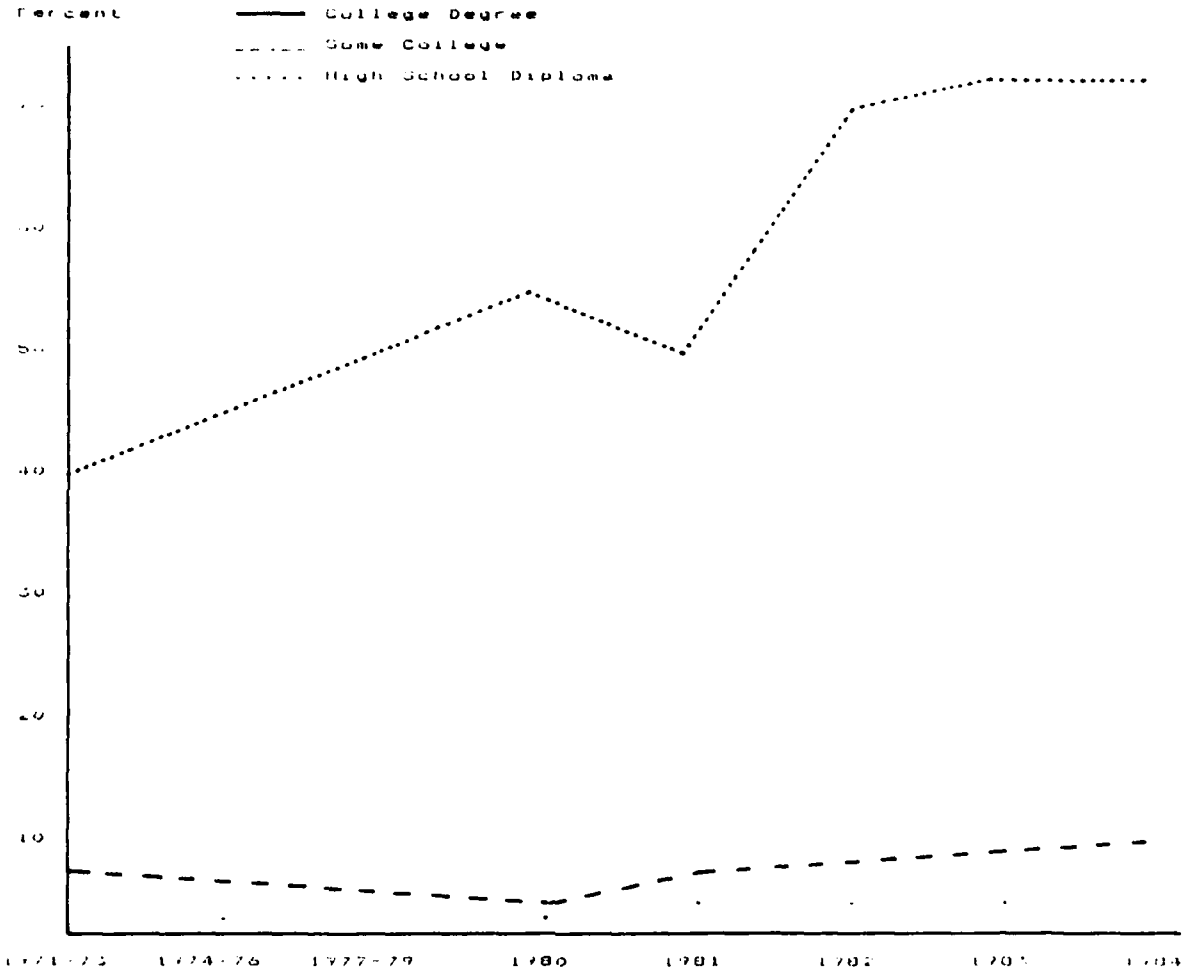
(2) Bureau of the Census, Statistical Abstract of the United States 1985, 105th ed, US Government Printing Office, Washington DC, Dec 1984, table 213, page 134.

At first glance this increased level of education seems beneficial, as the Army is attracting an increasing percentage of high school graduates. Note, however, as illustrated below, that the increase of recruits by level of education has almost halted[7].

Figure 1 - 4. Percentage Distribution of Army Recruits, by Level of Education, Fiscal Year 1971 - 1984.



Recruits with high school diplomas from 1982 to 84 rose slightly from 70 to 72 percent compared with 49 to 70 percent from 1980 to 82. Recruits

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[7] Hudson, George E. and Kruzel, Joseph, ed., American Defense Annual, Ohio State University, Aug 1985, Fig 7-2, page 134.

with college degrees were almost stable from 1981 to 84 (dropped from 4 to 3.5 percent compared with a rise from 2 to 4 percent 1980 to 81). If one takes into consideration that the overall level of education is proportionally increasing, the Army figures on the previous page reveal a decreasing trend in attracting educated manpower.

The only educational market segment where the Army seems to enjoy success is with those who have some college education.

Another educational implication which so far has been ignored is the expected behavior of the smaller number of youths just about to start their higher education. The decline in the youth population described on page 2 will not only affect the military but also all youth dependent institutions, including those of higher education. To offset expected enrollment losses from the "traditional" student pool, many colleges and universities apply short term strategies to attract greater numbers of adults and foreigners. The first group is proportionally decreasing due to an already higher level of education, and the latter is highly affected by similar trends in their home countries. As these strategies prove to be of marginal value, higher education institutions will try to attract more of the "traditional" college-age youths, perhaps by lowering admission standards. To the extent that the college participation rate of this group increases, the pool of potential recruits will shrink further and the recruitment task will become even more challenging.

The conclusion I want to emphasize as a result of looking at these educational implications is that the Army seems to attract personnel with the lowest level of education. As the number of applicants is currently high, this is not now a problem and several long term factors (e.g., the size of youth population in the 1990s and beyond) will probably prolong this situation.

The sustained economic recovery and the decline in the number of military age youth pose difficult recruiting challenges. There is some evidence of this already as there has been a decline in the quality and the quantity in the reserve pools of potential recruits[9].

A combination of factors (i.e., the declining number of young people; the increasing attraction of higher education; and increasing competition from institutions of higher education) might prove to cut deep into the necessary recruiting basis. Further, these things are occuring at a time when the Army needs qualitatively better recruits to man an increasingly complex, technical Army[10].

Level of unemployment.

This is an everyday situation which affects all young people. It has been a constant and increasing factor in their daily life and has probably caused a high proportion to list job security as one of their main considerations when looking for a future profession. This attitude might be altered significantly if their employment opportunities should increase.

It is therefore necessary to understand the sensitive nature of youth unemployment. In order to do so, an illustration of the development of the male unemployment rate from 1975 to 1983[11] for teenagers compared with older ages is on the next page.

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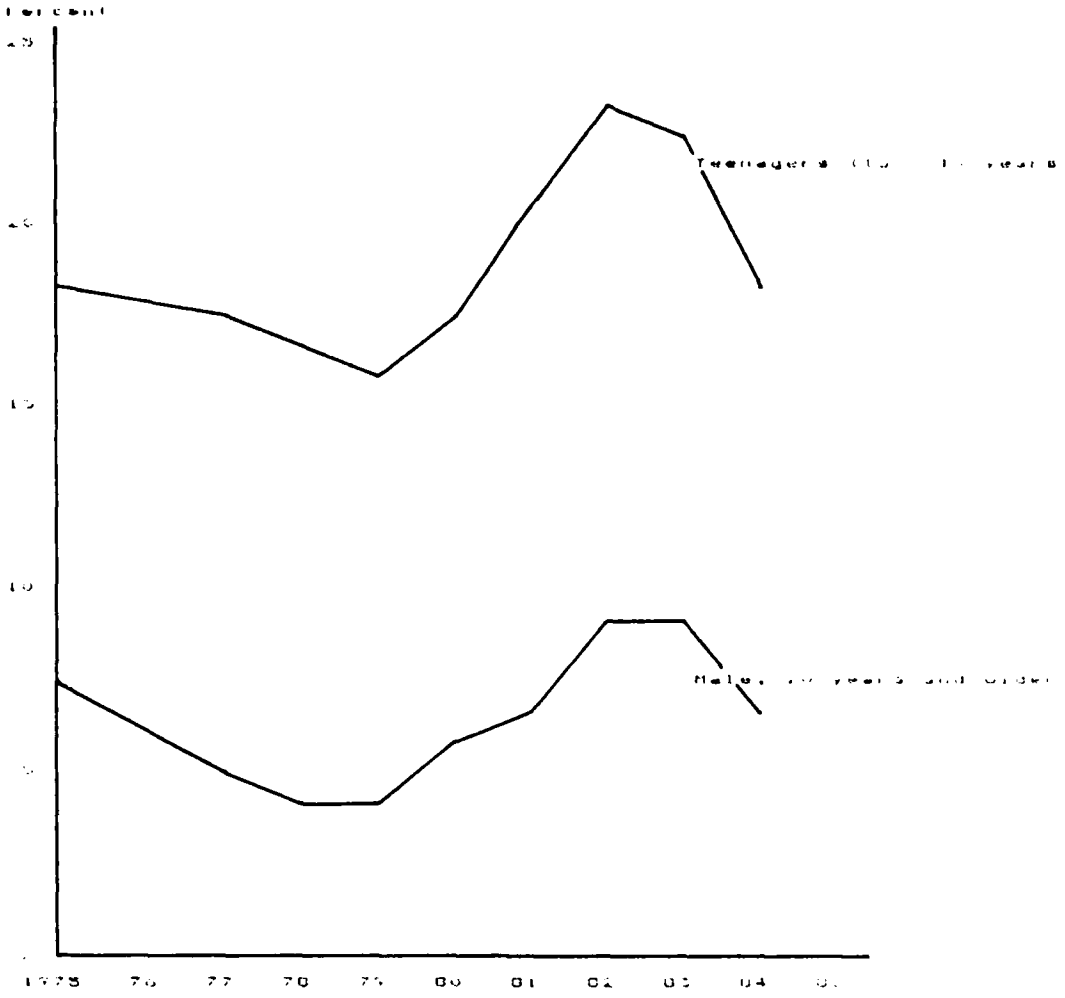
[9] Department of Defense, Annual Report to the Congress, Fiscal Year 1986, 1985, page 109.

[10] Department of the Army, The Posture of the Army and Department of the Army Budget Estimates for FY 1986, US Army, Washington DC, 1985, page 59 - 66.

[11] Bureau of the Census, Statistical Abstract of the United States 1985, 105th ed., US Government Printing Office, Washington DC, Dec 1984, page 390.

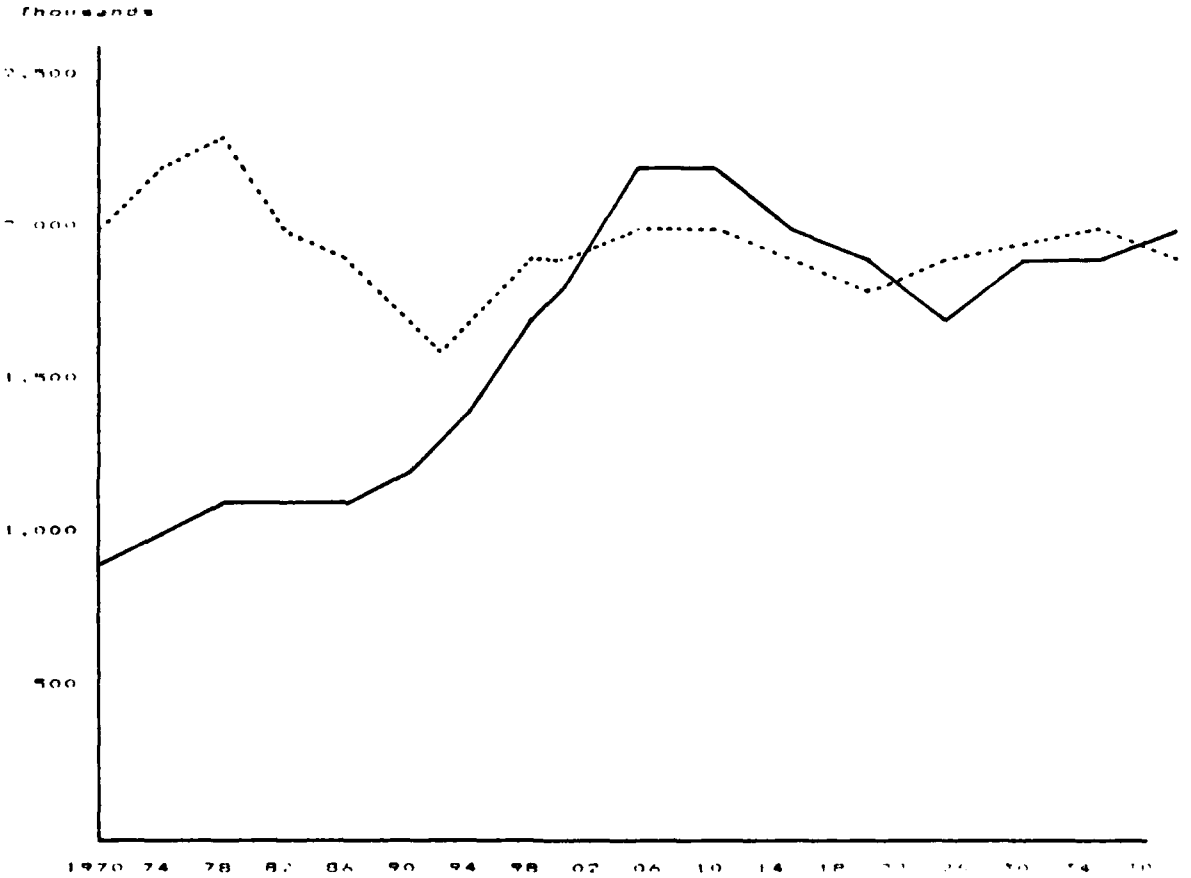
Figure 1 - 5. The Unemployment Rate 1975 - 83



The congruence between teenager and male unemployment is obvious. It is interesting to see how sensitive teenage unemployment really is. As the male unemployment dropped from 6.8 to 4.2 percent from 1975 to 79, a drop of 2.6 percent, the teenager s dropped from 19.9 to 16.1 percent, a drop of 3.8 percent. When the male unemployment, thereafter, rose to 8.9 percent in 1983, a total of 4.7 percent, the teenager s rose to 22.4 percent, a total of 6.3 percent.

Since teenage employment is linked so closely to that of older males, I have examined the development of the elder portion of the male labor force using the age of fifty for prediction and comparison. The dotted line (from fig 1-1) shows the converging of 17 year old males.

Figure 1 - 6. Projected US Fify-Year-Old Male Population 1970 - 2038 Compared with Seventeen- Year-Old (dotted line).



The situation described above will affect military recruitment to a large degree assuming the demand for manpower increases, the competition for educated labor increases, and the private sector makes use of recruiting that the public sector cannot practice to attract the educated labor that it needs.

The competition today is moderate with few, if any, firms attaching any importance to the broad recruiting of youth. Still, the Army has difficulties in attracting qualified personnel. It has the lowest percentage of high school graduates (83 percent) and the highest number of Mental Test Category IVs (25.1 percent) of all the services[11].

Another aspect of youth unemployment that needs to be addressed is the long term effect it seems to have on young people. As mentioned earlier, they have more or less grown up with unemployment as a constant factor in their environment. They have seen friends and relatives fired from what they considered to be stable firms; and they have experienced the problems associated with these firings. They have seen friends unsuccessfully trying to get a job or loafing restlessly without meaningful or lasting jobs. This has created a strong desire for security as a main job consideration; and one of the most secure types of jobs is one in the public sector. This is, in my opinion, one of the main reasons that the downward population trend still is not adversely affecting the Army s recruitment efforts as expected.

In the competing labor environment, one should note the sensitivity of the younger generations to the overall level of employment. In view of the fact that by the end of this century one out of four Americans will be older than 60 years, the increasing possibilities this offers to every prospective young worker should be obvious. Future developments (according to Fig 1 - 6) seem stable and will create more encouraging prospects for youths seeking employment, both in the civilian and in the public sector.

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[11] Budahn, P. J., "Study Says Services Can Meet Recruit Goals", Army Times, Aug 12'", 1985, page 4.

Military manpower requirement.

The Army is expected to expand its active component substantially [12] and to increase the size of its reserve components. Though halted in FY 1985 due to budget pressures, the planned increase for FY 1986 is 25,000.

Recruitment implications.

For the current fiscal year, the Army's recruiting and advertising budget equates to $3,856 per recruit[13] - far more than any other of the armed services.

There is no doubt that advertising and mass communication can and will be improved, but our competitors (both the private sector and other public agencies) will also improve their efforts when needed, and the Army will be hard pressed to recruit in a truly competitive environment.

Recent emphasis on and the expected results of budgetary restraints may make it difficult to attract the desired quantity and quality of enlistments.

There is one area in which the Army has superiority over the private sector which may be exploited. That is in its dispersion and ability to establish a professional and dedicated sales force all over the United States. In this area lies the advantage of personal two-way communication and influence through a carefully chosen and dedicated network of communicators (recruiters). The use of recruiters as communicators and influencers, however, is dependent upon the performance of the selected recruiters. Their performance, appearance

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[12] Department of Defense, Annual Report to the Congress, Fy 1986, 1985, table II D1, page 109.

[13] Budahn, P. J., "Study Says Services Can Meet Recruit Goals", Army Times, Aug 12th, 1985, page 4.

and demonstrated confidence are the very basis of their gaining acceptance. One should not neglect the fact that personal communications far exceed any other medium of communication. this will be addressed later in the thesis.

Therefore, proper emphasis should be attached to the selection of each recruiter, and the selection process should guarantee that the selected recruiter voluntarily accepts and understands the challenge of recruiting duty.

Hypotheses

H 1 : There is rarely any knowledge about recruiting duties before assignment to USAREC.

H 2 : Local influence or opinion appears more discouraging than encouraging.

H 3 : Recently "drafted" recruiters like their assignment less than those who were selected earlier.

H 4 : Those who volunteered perform better than those who were "drafted".

H 5 : Recruiters feel their own performance as recruiters is lower than their performance in their last job.

H 6 : Those who felt they participated in the selection process were more positive to their recruiting assignment.

H 7 : Those who were given an explanation or told about their selection were more positive toward their recruiting assignment than those who were informed through impersonal orders.

H 8 : Recruiters feel less satisfaction in their job as a recruiter than what they felt in their last job.

H 9 : Recruiters who feel dissatisfied will not recommend recruiting assignment to their friends.

H 10: Most of the potential recruiters knowledge about [illegible] duties is acquired from NCO colleagues who [illegible] as a recruiter.

H 11: There is [illegible] personal [illegible] trial recruiter and MILPERCEN [illegible].

Definitions

The prime recruiting ages in this study are [illegible] 17 to 19, and the numbers referred to are for the male population.

Mental test Category IV are personnel with a low [illegible] with the highest score being 99, according to an [illegible] test consists of selected portions from ten different tests [illegible] certain mental capability.

This scale has recently been replaced by a coding system [illegible]. Low score personnel are now labeled Code 4A (21 - 30 points) or Code 4B (16 - 20 points).

Mission box is the recruiter's given objective, i.e. [illegible] many in each of the categories mentioned above, that the recruiter is supposed to enlist for the month.

Delimitations

The study is limited to enlisted recruiters in the U.S. Army Recruiting Command (USAREC).

Significance of the study

The study is intended to contribute to a better [illegible] recruiters.

[illegible] this may be the best way [illegible] difficult [illegible] recruited for qualified personnel.

REVIEW OF LITERATURE

Textbooks

There is a large and growing number of textbooks dealing with how to define and serve a market. Some of these texts also deal with how to perform and persuade; and discuss what qualifications are most desirable for a seller to have.

On Human Communication, a Review, a Survey, and a Criticism [1] by Colin Cherry is a highly technical presentation. The author in his introduction states that "none of the chapters are written for the experts", however,it does not take long before the logical descriptions, the statistical studies, the spectral analysis of signals, and so forth, carries him into interesting but highly technical aspects of the communication processes. The opening comments of the chapters and most of the sections have a more general descriptive introduction, but he immediately goes into very intricate mathematical and scientific approaches following these comments.

It is interesting to note that he repeatedly, though reluctantly and indirectly, expresses how limited mathematical models are at encompassing what is understood as human communication. One of the basic difficulties is "that statistical mechanics have been mostly applied to systems of particles having zero or weak interactions, whereas the people composing a social group exert a great deal of influence upon one another"[2].

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[1] Cherry, Colin, On Human Communication, a Review, a Survey, and a Criticism, 2D ed., the MIT Press, Massachusetts Institute of Technology, Jun 1971.

[2] , page 25.

He later narrows his presentation to purely deductive arguments saying that for the technical transference of information a highly formalized language system serves the purpose. However, "the powers of persuasive language are required for the 'putting over' of new ideas, for explaining new generalizations convincingly"[3].

He cites[4] Weaver who classified the whole problem of communication into:

- the technical problem
- the semantic problem
- the effectiveness problem

Colin Cherry discussess only the first two in any length. In a succeeding section[5], however, he returns to the fact that human communication channels consist of individuals in conversation, or in various forms of social intercourse. Each individual and each conversation is unique: different people react to signs in different ways, each depending upon their own past experiences and upon the environment at the time.

My perception after having read this almost purified technical description of human communications is that the author, partly "between the lines", admits that there are serious limitations to the transference of ideas and influence through impersonal communication.

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(3) Cherry, Colin, On Human Communication, a Review, a Survey, and a Criticism, 2ND ed., the MIT Press, Massachusetts Institute of Technology, Jun 1971, page 77.

(4) , page 243.

(5) , page 245.

Communicology: An Introduction to the Study of Communication[6] by Joseph A. Devito looks upon communication from a point of view which is almost opposite to that of that of Colin Cherry. Whereas Cherry focuses on the technical aspects, Devito focuses on human communications as interpersonal relationships. Whereas Cherry bypasses the effectiveness problem, Devito encompasses it and repeatedly connects it to the inherent possibility for feedback. He states that the concept of feedback is crucial to an understanding of listening as an active process. He further points our that the most effective feedback is that which is most immediate[7]; which is achievable only in an interpersonal communication.

To achieve effective interpersonal communication, he puts forth five qualitative characteristics[8] of a communicator (sender):

- openness, a willingness to reveal information and react honestly
- empathy, the ability to feel in the same way and to understand the receiver
- supportiveness, in the sense of sincere and interpersonal helping
- positiveness, in the sense of enjoying the exchange of ideas
- equality, meaning a tacit recognition that both parties are valuable and contributing human beings

It is interesting to note that none of these characteristics can be evaluated by an impersonal "screening" of personnel records.

The most interesting parts[9], given my subject, are Chapter 28,"The

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[6] Devito, Joseph A., Communicology: An Introduction to the Study of Communication, Harper & Row, New York, 1967.

[7] , page 14 - 17 and 146 - 148.

[8] , page 266 - 269.

[9] , page 419 - 464.

Speaker and Receiver in Public Communication", and Chapter 29,"The Nature of Mass Communication". Through an honest and convincing argumentation he describes the various possibilities and limitations of mass communication in TV, radio, newspapers, magazines, books, records, tapes and cassettes. His thesis is that in mass communication the message flows from the media to the receiver but not back again. Additionally, because of the number of persons receiving mass messages, it is impossible for the media to adapt to each person, even generally.

In public communications, on the other hand, extending from a very small to a very large number of people, it is possible to "tailor" the message to the participants. Through audience analysis and adaptation, a proficient speaker is far more effective than an impersonal mass communication.

The discussion of factors such as sex, educational background, status and attitudes is thorough, and focuses on sender characteristics which have to be observed as opposed to impersonally screened. A biproduct of the discussion is that the sender's own attitudes and emotional well-being are essential to his effectiveness as a communicator. Other factors such as age, fitness, and appearance are of less value than may have been anticipated.

Studies

Some civilian studies of specific interest are:

"Economics of the Military Draft"[10] in which Hansen and Weisbrod discuss a number of inefficiencies of the military draft system. The principal inefficiency noted is the loss of output resulting from the utilization of

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[10] Hansen, Lee W. and Weisbrod, B., "Economics of the Military Draft", Quarterly Journal of Economics, Aug 1967, page 395 - 421.

labor services of draftees whose productivity in the civilian sector is, on the average, higher than that of individuals who would volunteer for military service.

As the draft system is no longer in effect, one should be careful about drawing conclusions from this study. However, it reveals the growing competition between the civilian and the public sector, and the vulnerability of the latter.

On the Application of Marginal Productivity Analysis to the Allocation of Recruiters within the Military Services"[1] by Bennett and Haber, expands on the former "Economics of the Military Draft". The purpose of this study, as the title describes, is to investigate the allocation of recruiters. It starts with the following "rule of thumb" used by the services: Recruiters are allocated geographically to areas so that their distribution is proportional to the distribution of QMA (qualified military available) among the areas. The study examines this allocation and has some critical remarks about viewing market size and market potential as synonymous, considering the present rapid change in market potentials.

Of specific interest to this study is the stated failure in recruiting because of an insufficiency of recruiters in some areas. From this, one can assume that the face-to-face recruiters have significant impact on both the ability to present information about the Army and the ability to influence individuals.

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[1] Bennett, James T. and Haber, Sheldon E., On the Application of Marginal Productivity Analysis to the Allocation of Recruiters within the Military Services, George Washington University, Jan 1972.

Enlistment Supply, Recruiter Objectives, and the All - Volunteer Army[12] by James Dertouzos is a study which was sponsored by the Office of the Assistant Secretary of Defense. It covered 33 recruiting areas which were divided into two groups for separate analysis and comparison.

The study elaborates on area characteristics and the recruiters willingness and ability to act according to factors affecting the enlistment supply.

The results suggest that the recent efforts utilizing traditional supply models to forecast enlistments, or assess the impact of a variety of educational benefits, enlistment bonuses and advertising expenditures, are of limited value.

Of particular importance to this study is the discovery that, though Army recruiters appear to be motivated to attain quotas for both high and low quality enlistments, there exist few incentives for recruiters to exceed them. Indeed, it is suggested that there may exist disincentives to overproduce.

Ignoring recruiter behavior and the demand factors affecting their choices can yield incorrect estimates. In general, estimated elasticities of high quality enlistments with respect to supply variables such as the unemployment rate and civilian wages are significantly higher if recruiter choices are taken into account.

None of the textbooks or studies I have read state the qualitative characteristics in such a way to enable an impersonal selection based solely on records. Accordingly, there seems to be no well defined way to select a recruiter based only on his military personnel records.

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[12] Dertouzos, James N., Enlistment Supply, Recruiter Objectives and the All - Volunteer Army, The Rand Corporation, Santa Monica, California, Sep 1984.

Military writings

There is little, if any, discussion of the selection process in military writings. Having looked through the Army s recruiting and retention magazines for the last ten years, no articles were found on the subject. However, it is repeatedly stated and confirmed in the Commander s Notes [13] "that every recruiter comes to the Command with the personal qualities needed to become a successful sales representative..".

The only published discussion relating to the selection process which I have been able to discover is one short article in Infantry magazine [14] dealing with the recruiting assignment as something totally different from any other military duty, and which, according to the author, demands its "own career specialty".

There are a few forgotten reports filed in the Combined Arms Research Library (CARL) and related libraries. Some of these reports are considered old, and as the evolution of marketing techniques is rapidly changing, some might even be outdated. Considering the fact that military organizations, techniques and training are updated constantly, earlier findings may well be already incorporated into the existing environment. For example, all recruiters prior to 1981 were volunteers as opposed to today where all are "screened" and "drafted".

The above points have been considered in the selection and emphasizing of literature: also the findings have been narrowed to those of relevance to this study. Applicable works are presented chronologically, starting in 1974 and ending in 1984.

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[13] Bradshaw, J. O., "Commander's Notes", Recruiter Journal, Sep 1984, page 2.

[14] Miner, David P., "Recruiting: A Dual Specialty", Infantry, Jan 1984, page 15-16.

US Navy Recruiter Attributes and Attitudes: A Survey Analysis[15], by James B. Best, is a Masters Thesis using survey interviews of 49 recruiters to identify attributes of effective recruiters.

The study states that the most favorable aspect of a recruiting assignment is independent duty. Only a few (18 percent) considered the additional recruiter's assignment pay to be an incentive to increase their effectiveness.

Two-thirds of the sample (33 recruiters) were true volunteers (had personally initiated their assignment to recruiting duty) and an additional 10 percent had volunteered in response to a suggestion from a career counselor or detailer. They revealed a very high level of satisfaction in their job. Some 63 percent answered "first" as to where they would rank recruiting on a desirability scale, and only 18 percent stated that it was "not desired".

A majority (83 percent) of the sample stated that they would freely recommend duty as recruiter to their best friend in the Navy (assuming they felt he met the qualifications).

It is also of interest to note that more than 40 percent had been interviewed for recruiting by their Commanding Officer, and that an additional 27 percent had been interviewed by their Executive Officer (XO) or other officers at their previous command. The purpose of these interviews was to determine whether or not the individual "possesses the educational level, poise, personality and ability to communicate necessary to be a salesperson for the Navy."

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[15] Best, James B. and Wylie, Walter J., US Navy Recruiter Attributes and Attitudes: A Survey Analysis, Naval Postgraduate School, Monterey, California, Jun 1974.

A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characterisics[16] was initiated by the US Continental Army Command (later TRADOC) and USAREC. The objective was to develop hypotheses concerning the personal characteristics and job behavior associated with recruiter success. It was conducted by interviewing 79 recruiters already divided into three groups according to percentage of quota achieved (high, average and low).

The most interesting finding was that successful recruiters were less likely to cite "independence" as a source of job satisfaction, and that they were more likely to complain about their long hours of work.

Regarding the selection process the respondents expressed the view that some recruiters did not know what they were getting into when they volunteered for recruiting duty. Eleven percent recommended that applicants for recruiting duty ought to be given a more realistic picture of what the job is like, its pressures and its frustrations.

Various screening procedures were mentioned by a few respondents. of these screening for quality of past performance was mentioned the most. Informal interviews of the applicant, his wife, his supervisor and others were also often recommended (by 47 percent).

There exists a report[17], dated Mar 1979, which is identical to the above mentioned study. Why this is given a different report number and dated four years later is unknown.

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[16] Graham, Warren R., Brown, George H., King, William L., White, Leonore and Wood, Mark D., A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characteristics, Human Resources Research Organization, Virginia, Apr 1975.

[17] , A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characteristics, Human Resources Research Organization, Virginia, Mar 1979.

Dimensions of the Army Recruiter and Guidance Counselor Job[1][2] by Borman, Toquam and Rosse is a study aimed at discovering the underlying dimensionality of tasks associated with the Army recruiter and guidance counselor jobs. The researchers established a recruiter/guidance counselor task list , and 101 USAREC personnel sorted the tasks into a matrix according to different dimensions. The abstract states that "the report discusses implications of the results for selecting and training Army recruiters".

The report is 70 pages long. Six pages are devoted to introduction, a detailed description of selected procedures, and a short discussion and result. The rest of the report consists of various tables.

The dimensions used to identify the tasks were:

- prospecting activities: identifying and contacting qualified prospects
- publicizing the Army: building a positive Army image in the community
- selling the Army: counseling individuals to join the Army
- administrative activities: working with recruiting reports, records, statistics and organizing recruiting activities

These broad dimensions defining relatively general task areas are narrowed into four performance requirements each. The task activities are useful as background information but, in my opinion, are still too broad to serve as selection criteria.

The only reference to the selection process is an equally broad statement that "these dimensions should prove especially useful in developing selection procedures for the Army recruiter job."

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[1][2] Borman, Walter C., Toquam, Jody L. and Rosse, Rodney L., Dimensions of the Army Recruiter and Guidance Counselor Job, US Army Research Institute, Virginia, Mar 1977.

Army Recruiters: Criterion Development and Preliminary Validation of a Selection Procedure[19], by Brown, Wood and Harris, collects information from a random sample of 400 recruiters, using characteristics that might be related to recruiter effectiveness: verbal fluency, sociability, achievement motivation, empathy, rejection, tolerance, maturity-responsibility and various background characteristics. Statistical analysis were then performed to determine the yield to be expected from each recruiter's territory.

Using a composite supervisor rating procedure, 45 of the best recruiters in the Army, and 43 of the poorest, were identified and given the draft selection test instruments. Results were analyzed to identify items or scores that differentiated between good and poor recruiters.

The study concludes with a somewhat drastic finding that "recruiter characteristics may be relatively unimportant, at least within broad limits." This viewpoint is, however, modified by stating that recruiters may already be a highly selected group, and that the span between best and poor for this reason might be insignificant.

The study emphasizes, like Bennet and Harber's[20], the importance of environmental factors. It states that about 50 percent of the variance in production scores derives from factors unrelated to the individual recruiter's characteristics. The level of success is therefore, according to this study, more a function of area characteristics than of recruiter proficiencies.

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[19] Brown, George H., Wood, Mark D. and Harris, John D., Army Recruiters: Criterion Development and Preliminary Validation of a Selection Procedure, US Army Research Institute, Virginia, May 1978.

[20] See page 19.

Development and Validation of a Recruiter Selection Battery[20] by Borman, Rosse and Taquam used a mail survey of 194 Navy recruiters in seven different locations as the basis for evaluating performance versus production.

Their main performance factors were defined along:

- selling skills: selling the Navy effectively to prospects; displaying confidence and effectiveness in the recruiting sequence

- human relations skills: establishing and maintaining good interpersonal relations with prospects, recruits and persons in the community

- organizing skills: planning and organizing time efficiently; completing paper work accurately and on time

The relationship between these performance factors and production, or success, was found to be high. The monthly production for those recruiters who scored in the top 50 percent of the above mentioned performance factors was 12 percent greater than the overall average.

The study concludes with the recommendation that the Navy and the Marine Corps should use a test battery along these parameters to aid in selecting recruiters, and that the performance rating material should be distributed to recruiter supervisors and field recruiters to aid in training and self-development. The use of this material might also be important in the selection process of qualified Army recruiter applicants (my remark).

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[20] Borman, Walter C., Rosse, Rodney L. and Rose, Sharon R., Development and Validation of a Recruiter Selection Battery, Navy Personnel Research and Development Center, San Diego, Sep 1981.

An Inventory Battery to Predict Performance in Navy Officer Recruiting: Development and Validation[21], by Borman, Rosse and Rose, used a sample of 132 officers to develop procedures for assessing the effectiveness of recruiters and to develop an inventory battery to help identify officers with personal characteristics needed for successful recruiting. The study used composites from previous research[22].

Items from these composites were used to form four corresponding officer composites:

- past sociability
- past leadership and dominance
- hard work
- organization

It appears, based on this study, that the recruiter composites can successfully identify effective officer recruiters.

Past sociability proved to have the highest correlation coefficient and seemed to be the best indicator of recruiter success (r=0.21). The lowest correlation was found to be past leadership and dominance (r=0.03) which is one of the main components in the Army s screening process.

In summary, none of the military studies reveal any evidence to justify impersonal selection based solely on records. On the contrary, most of the characteristics, dimensions and composites studied refer to performance which has to be personally observed and evaluated.

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[21] Borman, Walter C., Rosse, Rodney L. and Rose, Sharon R., An Inventory Battery to Predict Performance in Navy Officer Recruiting: Development and Validation, Navy Personnel Research and Development Center, San Diego, Dec 1984.

[22] See page 24 and 26.

METHODOLOGY

As the literature is limited, the study relied heavily upon survey research.

As local resources, the Kansas Recruiting Battalion and the Leavenworth Recruiting Station have been involved, and the chairman and second reader both have recent experience from recruiting assignments. These resources were used primarily for field studies and to provide background information in pretesting the mail survey.

The mail survey

I conducted several interviews, at both recruiter and battalion CO level, at the Leavenworth Recruiting Station and at the Kansas Recruiting Battalion respectively. Based on these interviews and discussions with my committee, I developed a test battery of 25 questions against my selected hypotheses.

Permission to issue a country-wide survey was granted by USAREC. They mailed out the survey, through all their Recruiting Battalions, to 1000 randomly selected on-production recruiters. The survey was returned to Ft. Leavenworth by use of preaddressed, postal paid envelopes identical to those used for return of answers to CGSC, but labeled: "For Return of Survey".

The pretest was issued Nov 13, 1985 to 30 randomly selected recruiters at the Kansas Recruiting Battalion. They were asked to respond as if the survey was received through USAREC, and encouraged to make any remarks they might have concerning lack of clarity, incompleteness or other items they felt should have been included in order to make the survey as valid as possible.

Two of the questions were altered slightly based on the pretest.

Question 3 (How long have you been assigned to USAREC?) was expanded from two to four years, and the time interval was extended from three to six months. Question 19 (Do you know whether you were recommended to the selection board?) was given an additional response alternative: "Yes, by USAREC personnel (recruiters, selection teams etc)".

The results from the pretest were further used to test input format, frequency tables and crosstabulation programs at the Control Data Corporation (CDC) computer at Ft Leavenworth.

The mail survey was printed at the Ft. Leavenworth Media Support Center. It was put into envelopes, with a return envelope attached, and taken to Ft. Sheridan (USAREC) during the Thanksgiving Holiday by me and my family.

It was sent out Dec 6 to all Recruiting Battalions with a letter from USAREC attached which explained the survey and encouraged participation.

The Battalions, in turn, sent it to their Recruiting Companies and Stations.

The individual answers were returned anonymously to me. A copy of the mail survey is attached as an Appendix.

The mail survey incorporated a significant sample of country-wide recruiters. In fact, it was issued to 1000 out of approximately 4000 recruiters all over the continental United States and Hawaii, covering some 25 percent of all the recruiters.

The return was exceptionally high. Out of 1000 surveys, 765 responded by returning a valid reply. I will not elaborate on this high response; but

beside the fact that soldiers normally show a high degree of responsiveness, and that the instrument must have been viewed positively. I also assume some "Hawthorne-effect"[1]. The reason for this assumption is that some respondents expressed satisfaction in being asked about their feelings toward their recruiting assignment. As one expressed it: "I wish personally to thank you for the opportunity to answer your survey. It gives me great satisfaction knowing that we are not forgotten about out here."

The data was given a sequential identification number (id no), transferred to optical readable answersheets, and fed into the CDC computer at Ft. Leavenworth.

Presentation of SPSS

The Statistical Package for the Social Sciences (SPSS)[2] is a set of related programs for the manipulation and statistical analysis of data.

In addition to ordinary descriptive statistics and simple frequency distributions, it contains crosstabulation, bivariate correlation analysis, partial and canonical correlation analysis, multiple regression analysis, variance and covariance analysis, discriminant analysis, factor analysis and scalogram analysis.

It also contains a variety of subroutines to find and later correct incomplete data.

The SPSS is updated constantly and I used the latest version[3].

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[1] Roethisberger F. J. and Dickson W. J., Management and the Worker: An Account of a Research Program Conducted by the Western Electric Company, Hawthorne Works, Cambridge, Mass: Harvard University Press, 1939.

[2] Nie, Norman H. and Hull, Hadlai C., SPSS: Statistical Package for the Social Sciences, 2nd ed., Mc Graw-Hill, New York, 1975.

[3] , SPSS Update 7-9, Mc Graw-Hill, New York, 1981.

Control of data

It is a common occurence in research to find that for one reason or another it has been impossible to obtain a complete set of data for every case in the file. So it is in this survey.

The subroutines I used to discover missing and invalid answers were:

- MISSING VALUES - which detected and per id no printed out all answers with value 0 (zero).
- IF ROUTINE - which extracted individual illogical answers such as in question 8 (What is your preference for your next assignment?) value: "Any assignment outside USAREC", against question 12 (Where would you rank recruiting as to preference of duty assignment?) value: "First".
- SELECT IF ROUTINE - which compared and extracted per id no combinations of answers such as question 25: "If you volunteered or liked the assignment", against both question 20 value: "volunteered" and question 23 value: "I liked it very much" and "I liked it somewhat". It was also used to detect values outside the accepted area.

Given the reference to, and a print out of, illogical or missing values, I then checked the original answers.

All missing values (only question 25 permits less than 965 answers) proved to be either mispunched or misread types of data.

Most of the illogical combinations also proved to be mistransferences, but a few were traced back to valid answers. One person who volunteered has, for instance, declared (in question 23) that he "disliked" the selection and (in question 22) stated that he "could have refused". This type of illogical combination was accepted.

Opposing answers, such as the one mentioned under IF ROUTINE, were corrected if possible by referring to other questions. So were answers with value: "nothing" in question 17 (What did you know about recruiting?) and values other than "none" in question 18 (Who provided you with this knowledge?).

After several tests I feel confident that the data presented is reliable.

Frequency tables

The selected and printed output from the frequency procedure resulted in a table as shown below. I have used question 10 to illustrate the lay out.

Q 10: HOW DO YOU FEEL ABOUT BEING A RECRUITER?

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY	ADJUSTED FREQUENC.	CUMULATED FREQUENC
LIKE IT VERY MUCH	1	379	39.3	39.3	39.3
LIKE IT SOMEWHAT	2	210	21.7	21.7	[illegible]
NO SPECIAL FEELINGS	3	102	10.6	10.6	[illegible]
DISLIKE IT SOMEWHAT	4	114	11.8	11.8	[illegible]
DISLIKE IT VERY MUCH	5	160	16.6	16.6	[illegible]
TOTAL		965	100.0	[illegible]	

Code refers to the sequential order of response and is important in the later use of statistics.

Absolute frequency gives the raw or absolute frequencies associated with each value (or response), accumulated to a total of 965.

Relative frequency gives the percentage of each of the responses, accumulated to 100 percent.

Adjusted frequency excludes missing values and displays the relative frequency for the valid answers. Since the data volume is controlled and only question 25 allows for missing values, the *adjusted frequency* is identical to the *relative frequency*.

Cumulated frequency accumulates the adjusted frequency displays on the side of the sample where one will find the main portion of the responses.

There are eleven descriptive statistics which are available in the subprogram Frequencies. I utilized six.

The total display of my frequency table is therefore:

Q 10: HOW DO YOU FEEL ABOUT BEING A RECRUITER?

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY	ADJUSTED FREQUENCY	CUMULATED FREQUENCY
LIKE IT VERY MUCH	1	379	39.3	39.3	39.3
LIKE IT SOMEWHAT	2	210	21.7	21.7	61.0
NO SPECIAL FEELINGS	3	102	10.6	10.6	71.6
DISLIKE IT SOMEWHAT	4	114	11.8	11.8	83.4
DISLIKE IT VERY MUCH	5	160	16.6	16.6	100.0
TOTAL		965	100.0	100.0	

MEAN	2.442	MEDIAN	1.993	MODE	1.000
VARIANCE	2.266	STANDARD DEVIATION	1.505	SKEWNESS	10.5%
VALID CASES	965	MISSING CASES	0		

MEAN is the most common measure of central tendency for variables measured at the interval level. Often referred to as "the average", it is merely the sum of the individual values for each case divided by the number of cases.

$$\bar{X} = \frac{\sum_{i=1}^{N} X_i}{N}$$

In question 10: $\bar{x} = \frac{379x1 + 210x2 + 102x3 + 114x4 + 160x5}{965} = 2.447$

which displays a centered tendency in the data.

MEDIAN is the numerical value of the middle case or the case lying exactly on the 50th percentile, once all the cases have been rank ordered from highest to lowest. In question 10 this is at the value of 1.993.

MODE is the value of the variable which occurs most often. In question 10: value 1 (answered by 379 recruiters).

VARIANCE is a measure of the dispersion of the data about the mean. This statistic is one way of measuring how closely the individual scores of the variable cluster around the mean. $s^2 = \frac{\sum_{i=1}^{N} (x_i - \bar{x})^2}{N-1}$

In question 10:

$$s^2 = \frac{379(1-2.447)^2+210(2-2.447)^2+102(3-2.447)^2+114(4-2.447)^2+160(4-2.447)^2}{964} = 2.266$$

By squaring the deviation from the mean one takes into account all differences from the mean, including negative differences, and it gives additional weight to extreme cases. Clearly, the variance will be small when there is a great deal of homogeneity in the data, for then most cases will have very small deviations from the mean.

In a five value question such as question 10, a variance of 2.266 displays little homogeneity in data, but rather indicates dispersed opinions.

STANDARD DEVIATION is another measure of the dispersion about the mean of an interval-level variable. Very simply, it is the square root of the variance. The advantage of the standard deviation is that it has a more intuitive interpretation, being based on the same units as the original value. That is, as the variance in question 10 is 2.266, then we are really talking

about 2.266 square opinions. The standard deviation, however, is 1.5 which has a more intuitive meaning as the distance in opinion on either side of the mean.

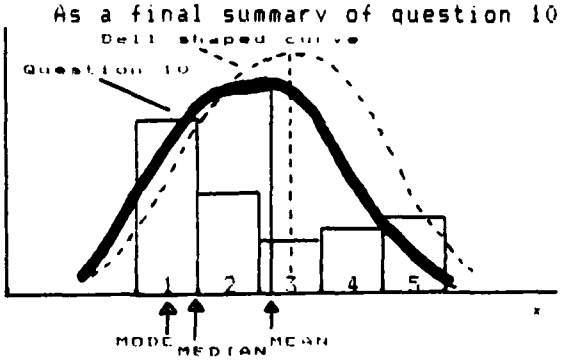
STANDARD ERROR helps us to determine the potential degree of discrepancy between the sample mean and the usually unknown population mean. This statistic is normally used in conjunction with many variables and large samples and is for this reason not used in this survey.

SKEWNESS is a statistic needed to determine the degree to which a distribution of cases approximates a normal curve, since it measures deviation from symmetry. A positive value indicates that the cases are clustered more to the left of the mean with most of the extreme values to the right, as in the case of question 10. A negative value indicates clustering to the right.

KURTOSIS is another statistic available in SPSS. It is a measure of the relative peakness or flatness of the curve defined by the distribution of cases. A normal distribution will have a kurtosis of zero. As all of the questions in this survey are illustrated by profile tables the dimension is easily seen and this statistic is therefore not used.

MINIMUM, MAXIMUM and *RANGE* are the last descriptive statistics available in SPSS. Since the number of variables in this study are few, these statistics are not displayed in the presentation.

As a final summary of question 10 : HOW DO YOU FEEL ABOUT BEING A RECRUITER



The curve is more flat than the normal distribution curve, and clusters to the left.

Crosstabulation

A crosstabulation is a joint frequency distribution of cases according to two or more variables. The display of the distribution of cases based on two or more variables is the chief component of contingency table analysis, and is indeed the most commonly used analytic method in the social sciences.

These joint frequency distributions can be analyzed statistically by certain tests of significance, e.g., the chi-square statistic which I have used, to determine whether or not the variables are statistically independent. These distributions can be summarized by a number of measures of association, such as Cramer s V or the contingency coefficient, which describe the degree to which the values of one variable predict or vary with those of another.

Subprogram CROSSTABS enables the user to compute two-way to n-way joint frequency distribution tables. Most of my crosstabulations are two-dimensional, but for a few specific relationships I have also used three-dimensional tables. In my description I will not elaborate on the latter: first, because the later use seems self-explanatory; and, second, because it is very close in its nature to the two-dimensional. The lay-out, for instance, is really displaying a two-dimensional relationship with the third variable as the controlling element, giving as many tables as there are variables in the controlling question.

The nature of crosstabulation tables can perhaps be best illustrated by an example of such an analysis and a hypothesis concerning its result.

Consider that this study hypothesized a relationship between how the recruiter feels about being a recruiter (question 10) and satisfaction prior to being selected as a recruiter (question 15).

The schematic *TWO-DIMENSIONAL* 5x5 crosstabulation table has, given 965 responses and using whole percentages, this (simplified) lay-out:

Q 10: HOW DO YOU FEEL ABOUT BEING A RECRUITER?

Q 15: ALL THING CONSIDERED, HOW [illegible] OR DISSATISFIED WERE YOU WITH THE [illegible] AS A WAY OF LIFE DURING [illegible]

Q 15 / Q 10	VERY SATISFIED	SATISFIED	NEITHER SAT NOR DISSAT	SOMEWHAT DISSATISFIED	VERY DIS SATISFIED	TOTAL	
LIKE IT VERY MUCH	27	10	1	1		[illegible]	[illegible]
LIKE IT SOMEWHAT	14	7	0.5	0.5	[illegible]	[illegible]	
HAVE NO SI FEELINGS	8	2	0.5	0	[illegible]	[illegible]	
DISLIKE IT SOMEWHAT	8	4	0.5	0	0	12.5	28.5
DISLIKE IT VERY MUCH	13	3	0	0	0	16	
TOTAL	70	26	2.5	1.5	0	100	
	96			1.5			

CHI SQUARE = 21.1035 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.17[illegible]
CRAMER'S V = 0.07394
CONTINGENCY BCOEFFICIENT = 0.14629

The two questions being considered are both built up according to Likert's scale, from positive to negative.

A short glimpse at the table shows a much more positive attitude toward their previous job situation than to their present assignment as a recruiter. An overwhelming 96 percent were previously on the positive side compared to the present 51 percent, and as few as 1.5 percent were previously negative compared to the present 28.5 percent.

The statistics, or tests, in SPSS's crosstabulation program which I utilized were the chi-square, Cramer's V and the contingency coefficient.

CHI-SQUARE is a test of statistical significance. It helps us to determine whether a systematic relationship exists between two variables. As will be seen in Chapter Four, this is my main instrument for testing the previously presented hypotheses (page 12 and 13) and I will explain in some depth what it tells us.

Chi-square testing is done by computing the cell frequencies which would have been expected if no relationship is present between the variables giving the existing row and column totals. The expected cell frequencies are then compared to the actual values found in the table according to the following formula: $x^2 = \sum \frac{(f_o' - f_e')}{f_e'}$

where f_o' equals the observed frequency in each cell, and f_e' equals the expected frequency calculated as: $f_e' = \frac{c_i \times r_i}{N}$

where c_i is the frequency in a respective column marginal, r_i is the frequency in a respective row marginal, and N stands for total number of valid cases.

A simple illustration can be made by using the crosstabulation table on the previous page. For example, the observed frequency in the first column, second row is 13. This means that 13 percent of the recruiters were very satisfied in their previous job and dislike very much their present job as recruiter.

The expected value can then be calculated as $f_e' = \frac{70 \times 16}{965} = 1.161$

In other words, 1.16 percent of the sample (which is 11 recruiters) is expected to display this opinion.

The discrete value of chi-square is therefore: $x^2 = \frac{(13 - 1.16)^2}{965} = 0.1453$

To compute another value let me use column four, row one. The observed frequency here is 1.

The expected value is: $f_e' = \frac{1.5 \times 39}{965} = 0.061$

The discrete value for chi-square is therefore: $x^2 = \frac{(1 - 0.061)^2}{965} = 0.001$

As can be seen, the greater the discrepancies between the expected and the actual frequencies, the larger chi-square becomes. In the cross-tabulation table on page 37, the chi-square is equal to 21.1035, which is normally considered as a low value.

In order to determine whether a systematic relationship does exist, it is necessary to ascertain the probability of obtaining a value of chi-square as large as or larger than the one calculated from the sample, when in fact the variables are actually independent. This depends, in part, upon the degrees of freedom.

The *DEGREES OF FREEDOM* vary with the number of rows and columns in the table, and they are important because the probability of obtaining a specific chi-square value depends on the number of cells in the table. Subprogram Crosstabs in SPSS computes the exact probability.

In our table on page 37, a chi-square of 21.1035 is found. The probability of obtaining a value this large or larger with 16 degrees of freedom is 0.1746, i.e., less than 1 chance in 18. This means that, even if the chi-square had been high enough in value to reflect a relationship, the hypothesis might prove to be wrong in every 17th case.

Whether the risk of making such an error is too high is something that needs to be addressed and decided upon before the crosstabulation tables are interpreted. The decision must also be based upon the number of cases involved. Without going into detailed discussion and justified by the

large data basis. I decided to apply the very restrictive level of significance of less than 0.0005. In other words, I will not accept hypotheses with less probability for being correct than 99.5 percent. The selected example would, therefore, with a probability of being correct in only 82.54 percent of the cases (100-17.46), have been rejected as invalid.

Understanding this relationship between chi-square significance, which in my cases needs to be 0.0005 or smaller, and the derivative probability of being correct when accepting a hypothesis is important.

It is important to note that a selected level of being correct in at least 99.5 percent of the cases, given the high number of respondents, puts a significant demand on the test battery. In other words, it is not possible to reject the results on the basis of not being valid or reliable.

By itself chi-square helps us only to decide whether our variables are independent or related. It does not tell us how strongly they are related. Several statistics which adjust for these factors are available.

When chi-square is thus adjusted it becomes the basis for assessing the strength of the relationship.

My purpose is to test some hypotheses and, when established as valid, to then extract from and comment on the values as they appear in the table itself. I have, however, applied two tests, Cramer's V and the contingency coefficient, as many of my questions are constructed according to Likert's scale. I will therefore comment on them and refer to the SPSS manual[4] for a more detailed presentation of these and other tests available in the SPSS.

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[4]Nie, Norman H. and Hull, Hadlai C., SPSS: Statistical Package for the Social Sciences, 2nd ed., Mc Graw-Hill, New York, 1975, page 224 - 230.

CRAMER'S V is a suitable measure of association, i.e., a measure of strength of relationship. It is an improved phi-test (which only tests 2x2 tables) and makes correction for the fact that the value of chi-square is directly proportional to the number of cases. Cramer s V takes the value of 0 when no relationship exists, and the value of +1 when the variables are perfectly related. Thus, a large value of V signifies that a high degree of association exists, but without revealing the manner in which the variables are associated.

The Cramer s V value of *0.07394 in our example is therefore considered too* small to reveal a relationship.

The *CONTINGENCY COEFFICIENT* is another measure of association based upon the chi-square.

Its formula is: $c = \left(\frac{\chi^2}{\chi^2 + N}\right)^{1/2}$

It can be used with a table of any size. Like Cramer s V, it has a minimum value of zero but the maximum value it can take depends on the size of the table, i.e., for a 2x2 table the maximum value is 0.707. For this reason it should only be used to compare tables having the same dimensions, i.e., the same number of rows and columns, like the 5x5 table in our example. The example s value of 0.1462 is, however, considered too small to signify a high degree of association.

The table on page 37 was presented somewhat simplified. The exact SPSS lay-out of our example is presented on the next page. It can be seen that the printed output from subprogram Crosstabs is designed to give a complete representation of a joint distribution in a readily understandable table format.

FILE RECRUIT (CREATION DATE = 86/03/27.)

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER? By
Q15 SATTISFIED WITH MILITARY LIFE LAST JOB?

* *

	Q15					
	COUNT I					
	ROW PCT I VERY SAT	SATISFIE	NEITHER	SOMEWHAT	VERY DIS	ROW
	COL PCT I ISFIED		NOR	DISSATI	SATISFIE	TOTAL
	TOT PCT I 1.I	2.I	3.I	4.I	5.I	
Q10	-----I-----I	-----I	-----I	-----I	-----I	
1.	I 262 I	97 I	7 I	12 I	1 I	379
LIKE IT VERY MUC	I 69.1 I	25.6 I	1.8 I	3.2 I	.3 I	39.3
	I 38.8 I	39.3 I	36.8 I	63.2 I	25.0 I	
	I 27.2 I	10.1 I	.7 I	1.2 I	.1 I	
	-I-----I	-----I	-----I	-----I	-----I	
2.	I 135 I	63 I	5 I	5 I	2 I	210
LIKE IT SOMEWHAT	I 64.3 I	30.0 I	2.4 I	2.4 I	1.0 I	21.8
	I 20.0 I	25.5 I	26.3 I	26.3 I	50.0 I	
	I 14.0 I	6.5 I	.5 I	.5 I	.2 I	
	-I-----I	-----I	-----I	-----I	-----I	
3.	I 76 I	21 I	3 I	1 I	1 I	102
HAVE NO SP FEEL	I 74.5 I	20.6 I	2.9 I	1.0 I	1.0 I	10.6
	I 11.2 I	8.5 I	15.8 I	5.3 I	25.0 I	
	I 7.9 I	2.2 I	.3 I	.1 I	.1 I	
	-I-----I	-----I	-----I	-----I	-----I	
4.	I 77 I	33 I	3 I	1 I	0 I	114
DISLIKE SOMEWHAT	I 67.5 I	28.9 I	2.6 I	.9 I	0 I	11.8
	I 11.4 I	13.4 I	15.8 I	5.3 I	0 I	
	I 8.0 I	3.4 I	.3 I	.1 I	0 I	
	-I-----I	-----I	-----I	-----I	-----I	
5.	I 126 I	33 I	1 I	0 I	0 I	160
DISLIKE VERY MUC	I 78.7 I	20.6 I	.6 I	0 I	0 I	16.6
	I 18.6 I	13.4 I	5.3 I	0 I	0 I	
	I 13.1 I	3.4 I	.1 I	0 I	0 I	
	-I-----I	-----I	-----I	-----I	-----I	
COLUMN	676	247	19	19	4	965
TOTAL	70.1	25.6	2.0	2.0	.4	100.0

RAW CHI SQUARE = 21.10357 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.1746
CRAMER'S V = .07394
CONTINGENCY COEFFICIENT = .14629

The heading (between the asterisks) controls the layout and puts the first variable along the vertical axis and the second variable along the horizontal axis.

The upper number in each cell counts the absolute frequency; the lower number tells the column percentage. Line number two gives the row percentage while line number three displays the column percentage.

Using the upper left cell in the table on the previous page as an example, it tells us that a total of 262 recruiters like their present assignment very much and were very much satisfied in their previous job. This is 27.2 percent of the total 965 respondents. Further, it is 69.1 percent of those who like their present job very much and 38.8 percent of those who were very satisfied in their previous job.

Row and column totals in absolute numbers and in percentages are given to the right of and under the table, and statistics are printed below.

The *THREE-DIMENSIONAL* crosstabulation table is in lay-out and interpretation similar to the two-dimensional table referred to on page 3o.

If our example of a crosstabulation of question 10 by question 15 was further crosstabulated by, for instance, question 20:"How were you selected?" the three tables (each representing one of the three alternatives in question 20) are as presented on the following three pages.

I will not elaborate on the interpretation, as aspects of this will be taken up during the later discussion of hypothesis number three, but would point out that the chi-squares and significances vary greatly. The relationship between how they feel about being a recruiter and how satisfied they were in their previous job seems higher for those who were drafted (table on page 44) than for those who volunteered (table on page 45). The chi-square value is 25.059 with a significance of 0.0688 for the first table, as compared with a lower chi-square of 16.618 and higher significance of 0.4107 (lower probability for a correct hypothesis) in the second table.

* * * * * * * * * CROSSTABULATION OF * * * * * * * * *

Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER? BY
Q15 SATTISFIED WITH MILITARY LIFE LAST JOB?

CONTROLLING FOR..
Q20 HOW WERE YOU SELECTED? VALUE 1. DA SELECTED

* *

	Q15					
COUNT / ROW PCT / COL PCT / TOT PCT	VERY SATISFIED 1.	SATISFIE 2.	NEITHER NOR 3.	SOMEWHAT DISSATI 4.	VER, DIS SATISFIE 5.	ROW TOTAL
Q10						
1. LIKE IT VERY MUC	105	21	1	7	0	134
	78.4	15.7	.7	5.2	0	24.4
	25.0	18.8	16.7	70.0	0	
	19.1	3.8	.2	1.3	0	
2. LIKE IT SOMEWHAT	94	25	2	2	1	124
	75.8	20.2	1.6	1.6	.8	22.6
	22.4	22.3	33.3	20.0	100.0	
	17.1	4.6	.4	.4	.2	
3. HAVE NO SP FEEL	55	12	1	0	0	68
	80.9	17.6	1.5	0	0	12.4
	13.1	10.7	16.7	0	0	
	10.0	2.2	.2	0	0	
4. DISLIKE SOMEWHAT	57	27	1	1	0	86
	66.3	31.4	1.2	1.2	0	15.7
	13.6	24.1	16.7	10.0	0	
	10.4	4.9	.2	.2	0	
5. DISLIKE VERY MUC	109	27	1	0	0	137
	79.6	19.7	.7	0	0	25.0
	26.0	24.1	16.7	0	0	
	19.9	4.9	.2	0	0	
COLUMN TOTAL	420	112	6	10	1	549
	76.5	20.4	1.1	1.8	.2	100.0

RAW CHI SQUARE = 25.05849 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0688
CRAMER"S V = .10682
CONTINGENCY COEFFICIENT = .20893

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER? BY Q15
Q15 SATTISFIED WITH MILITARY LIFE LAST JOB?

CONTROLLING FOR..
Q20 HOW WERE YOU SELECTED? VALUE 2. VOLUNTEERED

* *

		Q15					
	COUNT						
	ROW PCT	VERY SAT	SATISFIE	NEITHER	SOMEWHAT	VERY DIS	ROW
	COL PCT	ISFIED		NOR	DISSATI	SATISFIE	TOTAL
	TOT PCT	1.	2.	3.	4.	5.	
Q10							
1.		155	75	5	5	1	241
LIKE IT VERY MUC		64.3	31.1	2.1	2.1	.4	60.1
		62.8	56.8	50.0	55.6	33.3	
		38.7	18.7	1.2	1.2	.2	
2.		38	36	2	3	1	80
LIKE IT SOMEWHAT		47.5	45.0	2.5	3.7	1.2	20.0
		15.4	27.3	20.0	33.3	33.3	
		9.5	9.0	.5	.7	.2	
3.		20	9	2	1	1	33
HAVE NO SP FEEL		60.6	27.3	6.1	3.0	3.0	8.2
		8.1	6.8	20.0	11.1	33.3	
		5.0	2.2	.5	.2	.2	
4.		17	6	1	0	0	24
DISLIKE SOMEWHAT		70.8	25.0	4.2	0	0	6.0
		6.9	4.5	10.0	0	0	
		4.2	1.5	.2	0	0	
5.		17	6	0	0	0	23
DISLIKE VERY MUC		73.9	26.1	0	0	0	5.7
		6.9	4.5	0	0	0	
		4.2	1.5	0	0	0	
	COLUMN	247	132	10	9	3	401
	TOTAL	61.6	32.9	2.5	2.2	.7	100.0

RAW CHI SQUARE = 16.61782 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.4107
CRAMER'S V = .10179
CONTINGENCY COEFFICIENT = .19948

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * *

Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER? BY
Q15 SATTISFIED WITH MILITARY LIFE LAST JOB?
CONTROLLING FOR..
Q20 HOW WERE YOU SELECTED? VALUE 3. OTHER

* *

Q10	Q15 COUNT / ROW PCT / COL PCT / TOT PCT	1. VERY SAT	2. SATISFIE	3. NEITHER NOR	ROW TOTAL
1. LIKE IT VER/ MUC		2	1	1	4
		50.0	25.0	25.0	26.7
		22.2	33.3	33.3	
		13.3	6.7	6.7	
2. LIKE IT SOMEWHAT		3	2	1	6
		50.0	33.3	16.7	40.0
		33.3	66.7	33.3	
		20.0	13.3	6.7	
3. HAVE NO SP FEEL		1	0	0	1
		100.0	0	0	6.7
		11.1	0	0	
		6.7	0	0	
4. DISLIKE SOMEWHAT		3	0	1	4
		75.0	0	25.0	26.7
		33.3	0	33.3	
		20.0	0	6.7	
COLUMN TOTAL		9	3	3	15
		60.0	20.0	20.0	100.0

RAW CHI SQUARE = 2.50000 WITH 6 DEGREES OF FREEDOM. SIGNIFICANCE = 0.8685
CRAMER"S V = .28868
CONTINGENCY COEFFICIENT = .37796

The last table, displaying those who were selected through, for instance, reenlistment, consists of only 15 recruiters. This is too small to give a reliable degree of association. Logically, the chi-square value is low with a high significance.

Note also in this table that the SPSS cuts rows and/or columns if there are no responses in either of them.

DISCUSSION

I will initially present the accumulated data in the same sequence as they were answered. This part may therefore be used as a register, and the questions at issue can be reviewed each time new sets of interrelationships are discussed.

Accumulated data

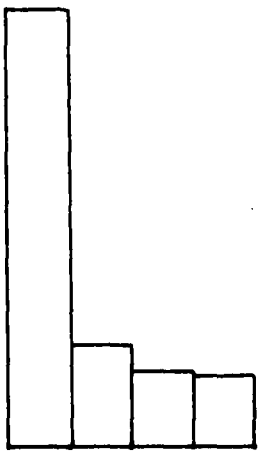
The answers are given in percent as this gives a better visualization than the nominal data. They are further illustrated by profile tables.

The earlier described frequencies (page 33 - 35) are presented only for those questions where they are relevant. Some of the answers are, for this reason, shortened.

For question 7 a and b, where the recruiters express how comfortable they feel in high schools and in colleges, the calculated frequencies are only for those who have been there.

For question 25, where the recruiters express their prime motivation, the percentages are only for those 604 who volunteered or liked the assignment.

1. What is your primary duty position?



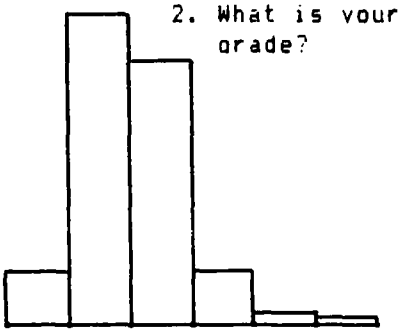
62.3 % Recruiter (Regular Army)

15.2 % Recruiter (USAR)

11.7 % Station Commander

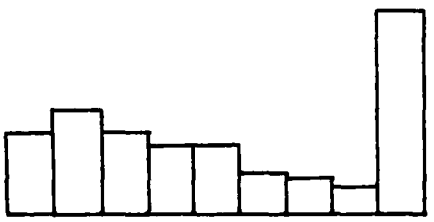
10.8 % Other, specify:.....

2. What is your grade?



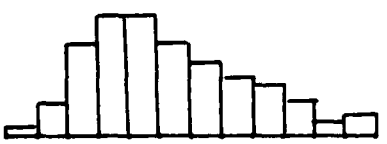
8.2 %	E 5	Mean:	2.523
44.1 %	E 6	St dev:	0.860
37.6 %	E 7	Median:	2.447
8.2 %	E 8	Variance:	0.739
1.2 %	GS 7	Mode:	2
0.7 %	Other	Skewness:	0.703

3. How long have you been assigned to USAREC?



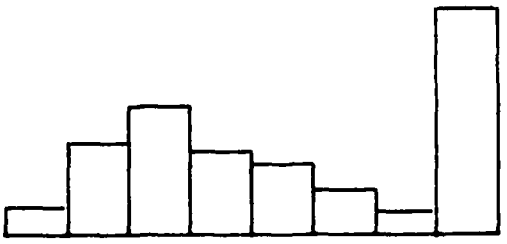
11.1 %	Less than 6 months		
14.3 %	6 - 12 months		
11.9 %	13 - 18 months	Mean:	5.207
9.5 %	19 - 24 months	St dev:	4.956
9.4 %	25 - 30 months	Median	4.835
6.4 %	31 - 36 months	Variance:	8.739
5.4 %	37 - 42 months	Mode:	9
3.5 %	43 - 48 months	Skewness:	0.084
28.5 %	More than 4 years		

4. What is your age?



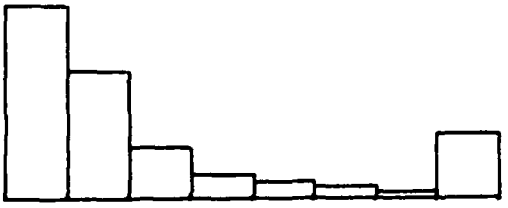
0.6 %	Less than 24 years		
4.1 %	24 - 25 years		
12.8 %	26 - 27 years		
17.6 %	28 - 29 years	Mean:	5.745
17.8 %	30 - 31 years	St dev:	2.390
13.1 %	32 - 33 years	Median:	5.328
10.5 %	34 - 35 years	Variance:	5.713
8.7 %	36 - 37 years	Mode:	5
7.2 %	38 - 39 years	Skewness:	0.586
3.7 %	40 - 41 years		
1.5 %	42 - 43 years		
2.4 %	Older than 44 years		

5. How many presentations have you participated in or made in a high school?

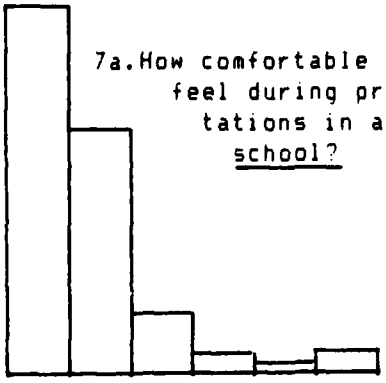


3.2 %	None	
13.2 %	Less than 5	
18.0 %	5 - 10	Mean: 5.098
		St dev: 2.380
12.2 %	11 - 15	Median: 4.795
		Variance: 5.664
11.4 %	16 - 20	Mode: 8
		Skewness: 0.020
6.0 %	21 - 25	
3.4 %	26 - 30	
32.5 %	More than 30	

6. How many presentations have you participated in or made in a college?



27.2 %	Less than 5	
18.0 %	5 - 10	Mean: 2.829
7.4 %	11 - 15	St dev: 2.105
3.5 %	16 - 20	Median: 2.193
2.4 %	21 - 25	Variance: 4.430
0.9 %	26 - 30	Mode: 1
9.4 %	More than 30	Skewness: 1.387

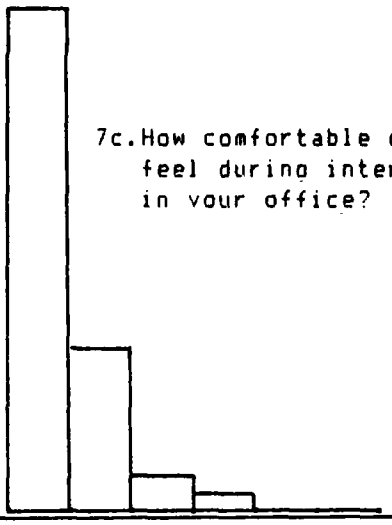


7a. How comfortable do you feel during presentations in a high school?

51.6 %	Very comfortable	
34.0 %	Comfortable	Mean: 1.623
		St dev: 0.801
7.9 %	Neither comf nor uncomf	Median: 1.438
		Variance: 0.642
2.7 %	Uncomfortable	Mode: 1
		Skewness: 1.410
0.6 %	Very uncomfortable	
3.2 %	Have not been there	

7b. How comfortable do you feel during presentations in a college?

26.4 %	Very comfortable	
22.2 %	Comfortable	
10.1 %	Neither comf nor uncomf	Mean: 1.623
		St dev: 1.118
8.4 %	Uncomfortable	Median: 1.860
		Variance: 1.249
1.8 %	Very uncomfortable	Mode: 1
		Skewness: 0.807
31.3 %	Have not been there	



7c. How comfortable do you feel during interviews in your office?

70.9 % Very comfortable
23.1 % Comfortable
4.2 % Neither comf nor uncomf
1.5 % Uncomfortable
0.1 % Very uncomfortable
0.2 % Have not interviewd

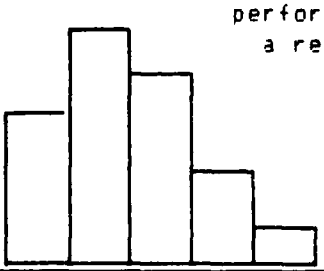
---

8. What is your preference for your next assignment/enlistment?

11.1 % Reenlist as an On-Production Recruiter
23.3 % Reenlist in USAREC, but not as an On-Production Recruiter.
11.8 % Reenlistment NCO
28.2 % MOS I held before recruiting duty
11.7 % Any assignment outside USAREC
4.5 % Resign from the Army
9.4 % No preference

---

9. All in all, characterize your performance as a recruiter.

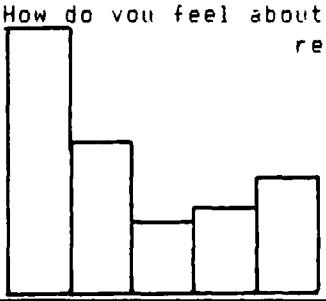


21.2 % Excellent
33.1 % Above average
27.3 % Average
13.4 % Below average
5.0 % Poor

Mean: 2.476
St dev: 1.115
Median: 2.367
Variance: 1.243
Mode: 2
Skewness: 0.428

---

10. How do you feel about being a recruiter?

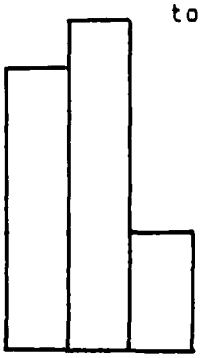


39.3 % Like it very much
21.7 % like it somewhat
10.6 % No soecial feelings
11.8 % Dislike it somewhat
16.6 % Dislike it very much

Mean: 2.447
St dev: 1.505
Median: 1.993
Variance: 2.266
Mode: 1
Skewness: 0.592

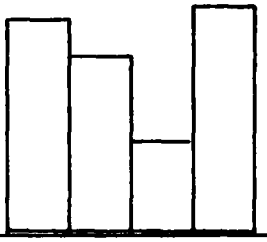
---

11. Would you recommend recruiting to one of your good friends?



40.0 % Yes
45.6 % No
14.4 % Don't know

12. Where would you rank recruiting as to preference of duty assignment?



29.7 % First

25.1 % Second

13.1 % Third

32.1 % Not desired

TRY TO REMEMBER HOW YOU FELT PRIOR TO KNOWING OF YOUR ASSIGNMENT TO USAREC. AND ANSWER THE FOLLOWING QUESTIONS.

13. What was your last assignment before being assigned to USAREC?

23.8 % Platoon sergeant

31.9 % NCO in TOE platoon/company (equiv.)

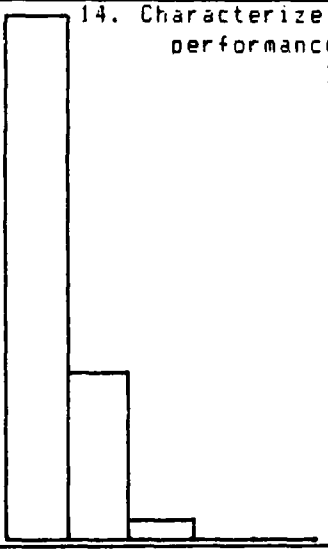
20.6 % Administrative staff duty

8.2 % Instructor

15.5 % Other,specify:.....

---

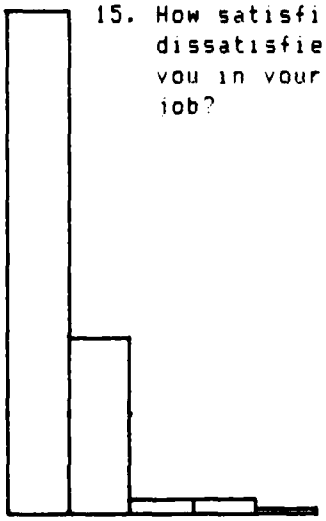
14. Characterize your job performance in your last job.



		Mean:	1.285
73.8 %	Excellent	St dev:	0.508
24.2 %	Above average	Median:	1.178
1.8 %	Average	Variance:	0.258
0.1 %	Below average	Mode:	1
0.1 %	Poor	Skewness:	1.794

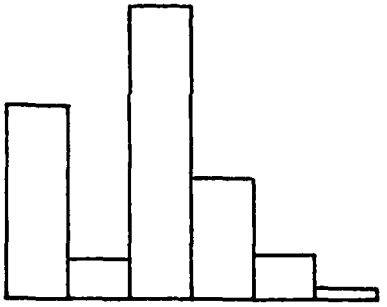
---

15. How satisfied or dissatisfied were you in your last job?



70.0 %	Very satisfied	Mean:	1.371
25.6 %	Satisfied	St dev:	0.664
2.0 %	Neither satisfied nor dissatisfied	Median:	1.214
2.0 %	Somewhat dis-satisfied	Variance:	0.441
0.4 %	Very dissatisfied	Mode:	1
51		Skewness:	2.291

16. What post high school education did you have?



27.2 % No post high school

6.3 % Civilian trade school

41.5 % Two years of college or less

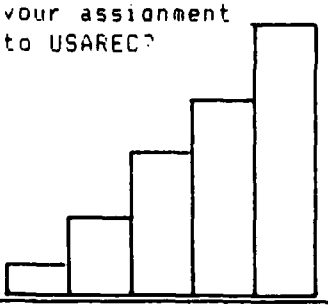
17.2 % Associate college degree or more than 2 years but no degree

6.5 % College (Baccalaureate)

1.3 % Post college(Masters or Doctorate)

---

17. What did you know about recruiting duties before your assignment to USAREC?



4.5 % I had a thorough knowledge

11.0 % Some, and positively discussed

20.5 % Some, and realistically presented

26.4 % Some, but negatively discussed

37.6 % Absolutely nothing

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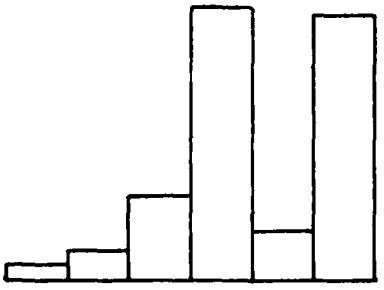
18. Who, if anyone, provided you with this knowledge?



2.0 % Commanding officers

3.5 % Other officers in my unit

11.9 % Outsiders (traveling teams, recruiters etc)

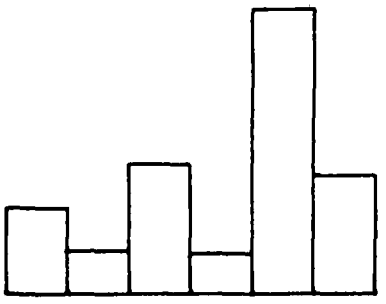
38.0 % NCO colleagues who had experience as recruiters

7.0 % Other NCO colleagues

37.6 % None

TRY TO REMEMBER HOW YOU FELT JUST PRIOR TO OR DURING THE SELECTION PROCESS AS YOU WERE ABOUT TO BE ASSIGNED TO USAREC.

19. Do you know whether or not you were recommended to the selection board?



12.2 % Yes, by my battalion commander

6.1 % Yes, by my company commander

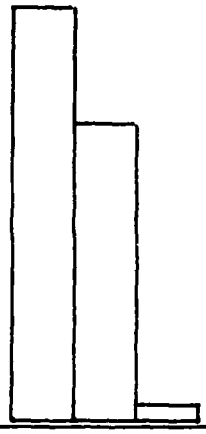
18.6 % Yes, by USAREC personnel(recr., selection teams etc)

5.6 % Yes, by others, specify:.....

40.4 % No, I don't know

17.1 % No, I was not recommended by anyone

20. How were you selected?

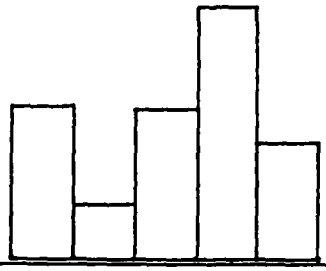


56.9 % DA selection

41.5 % Volunteered

1.6 % Other, specify:.....

21. How were you informed about the selection?



21.0 % Personally by my commander

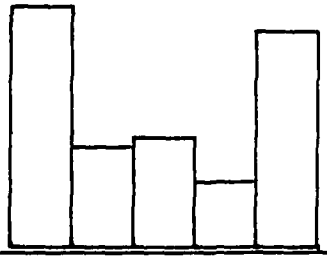
7.4 % Personally (telephone) by MILPERCEN

20.8 % By receipt of the survey package

34.8 % In a written order

16.0 % Other, specify:.....

22. What was your participation in the selection process?



33.1 % High, and I was given full freedom to choose

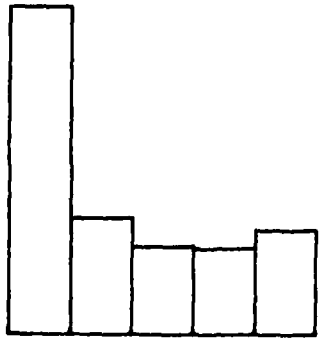
14.1 % Some, and I could have refused

14.6 % Some, but I did not feel that I had any influence

8.7 % Scarce, I was ordered to at least try

29.5 % None, I was strictly ordered

23. What were your feelings about being selected?



45.4 % Liked it very much

15.5 % Liked it somewhat

12.7 % No sp feelings

12.3 % Disliked it somewhat

14.1 % Disliked it very much

Mean: 2.342

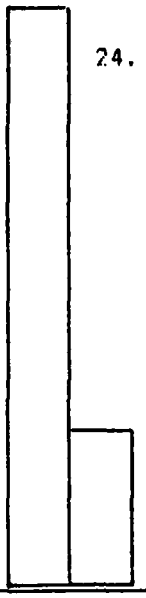
St dev: 1.492

Median: 1.797

Variance: 2.227

Mode: 1

Skewness: 0.646

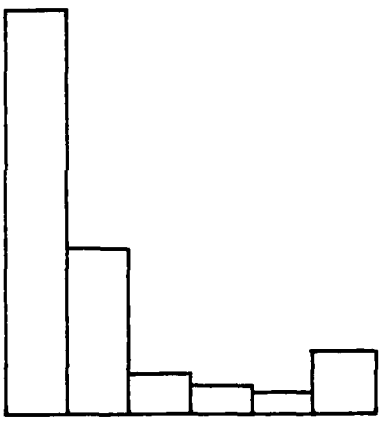


24. Did you express your reactions/feelings to your superiors?

79.2 % Yes

20.8 % No

25. If you volunteered or liked the assignment, what was your prime motivation?



55.8 % The job challenge

23.3 % Better promotion possibilities

4.6 % Incentive pay

4.0 % Avoid other jobs/tour overseas

3.5 % Dislike for present assignment

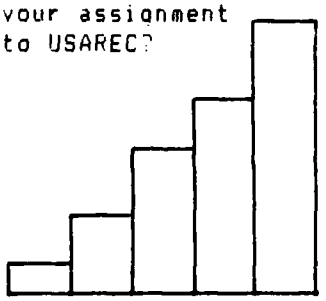
8.8 % Others, specify:.....

Hypothesis 1: THERE IS RARELY ANY KNOWLEDGE ABOUT RECRUITING DUTIES BEFORE ASSIGNMENT TO USAREC.

This hypothesis was specifically addressed in question 17: "What did you know about recruiting duties before your assignment to USAREC?".

It might be wrong to state that this question is built strictly according to Likert's scale as the middle point might incorporate elements on either side of it. This is why I did not put up the frequency statisics in the results presented on page 52. With this limitation in mind, and the fact that the scale is built from "thorough" to "nothing" and adjusted from positive to negative, let me present the answers and the calculated frequencies.

17. What did you know about recruiting duties before your assignment to USAREC?



		Mean:	3.818
4.5 %	I had a thorough knowledge	St dev:	1.179
11.0 %	Some, and positively discussed	Median:	4.031
20.5 %	Some, and realistically presented	Variance:	1.390
26.4 %	Some, but negatively discussed	Skewness:	-0.701
37.6 %	Absolutely nothing		

As seen in the presentation of the accumulated data (page 47 - 54) this is the only question leaning totally toward the negative side. It has a large negative skewness, the mode tells that "absolutely nothing" was the most frequent answer and the mean is on the right (negative) side in the column "some, but negatively discussed". The discouraging answer, where a total of 64 percent answered either "absolutely nothing" or "some, but negatively discussed", is in accordance with earlier studies[5]. The quantification of

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[5] Graham, Warren R., Brown, George H., King, William L., White, Leonore and Wood, Mark D., A Pilot Study of Army Recruiters: Their Job Behaviors and Personal Characteristics, Human Resources Research Organization, Virginia, Apr 1975, page 38.

See page 23.

two-thirds of the recruiters is, however, so high that it is necessary to follow up by studying what implications this has on their performance, etc.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q17 DID YOU KNOW ABOUT RECRUITING DUTIES? By
Q09 CHARACTERIZE YOUR PERFORMANCE AS RECRUITER

* *

	Q9					
	COUNT / ROW PCT / COL PCT / TOT PCT	EXCELLENT 1.	ABOVE AVERAGE 2.	AVERAGE 3.	BELOW AVERAGE 4.	POOR 5.	ROW TOTAL
Q17							
1. THOROUGH KNOWLED		20	17	5	0	1	43
		46.5	39.5	11.6	0	2.3	4.5
		9.7	5.3	1.9	0	2.1	
		2.1	1.8	.5	0	.1	
2. SOME.POS DISCUSS		29	44	24	7	2	106
		27.4	41.5	22.6	6.6	1.9	11.0
		14.1	13.8	9.1	5.4	4.2	
		3.0	4.6	2.5	.7	.2	
3. SOME.REA PRESENT		46	68	60	18	6	198
		23.2	34.3	30.3	9.1	3.0	20.5
		22.3	21.3	22.8	14.0	12.5	
		4.8	7.0	6.2	1.9	.6	
4. SOME.NEG DISCUSS		31	82	58	61	23	255
		12.2	32.2	22.7	23.9	9.0	26.4
		15.0	25.7	22.1	47.3	47.9	
		3.2	8.5	6.0	6.3	2.4	
5. ABSOLUT NOTHING		80	108	116	43	16	363
		22.0	29.8	32.0	11.8	4.4	37.6
		38.8	33.9	44.1	33.3	33.3	
		8.3	11.2	12.0	4.5	1.7	
COLUMN TOTAL		206	319	263	129	48	965
		21.3	33.1	27.3	13.4	5.0	100.0

RAW CHI SQUARE = 86.17727 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER'S V = .14942
CONTINGENCY COEFFICIENT = .28632

The exact chi-square in the table is computed to be 86.17727 which is considered high and signifies a relationship between knowledge and their

performance. The significance is 0.0000 which tells us that the probability of obtaining a value this large or larger is less than 1 chance in 10,000; so we can conclude that this chi-square is very large indeed.

This is a 5x5 table, and the contingency coefficient of 0.28632 is considered high enough to justify the hypothesis. The sample is, however, not correlated along any diagonals, mostly because of the 52 percent who knew absolutely nothing and still do better than average.

The table shows that 86 percent of those who had thorough knowledge and 69 percent of those who had been given a positive presentation do above average or better, compared with 52 and 44 percent of those who knew nothing or were given negative information. On the other side, only 2 and 8.5 percent of those who had a positive or thorough knowledge do less than average, compared with 16.2 and 33 percent of those who knew nothing or were given a negative presentation.

SUMMARY. There is a valid relationship between the recruiters knowledge about recruiting duties before they were assigned to USAREC and their performance as recruiters.

The probability of doing better than average is 1.5 times greater for those who are provided a thorough or positive knowledge as compared to those who knew nothing or were given negative information.

The probability of doing below average or poor is 5.5 times greater for those who knew nothing or had received a negative presentation as compared to those who had been provided a thorough or positive knowledge.

Among those who had been given a realistic presentation 57.3 percent do better than average, 30.3 percent feel they do an average job, and only 12.1 percent feel they do "below average" or "poor".

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q17 DID YOU KNOW ABOUT RECRUITING DUTIES? By
Q12 RANK RECRUITING AS A DUTY ASSIGNMENT?

* *

Q17	Q12 COUNT / ROW PCT / COL PCT / TOT PCT	1. FIRST	2. SECOND	3. THIRD	4. NOT D ESIRED	ROW TOTAL
1.		25	11	1	6	43
THOROUGH KNOWLED		58.1	25.6	2.3	14.0	4.5
		8.7	4.5	.8	1.9	
		2.6	1.1	.1	.6	
2.		41	34	9	22	106
SOME.POS DISCUSS		38.7	32.1	8.5	20.8	11.0
		14.3	14.0	7.1	7.1	
		4.2	3.5	.9	2.3	
3.		67	59	31	41	198
SOME.REA PRESENT		33.8	29.8	15.7	20.7	20.5
		23.3	24.4	24.6	13.2	
		6.9	6.1	3.2	4.2	
4.		47	49	38	121	255
SOME.NEG DISCUSS		18.4	19.2	14.9	47.5	26.4
		16.4	20.2	30.2	39.0	
		4.9	5.1	3.9	12.5	
5.		107	89	47	120	363
ABSOLUT NOTHING		29.5	24.5	12.9	33.1	37.6
		37.3	36.8	37.3	38.7	
		11.1	9.2	4.9	12.4	
COLUMN TOTAL		287	242	126	310	965
		29.7	25.1	13.1	32.1	100.0

RAW CHI SQUARE = 76.61654 WITH 12 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .16268
CONTINGENCY COEFFICIENT = .27121

The chi-square is as high as 76.61654 and the significance as low as 0.0000, which tells us that there exist a relationship between their knowledge about recruiting duties before they were assigned to USAREC and their later

preference of recruiting as a duty assignment. This can also be expressed as a level of probability for a correct hypothesis that is higher than 99.99 percent.

This is a 5x4 table and Cramer's V is too low to state that the relationship is specifically strong.

The table displays that 58.1 percent of those who had been given a thorough knowledge rank recruiting as their most preferable future assignment. This is 3.2 times as many as those who previously had been negatively informed and twice as many as those who knew absolutely nothing.

On the other side of the scale, 14 percent of those with a thorough knowledge do not want recruiting as their next assignment. The corresponding percentage for those who knew nothing is 33.1, which is 2.4 times higher. The percentage for those with negative information is 47.5, which is 3.4 times higher than for those with a thorough knowledge.

The pattern is further emphasized by considering the first and second column versus the third and fourth. Then 83.7 percent of those with thorough knowledge and 70.8 percent of those with some and positive knowledge would rank recruiting either first or second; while 62.4 percent of those with negative knowledge and 46 percent of those with absolutely no knowledge would rank it third or as undesired.

SUMMARY. There is a valid relationship between the recruiters' knowledge about recruiting duties before they were assigned to USAREC and their later preference for a recruiting assignment. Those who were given a realistic, positive or thorough knowledge rank a recruiting assignment far higher than those who knew nothing or were given a negative presentation. The more previous knowledge, the higher they rank a recruiting assignment.

This is a 5x3 table and Cramer's V is barely high enough to tell us about an average strength in the relationship.

The table is interesting in that it displays an almost 50/50 percentage between DA selected recruiters and volunteers. The third column with 15 recruiters is, as earlier commented (page 46), of insignificant importance.

By looking at and highlighting the first and second columns it is easy to observe a significant shift between volunteers and "draftees" as a function of knowledge.

Starting at the top, 69.8 percent of those with thorough knowledge had volunteered. This level drops to 66 percent of those who had some, but positive information. It further drops to a breaking point at 55.1 percent for those who had some, and realistically presented information. The weight then shifts to the left column displaying that 70.2 percent of those with a negative presentation had been "drafted", and that the percentage of "draftees" was 66.1 for those who had not been provided any information at all.

I have so far only used row totals when extracting information from the tables. Let me, however, here use column percentages from column one, displaying that 32.6 percent of the "draftees" had some, but negative information and that another 43.7 percent of them knew absolutely nothing, in order to state that altogether 76.3 percent of the "draftees" were poorly informed.

SUMMARY. There is a valid relationship betwen knowledge about recruiting duties before they were assigned to USAREC and how they were selected. Volunteers have a more thorough and positive knowledge than DA-selected recruiters. DA selection provides for the most part uninformed or negatively informed recruiters.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q17 DID YOU KNOW ABOUT RECRUITING DUTIES? BY
Q22 DID YOU PARTICIPATE IN SELECTION PROCESS?

* *

Q17	Q22 1. HIGH, COULD CH	2. SOME, COULD RE	3. SOME, BUT NO INFL	4. SCARCE, ORD TRY	5. NONE, WAS ORDE	ROW TOTAL
1. THOROUGH KNOWLED	29	7	3	1	3	43
	67.4	16.3	7.0	2.3	7.0	4.5
	9.1	5.1	2.1	1.2	1.1	
	3.0	.7	.3	.1	.3	
2. SOME,POS DISCUSS	60	14	15	1	16	106
	56.6	13.2	14.2	.9	15.1	11.0
	18.8	10.3	10.6	1.2	5.6	
	6.2	1.5	1.6	.1	1.7	
3. SOME,REA PRESENT	83	38	26	8	43	198
	41.9	19.2	13.1	4.0	21.7	20.5
	26.0	27.9	18.4	9.5	15.1	
	8.6	3.9	2.7	.8	4.5	
4. SOME,NEG DISCUSS	60	20	45	46	84	255
	23.5	7.8	17.6	18.0	32.9	26.4
	18.8	14.7	31.9	54.8	29.5	
	6.2	2.1	4.7	4.8	8.7	
5. ABSOLUT NOTHING	87	57	52	28	139	363
	24.0	15.7	14.3	7.7	38.3	37.6
	27.3	41.9	36.9	33.3	48.8	
	9.0	5.9	5.4	2.9	14.4	
COLUMN TOTAL	319	136	141	84	285	965
	33.1	14.1	14.6	8.7	29.5	100.0

RAW CHI SQUARE = 138.83431 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .18965 CONTINGENCY COEFFICIENT = .35465

The chi-square in this relationship is extremely high (138.83431), and the significance is extremely low (0.0000). This tells us that there exists a relationship between their knowledge about recruiting duties before they were assigned to USAREC and how they felt about their own participation in the selection process. This is stated with a probability higher than 99.99 percent.

The reason behind the high contingency coefficient is found by studying the column percentages, and simultaneously extracting the most interesting information from the table. As can be seen, the column totals from left (positive) to right (negative) in question 22 are 33.1, 14.1, 14.6, 8.7 and 29.5 percent. When setting this up against the level of knowledge, the main portion (53.9 percent) of the 33 percent who felt a high degree of participation had thorough, positive or realistic information. The main portion (52.9 percent) of those 14.1 percent who felt they had some influence are found among those who had some (negative,realistic or positive) knowledge. The main portion (87.2 percent) of those 14.6 percent who felt some level of participation but without any influence are found on the lower half of the knowledge scale. A significant shift appears when regarding those who felt scarce or no level of participation in the process. The main portion of these, 87.8 and 78.3 percent respectively, state that they knew nothing or had a negative presentation of a recruiting assignment.

SUMMARY There is a valid relationship between their knowledge about recruiting duties before they were assigned to USAREC and how they felt about their own participation in the selection process. Those who had some knowledge experienced a higher level of participation, while those with negative or no knowledge experienced an extremely low level of participation in their own selection as recruiters.

The last table I will present while commenting on the level of knowledge concerns the relationship between this level and what motivated them to apply for or made them like the assignment.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q17 DID YOU KNOW ABOUT RECRUITING DUTIES? BY
Q25 WHAT WAS YOUR PRIME MOTIVATION?

* *

Q25								
COUNT / ROW PCT / COL PCT / TOT PCT	-0	1. THE JOB CHALLENG	2. PROMOT. POSSIBIL	3. INCENTIV E PAY	4. AVOID OT HER JOBS	5. DISLIKE PRES ASM	6. OTHER	ROW TOTAL
1. THOROUGH KNOWLED	5	28	7	1	1	0	1	43
	11.6	65.1	16.3	2.3	2.3	0	2.3	4.5
	1.4	8.3	5.0	3.6	4.2	0	1.9	
	.5	2.9	.7	.1	.1	0	.1	
2. SOME.POS DISCUSS	12	59	19	4	4	1	7	106
	11.3	55.7	17.9	3.8	3.8	.9	6.6	11.0
	3.3	17.5	13.5	14.3	16.7	4.8	13.2	
	1.2	6.1	2.0	.4	.4	.1	.7	
3. SOME.REA PRESENT	45	91	38	8	4	4	8	198
	22.7	46.0	19.2	4.0	2.0	2.0	4.0	20.5
	12.5	27.0	27.0	28.6	16.7	19.0	15.1	
	4.7	9.4	3.9	.8	.4	.4	.8	
4. SOME.NEG DISCUSS	134	58	36	4	5	8	10	255
	52.5	22.7	14.1	1.6	2.0	3.1	3.9	26.4
	37.1	17.2	25.5	14.3	20.8	38.1	18.9	
	13.9	6.0	3.7	.4	.5	.8	1.0	
5. ABSOLUT NOTHING	165	101	41	11	10	9	27	363
	45.5	27.8	11.3	3.0	2.8	2.2	7.4	37.6
	45.7	30.0	29.1	39.3	41.7	38.1	50.9	
	17.1	10.5	4.2	1.1	1.0	.8	2.8	
COLUMN TOTAL	361	337	141	28	24	21	53	
	37.4	34.9	14.6	2.9	2.5	2.2	5.5	

RAW CHI SQUARE = 126.26722 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .18086
CONTINGENCY COEFFICIENT = .34016

As this table also includes in column 0 those 361 recruiters who neither volunteered nor liked the assignment, it is not correct to assess this topic through a strict crosstabulation procedure. I will therefore only comment on the observed values in column 1 to 6. Note also that the total

column percentages deviate proportionally from the earlier presentation of question 25 (see pages 47 and 54).

It might be considered somewhat artificial to attempt to evaluate and rank the different motivating factors. It seems, however, that motivation through job challenge is better than personal incentives, higher promotion probabilities or additional pay, and by far better than being motivated by wanting to avoid other assignments or the present job situation.

When looking at the responses, column by column, the following pattern appears:

- 52.8 percent of those who were motivated by the job challenge are found in the upper half of the knowledge scale (thorough, positive or realistic
- 54.6 percent of those who were motivated by the prospect of higher promotion possibilities and 53.6 percent of those who were motivated by incentive pay are found in the lower scale (negative or no knowledge)
- 41.7 percent of those who were motivated by wanting to avoid other undesired jobs or to escape from their present jobs (38.1 percent) are found on the very bottom of the knowledge scale (absolutely no knowledge).

It is also interesting to notice that 82.8 percent of those who did not answer this question (those who either disliked or had no special feelings about being selected) are found on the lowest part of the knowledge scale (negative or no knowledge).

SUMMARY. Those with a thorough knowledge or a positive and realistic presentation of recruiting are more motivated by the job challenge. Those with less or negative previous information are more motivated by incentives or by avoiding other jobs. Almost half of those who either disliked or had no special feelings about recruiting assignments have received absolutely no previous information about recruiting duties.

Hypothesis 2: LOCAL INFLUENCE OR OPINION APPEARS MORE DISCOURAGING THAN ENCOURAGING.

This hypothesis was selected in order to identify and evaluate the flow of local information. It is closely linked to Hypothesis 10: "Most of the potential recruiter's knowledge about recruiting duties is acquired from NCO colleagues who have had experience as recruiters". As it also is linked to the stated lack of information, I selected to treat this aspect as a separate hypothesis, a sort of bridge between H 1 and H 10.

Central in testing this hypothesis is question 25 which divides the respondents into two distinct groups. On one side there are those who volunteered or liked the assignment (later called positive), and on the other side are those who disliked, or at best were ambivalent to, the selection (later called negative). I could also have used question 23: "What were your feelings about being selected?", but would then have included volunteers who disliked the assignment.

To start by looking at what implications the lack of information has on the recruiters' performance, well-being, etc., let me first tie it to the former table (page 64). Column 0, which is displaying the negative recruiters, tells us that 45.7 percent of them had absolutely no previous information about recruiting duties at all. Looking at the other side of the scale (the upper part of the column), extremely few with either thorough knowledge (1.4 percent) or with some and positive information (3.3 percent) disliked being selected.

SUMMARY. The lack of previous information about recruiting duties is one of the major reasons why many recruiters dislike, or feel ambivalent toward, being selected for a recruiting assignment. Positive and realistically presented information reduces this negative attitude.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q25 WHAT WAS YOUR PRIME MOTIVATION? By
Q09 CHARACTERIZE YOUR PERFORMANCE AS A RECRUITER

* *

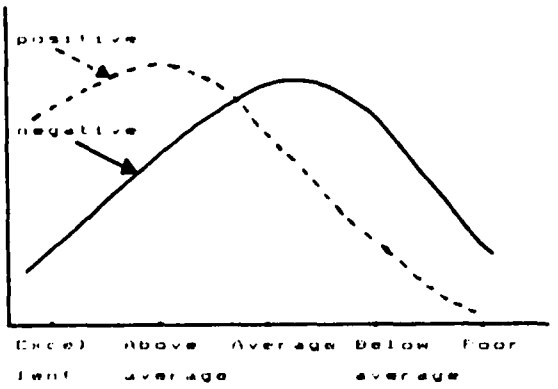
Q25	Q09	1. EXCELLENT	2. ABOVE AVERAGE	3. AVERAGE	4. BELOW AVERAGE	5. A POOR	ROW TOTAL
	-0	33	91	120	78	39	361
		9.1	25.2	33.2	21.6	10.8	37.4
		16.0	28.5	45.6	60.5	81.3	
		3.4	9.4	12.4	8.1	4.0	
	1.	117	127	66	24	3	337
THE JOB CHALLENG		34.7	37.7	19.6	7.1	.9	34.9
		56.8	39.8	25.1	18.6	6.3	
		12.1	13.2	6.8	2.5	.3	
	2.	28	57	39	14	3	141
PROMOT. POSSIBIL		19.9	40.4	27.7	9.9	2.1	14.6
		13.6	17.9	14.8	10.9	6.3	
		2.9	5.9	4.0	1.5	.3	
	3.	8	8	6	6	0	28
INCENTIVE PAY		28.6	28.6	21.4	21.4	0	2.9
		3.9	2.5	2.3	4.7	0	
		.8	.8	.6	.6	0	
	4.	6	8	8	1	1	24
AVOID OTHER JOBS		25.0	33.3	33.3	4.2	4.2	2.5
		2.9	2.5	3.0	.8	2.1	
		.6	.8	.8	.1	.1	
	5.	5	5	8	3	0	21
DISLIKE PRES ASM		23.8	23.8	38.1	14.3	0	2.2
		2.4	1.6	3.0	2.3	0	
		.5	.5	.8	.3	0	
	6.	9	23	16	3	2	53
OTHER		17.0	43.4	30.2	5.7	3.8	5.5
		4.4	7.2	6.1	2.3	4.2	
		.9	2.4	1.7	.3	.2	
	COLUMN TOTAL	206	319	263	129	48	965
		21.3	33.1	27.3	13.4	5.0	100.0

RAW CHI SQUARE = 157.90770 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .20226 CONTINGENCY COEFFICIENT = .37500

With respect to the negative recruiters (see page 66), this is an important table. Let me first quickly run through the methodology by stating that there exists a high relationship between the recruiters motivation and how they perform (chi-square is 157.90770 and Cramer's V is 0.20226).

A very distinctive difference is seen between the negative (row 0) and the positive recruiters (row 1 to 6). Among the 129 recruiters who feel they do below average, 60.5 percent belong to the negative, and out of the 48 recruiters who feel they do poorly, i.e., have great difficulties with making their mission box, 81.3 percent belong to the same negative group. On the other hand, only 16 percent of the negative feel they do an excellent job as compared to 84 percent for the positive, and only 28.5 percent feel they do above average as compared to 71.5 percent for the positive.

This can also be visualized by looking at the row percentages, but do not disregard the inflationary effect of being asked to evaluate one's own performance.



The most common answer is "average" (33.2 percent) among the negative recruiters, and the main portion (65.5 percent) is found from average and below. The most common answer is "above average" among the positive recruiters, and the main portion is found as above average or excellent.

SUMMARY. Recruiters who neither volunteered nor liked the assignment characterize their own performance far lower than those who either volunteered or liked being selected to a recruiting assignment.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q25 WHAT WAS YOUR PRIME MOTIVATION? By Q10
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

Q25	Q10 COUNT / ROW PCT / COL PCT / TOT PCT	1. I LIKE IT VERY MUC	2. LIKE IT SOMEWHAT	3. HAVE NO SP FEEL	4. DISLIKE SOMEWHAT	5. DISLIKE VERY MUC	ROW TOTAL
-0		61	69	47	62	122	361
		16.9	19.1	13.0	17.2	33.8	37.4
		16.1	32.9	46.1	54.4	76.3	
		6.3	7.2	4.9	6.4	12.6	
1. THE JOB CHALLENG		218	67	17	24	11	337
		64.7	19.9	5.0	7.1	3.3	34.9
		57.5	31.9	16.7	21.1	6.9	
		22.6	6.9	1.8	2.5	1.1	
2. PROMOT. POSSIBIL		59	37	20	15	10	141
		41.8	26.2	14.2	10.6	7.1	14.6
		15.6	17.6	19.6	13.2	6.3	
		6.1	3.8	2.1	1.6	1.0	
3. INCENTIVE PAY		8	10	3	3	4	28
		28.6	35.7	10.7	10.7	14.3	2.9
		2.1	4.8	2.9	2.6	2.5	
		.8	1.0	.3	.3	.4	
4. AVOID OTHER JOBS		8	9	4	1	2	24
		33.3	37.5	16.7	4.2	8.3	2.5
		2.1	4.3	3.9	.9	1.2	
		.8	.9	.4	.1	.2	
5. DISLIKE PRES ASM		7	5	5	3	1	21
		33.3	23.8	23.8	14.3	4.8	2.2
		1.8	2.4	4.9	2.6	.6	
		.7	.5	.5	.3	.1	
6. OTHER		18	13	6	6	10	53
		34.0	24.5	11.3	11.3	18.9	5.5
		4.7	6.2	5.9	5.3	6.3	
		1.9	1.3	.6	.6	1.0	
COLUMN TOTAL		379	210	102	114	160	965
		39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 257.43216 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .25825 CONTINGENCY COEFFICIENT = .45890

This chi-square relationship is extremely high, in fact one of the highest values observed in the survey, 257.43216. The significance is 0, meaning with 100 percent probability that there exists a relationship between their initial motivation and their later feelings about being a recruiter.

The table is highly logical, and I planned initially to either bypass it or briefly comment on it as self-explanatory. I have, however, come across a belief during the earlier phases of the study that it does not matter how poorly motivated a selected recruiter is, because he will be "enlightened" and motivated through a recruiter course at USAREC and through later practice at his recruiting battalion. I suspect this attitude is the basis for the quoted Commander s Note (see page 21).

Let me use this table to demonstrate that this belief is wrong. Before elaborating on the table, note, however, that the vertical question 25 refers to a time period before their selection, and that the horizontal question refers to their present situation as active recruiters.

The table tells that the majority of the initially negative recruiters (33.8 percent) still "dislike very much" being recruiters, which is 76.3 percent of the 160 who feel this extreme discomfort. More than half of them (51 percent) dislike either somewhat or very much being recruiters, as compared to a small number (less than 15 percent) of those who were motivated *before* being assigned. I might have to make some justification for those 16.9 percent and for some of those 19.1 percent negative who liked being recruiters; but I feel confident that the described belief is obscuring the importance of a recruiter s initial motivation.

SUMMARY. There exists a strong relationship between initial motivation and later feelings about being recruiters. Those who were initially motivated later feel far better about being recruiters than those who were negative or ambivalent to the selection. Initial negativism seems to be maintained during the assignment.

The next table (page 72) is logical and self-explanatory. It is another table with a high chi-square value and the distinct value of 0 for the significance, stating a 100 percent probability for a relationship. The relationship here is between the initial motivation and whether or not they would recommend a recruiting assignment to one of their good friends.

It states that most of the initially negative recruiters (68.1 percent) would not recommend a recruiting assignment with 15.2 percent answering that they don't know. The remaining 16.6 percent who still answered they would recommend it comprise only 60 recruiters (6.2 percent of the total). The corresponding number for the positive motivated recruiters is 326 which is 54 percent.

SUMMARY. There exists a relationship between the initial motivation of recruiters and whether or not they would recommend a recruiting assignment to one of their good friends. More than two-thirds of the initially negative recruiters would not recommend such as assignment while more than one half of the positive recruiters would.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q25 WHAT WAS YOUR PRIME MOTIVATION? By
Q15 SATISFIED WITH MILITARY LIFE LAST JOB?

* *

Q25	Q15	1. VERY SATISFIED	2. SATISFIE	3. NEITHER NOR	4. SOMEWHAT DISSATI	5. VERY DIS SATISFIE	ROW TOTAL
-0	COUNT	288	63	4	5	1	361
	ROW PCT	79.8	17.5	1.1	1.4	.3	37.4
	COL PCT	42.6	25.5	21.1	26.3	25.0	
	TOT PCT	29.8	6.5	.4	.5	.1	
1. THE JOB CHALLENG	COUNT	228	98	5	5	1	337
	ROW PCT	67.7	29.1	1.5	1.5	.3	34.9
	COL PCT	33.7	39.7	26.3	26.3	25.0	
	TOT PCT	23.6	10.2	.5	.5	.1	
2. PROMOT. POSSIBIL	COUNT	90	44	6	1	0	141
	ROW PCT	63.8	31.2	4.3	.7	0	14.6
	COL PCT	13.3	17.8	31.6	5.3	0	
	TOT PCT	9.3	4.6	.6	.1	0	
3. INCENTIVE PAY	COUNT	18	7	1	2	0	28
	ROW PCT	64.3	25.0	3.6	7.1	0	2.9
	COL PCT	2.7	2.8	5.3	10.5	0	
	TOT PCT	1.9	.7	.1	.2	0	
4. AVOID OTHER JOBS	COUNT	14	6	1	3	0	24
	ROW PCT	58.3	25.0	4.2	12.5	0	2.5
	COL PCT	2.1	2.4	5.3	15.8	0	
	TOT PCT	1.5	.6	.1	.3	0	
5. DISLIKE PRES ASM	COUNT	8	9	1	2	1	21
	ROW PCT	38.1	42.9	4.8	9.5	4.8	2.2
	COL PCT	1.2	3.6	5.3	10.5	25.0	
	TOT PCT	.8	.9	.1	.2	.1	
6. OTHER	COUNT	30	20	1	1	1	53
	ROW PCT	56.6	37.7	1.9	1.9	1.9	5.5
	COL PCT	4.4	8.1	5.3	5.3	25.0	
	TOT PCT	3.1	2.1	.1	.1	.1	
COLUMN TOTAL		676	247	19	19	4	965
		70.1	25.6	2.0	2.0	.4	100.0

RAW CHI SQUARE = 75.45125 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER'S V = .13981 CONTINGENCY COEFFICIENT = .26929

The chi-square in the table on page 72 is high enough to indicate a relationship between their motivation toward a recruiting assignment and their earlier level of satisfaction with the military life, and the significance is low enough to justify it. Cramer's V moderates, however, the strength of it.

My reason for presenting this table is to demonstrate that it is not true that the initially negative recruiters comprise those who normally are negative in nature, as opposed to the positive recruiters who normally feel challenged by or positive to all kinds of job situations. By condensing the table into a visualization of the two groups, the following relationship appears:

	Very sat	Satisfied	Neither/ nor	Somewhat dissatis	Very dis- satisfied	Total
Row 0 (negative)	288 79.8	63 17.4	4 1.1	5 1.4	1 0.3	361
Row 1 - 6 (pos)	388 64.2	184 30.4	15 2.5	14 2.4	3 0.5	604

I do not deny that it may be possible to trace some of this back to the old saying that the best job you ever had was the one you recently left, but this ought to be close to proportional for both groups. Even if some of it is due to an overemphasizing by the negative because of a dislike for their present job situation, I see no reason for stating a totally opposite hypothesis.

SUMMARY. There is no significant difference in satisfaction with the military as a way of life between those who were initially negative to the recruiting assignment and those who were positive to it.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q17 DID YOU KNOW ABOUT RECRUITING DUTIES? BY
Q18 WHO PROVIDED YOU WITH THIS KNOWLEDGE?

* *

Q18							
COUNT / ROW PCT / COL PCT / TOT PCT	1. COMMAND. OFFICERS	2. OTHER OF FICERS	3. OUTSIDER REC.TEA	4. NCO EX RECR	5. COLL O COLLEA	6. NONE	ROW TOTAL
1. THOROUGH KNOWLED	7	6	7	21	2	0	43
	16.3	14.0	16.3	48.8	4.7	0	4.5
	36.8	17.6	6.1	5.7	2.9	0	
	.7	.6	.7	2.2	.2	0	
2. SOME.POS DISCUSS	4	14	32	49	7	0	106
	3.8	13.2	30.2	46.2	6.6	0	11.0
	21.1	41.2	27.8	13.4	10.3	0	
	.4	1.5	3.3	5.1	.7	0	
3. SOME.REA PRESENT	7	10	63	104	14	0	198
	3.5	5.1	31.8	52.5	7.1	0	20.5
	36.8	29.4	54.8	28.4	20.6	0	
	.7	1.0	6.5	10.8	1.5	0	
4. SOME.NEG DISCUSS	1	4	13	192	45	0	255
	.4	1.6	5.1	75.3	17.6	0	26.4
	5.3	11.8	11.3	52.5	66.2	0	
	.1	.4	1.3	19.9	4.7	0	
5. ABSOLUT NOTHING	0	0	0	0	0	363	363
	0	0	0	0	0	100.0	37.6
	0	0	0	0	0	100.0	
	0	0	0	0	0	37.6	
COLUMN TOTAL	19	34	115	366	68	363	965
	2.0	3.5	11.9	37.9	7.0	37.6	100

RAW CHI SQUARE = 1181.63738 WITH 20 DEGREES OF FREEDOM.
SIGNIFICANCE = 0
CRAMER"S V = .55328
CONTINGENCY COEFFICIENT = .74193

The chi-square in this table is extremely high, by far the highest value in the total survey. The significance is 0, stating with 100 percent probability that there exists a relationship between what they previously knew about recruiting and who provided them with this knowledge.

This is a 6x5 table, and a Cramer's V of 0.55328 is considered very high and justifies a strong relationship. Even if the number of rows and columns are different, the contingency coefficient displays a correlation of the observed values along the main diagonal.

The total table may not seem interesting initially, and the tested relationship might even seem self-evident. For instance, the observation that the 363 who knew nothing about recruiting were not provided this knowledge by anyone does not contribute more to our knowledge than the fact that the data seems logical and valid.

If one, however, looks at row 4 which displays who provided the negative information, it is seen that NCO colleagues with recruiting experience were responsible for most of the information (31.89 percent of those who were informed - see also Hypothesis 10), and that most of them (52.5 percent) gave a negative presentation. Regarding other NCO colleagues providing local influence, it is seen that they are even worse than former recruiters in that two-third of them present negative information.

The only local defense against this massive negative influence seems to be commanding officers and other officers at the units, who are regarded as providing both positive and realistic information. Their effort seems, however, to pale in comparison with the massive horizontal NCO information, at a rate of 1 to 8.

There is another group which needs to be addressed, and that is the outside selection team and other USAREC information personnel. They are obviously well qualified and instructed to provide the most realistic information about recruiting duties. They are, however, competing with local NCO colleagues with recruiting experience.

SUMMARY. A high proportion (37.6 percent) are not given any information at all about recruiting duties before being assigned to recruiting command. The local influence is mostly provided horizontally by other NCO colleagues and is negatively influencing. Information given by officers at their units or by USAREC traveling teams is considered positively but evidentlorganized poorly.

Q25 \ Q24	YES (1.)	NO (2.)	ROW TOTAL
-0	262	99	361
	72.6	27.4	37.4
	34.3	49.3	
	27.2	10.3	
1. THE JOB CHALLENG	291	46	337
	86.4	13.6	34.9
	38.1	22.9	
	30.2	4.8	
2. PROMOT. POSSIBIL	122	19	141
	86.5	13.5	14.6
	16.0	9.5	
	12.6	2.0	
3. INCENTIVE PAY	22	6	28
	78.6	21.4	2.9
	2.9	3.0	
	2.3	.6	
4. AVOID OTHER JOBS	16	8	24
	66.7	33.3	2.5
	2.1	4.0	
	1.7	.8	
5. DISLIKE PRES ASM	15	6	21
	71.4	28.6	2.2
	2.0	3.0	
	1.6	.6	
6. OTHER	36	17	53
	67.9	32.1	5.5
	4.7	8.5	
	3.7	1.8	
COLUMN TOTAL	764	201	965
	79.2	20.8	100.0

A natural question, given the attitude and later behavior of the negative recruiters, is whether or not it is possible to identify them before they are selected.

To illustrate this I put up question 25 against question 24: "Did you express your reactions/feelings to your superiors?". The result is shown in the table to the left, and tells that 72.6 percent of the negative did express their reactions.

RAW CHI SQUARE = 31.78778
WITH 6 DEGREES OF FREEDOM.
SIGNIFICANCE = 0.0000

CRAMER'S V = .18150

CONTINGENCY COEFF = .17858

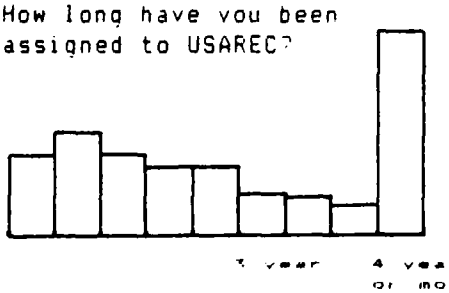
Hypothesis 3: RECENTLY "DRAFTED" RECRUITERS LIKE THEIR ASSIGNMENT LESS THAN THOSE WHO WERE SELECTED EARLIER.

My initial hypothesis (in September 85) had a slightly different wording but the same purpose, namely trying to quantify whether or not there is an ongoing change in recruiter attitudes toward their recruiting assignments. I was, however, told that there had been a change in 1981 afterwhich all Army recruiters have been "drafted". This opened the possibility to put these two groups (initially here called "draftees" and volunteers) up against each other.

The central question to evaluate the time factor is question 3: "How long have you been assigned to USAREC?". Since this survey was conducted in late 1985, I assumed that recruiters who had been assigned to USAREC more than 4 years had been selected under the old selection process, while those with less time as recruiters had been screened and "drafted" by MILPERCEN. This first four-year period also needs, in some instances, to be divided into two parts as those with more than 3 years in USAREC have been specifically qualified and have selected to prolong their recruiting duty.

A revised presentation of question 3 (see page 48), including these two new time parameters, is given underneath:

3. How long have you been assigned to USAREC?



11.1 %	Less than 6 months		
14.3 %	6 - 12 months		
11.9 %	13 - 18 months	Mean:	5.207
9.5 %	19 - 24 months	St dev:	9.956
9.4 %	25 - 30 months	Median	4.835
6.4 %	31 - 36 months	Variance:	8.739
5.4 %	37 - 42 months	Mode:	9
3.5 %	43 - 48 months	Skewness:	0.084
28.5 %	More than 4 years		

I will not dwell too long with interpreting the profile table, but comment that most of those with more than 4 years assigned are personnel older than 36 years, only a few younger than 30. Most of them are recruiters in the USAR, station commanders or have special functions (nurse recr. etc).

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q3 HOW LONG HAVE YOU BEEN IN USAREC? BY
Q23 YOUR FEELINGS ABOUT BEING SELECTED?

* *

Q3	COUNT / ROW PCT / COL PCT / TOT PCT	Q23 1. LIKED IT VERY	2. LIKED IT SOMEW	3. NO SPEC FEELINGS	4. DISLIKED SOMEWHA	5. DISLIKED VERY MU	ROW TOTAL
1. LESS TH 6 MONTHS		34	26	19	14	14	107
		31.8	24.3	17.8	13.1	13.1	11.1
		7.8	17.3	15.6	11.8	10.3	
		3.5	2.7	2.0	1.5	1.5	
2. 6 - 12 MONTHS		60	21	18	21	18	138
		43.5	15.2	13.0	15.2	13.0	14.3
		13.7	14.0	14.8	17.6	13.2	
		6.2	2.2	1.9	2.2	1.9	
3. 13 - 18 MONTHS		41	25	18	14	17	115
		35.7	21.7	15.7	12.2	14.8	11.9
		9.4	16.7	14.8	11.8	12.5	
		4.2	2.6	1.9	1.5	1.8	
4. 19 - 24 MONTHS		34	14	12	11	21	92
		37.0	15.2	13.0	12.0	22.8	9.5
		7.8	9.3	9.8	9.2	15.4	
		3.5	1.5	1.2	1.1	2.2	
5. 25 - 30 MONTHS		23	15	19	16	18	91
		25.3	16.5	20.9	17.6	19.8	9.4
		5.3	10.0	15.6	13.4	13.2	
		2.4	1.6	2.0	1.7	1.9	
6. 31 - 36 MONTHS		25	6	6	16	9	62
		40.3	9.7	9.7	25.8	14.5	6.4
		5.7	4.0	4.9	13.4	6.6	
		2.6	.6	.6	1.7	.9	
7. 37 - 42 MONTHS		25	4	9	8	6	52
		48.1	7.7	17.3	15.4	11.5	5.4
		5.7	2.7	7.4	6.7	4.4	
		2.6	.4	.9	.8	.6	
8. 43 - 48 MONTHS		12	7	2	3	10	34
		35.3	20.6	5.9	8.8	29.4	3.5
		2.7	4.7	1.6	2.5	7.4	
		1.2	.7	.2	.3	1.0	
9. MORE TH 4 YEARS		184	32	19	16	23	274
		67.2	11.7	6.9	5.8	8.4	28.4
		42.0	21.3	15.6	13.4	16.9	
		19.1	3.3	2.0	1.7	2.4	
COLUMN TOTAL		438	150	122	119	136	965
		45.4	15.5	12.6	12.3	14.1	100.0

RAW CHI SQUARE = 120.37258 WITH 32 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .17659 CONTINGENCY COEFFICIENT = .33302

The previous table (page 78) gives an overall correlation between how long they have been assigned to USAREC and how they originally reacted toward being selected. The chi-square value is very high (120.37258) and the significance is very low (0.0000), stating that there exists a relationship. The Cramer's V (5x9 table) is, however, so low (0.17659) that the relationship ought to be characterized as weak.

There is a significant shift in the table between row 9 (those who have been assigned to USAREC more than 4 years) and the other rows. Subtracting row 1 to 8 and comparing it with row 9, the following pattern appears:

	Liked it v. much	Liked it somewhat	No spec feelings	Disliked somewhat	Disliked v. much	Total
Row 1 - 8	254 36.7	118 17.1	103 14.9	103 14.9	113 16.4	691
Row 9	184 67.2	32 11.7	19 6.9	16 5.8	23 8.4	274

Looking at the negative aspects in the table first, it is seen that twice as many "draftees" compared to volunteers dislike very much being selected. The similar proportion among those who dislike it somewhat is 2.5 in the "draftees" disfavour. On the other side of the scale, almost twice as many volunteers as "draftees" liked very much being selected. Let me remark that some of this shift is due to the fact that disillusioned recruiters might have chosen to return to their previous or other assignments. This seems, however, to be only a small part of the reason as those with 3 - 4 years of recruiter duty display the same negative attitude as the rest of the recently selected recruiters.

SUMMARY. The recently selected recruiters liked being selected less than those who were selected before the Army changed its selection process from volunteers to "draftees". Approximately one third of the "draftees" disliked being selected somewhat or very much.

* * * * * * * * * CROSSTABULATION OF * * * * * * * * *

Q3 HOW LONG HAVE YOU BEEN IN USAREC? BY
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

Q3	COUNT / ROW PCT / COL PCT / TOT PCT	Q10 1. I LIKE IT VERY MUC	2. LIKE IT SOMEWHAT	3. HAVE NO SP FEEL	4. DISLIKE SOMEWHAT	5. DISLIKE VERY MUC	ROW TOTAL
1. LESS TH 6 MONTHS		21	32	18	18	18	107
		19.6	29.9	16.8	16.8	16.8	11.1
		5.5	15.2	17.6	15.8	11.2	
		2.2	3.3	1.9	1.9	1.9	
2. 6 - 12 MONTHS		35	38	21	21	23	138
		25.4	27.5	15.2	15.2	16.7	14.3
		9.2	18.1	20.6	18.4	14.4	
		3.6	3.9	2.2	2.2	2.4	
3. 13 - 18 MONTHS		28	27	16	18	26	115
		24.3	23.5	13.9	15.7	22.6	11.9
		7.4	12.9	15.7	15.8	16.2	
		2.9	2.8	1.7	1.9	2.7	
4. 19 - 24 MONTHS		24	15	7	17	29	92
		26.1	16.3	7.6	18.5	31.5	9.5
		6.3	7.1	6.9	14.9	18.1	
		2.5	1.6	.7	1.8	3.0	
5. 25 - 30 MONTHS		22	17	12	13	27	91
		24.2	18.7	13.2	14.3	29.7	9.4
		5.8	8.1	11.8	11.4	16.9	
		2.3	1.8	1.2	1.3	2.8	
6. 31 - 36 MONTHS		18	11	5	12	16	62
		29.0	17.7	8.1	19.4	25.8	6.4
		4.7	5.2	4.9	10.5	10.0	
		1.9	1.1	.5	1.2	1.7	
7. 37 - 42 MONTHS		35	14	1	0	2	52
		67.3	26.9	1.9	0	3.8	5.4
		9.2	6.7	1.0	0	1.2	
		3.6	1.5	.1	0	.2	
8. 43 - 48 MONTHS		15	8	3	3	5	34
		44.1	23.5	8.8	8.8	14.7	3.5
		4.0	3.8	2.9	2.6	3.1	
		1.6	.8	.3	.3	.5	
9. MORE TH 4 YEARS		181	48	19	12	14	274
		66.1	17.5	6.9	4.4	5.1	28.4
		47.8	22.9	18.6	10.5	8.8	
		18.8	5.0	2.0	1.2	1.5	
COLUMN TOTAL		379	210	102	114	160	965
		39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 208.62360 WITH 32 DEGREES OF FREEDOM. SIGNIFICANCE =0.0000
CRAMER"S V = .23248 CONTINGENCY COEFFICIENT = .42162

The crosstabulation between how long they had been assigned to USAREC and how they previously felt about being recruiters is displayed on page 80. The table shows an almost doubled chi-square value (208.62360) and Cramer V (0.23248) compared to the former table (page 78). The significance of 0.0000 still reveals a more than 99.99 percent probability for a correct hypothesis.

The pattern in the table is congruent to that in the former table on page 79, and a similar subtraction and comparison display shows:

	Like it v. much	Like it somewhat	No spec feelings	Dislike somewhat	Dislike v. much	Total
Row 1 to 8	198 28.7	162 23.4	83 12.0	102 14.8	146 21.1	691
Row 9	181 66.1	48 17.5	19 6.9	12 4.4	14 5.1	274

Starting again at the negative side of the scale, it is seen that an increased number of displeased "draftees" with a simultaneous decreased number of displeased volunteers emerges. More than 4 times as many "draftees" as volunteers dislike very much being recruiters. The similar proportion among those who dislike it somewhat is more than 3:1. On the other side of the scale, more than twice as many volunteers like being recruiters.

Permit me a marginal note about the evident evolution between the two tables. I have commented earlier on the existing belief of recruiters being later motivated through job experience and USAREC courses (see page 70). By comparing the last two tables, the truth is in fact the opposite.

SUMMARY. Recently selected recruiters like being recruiters less than those who earlier volunteered or were persuaded to apply for this duty.

I have so far treated the two groups as if each of them consisted of homogeniously selected individuals, one with only "draftees" and the other with only volunteers. Let me now test this assumption by correlating time in USAREC by question 20: "How were you selected?".

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q3 HOW LONG HAVE YOU BEEN IN USAREC? By
Q20 HOW WERE YOU SELECTED?

* *

Q3	COUNT / ROW PCT / COL PCT / TOT PCT	Q20 IDA SELECTION 1.	VOLUNTEERED 2.	OTHER 3.	ROW TOTAL
1.		77	28	2	107
LESS TH 6 MONTHS		72.0	26.2	1.9	11.1
		14.0	7.0	13.3	
		8.0	2.9	.2	
2.		86	49	3	138
6 - 12 MONTHS		62.3	35.5	2.2	14.3
		15.7	12.2	20.0	
		8.9	5.1	.3	
3.		79	35	1	115
13 - 18 MONTHS		68.7	30.4	.9	11.9
		14.4	8.7	6.7	
		8.2	3.6	.1	
4.		64	27	1	92
19 - 24 MONTHS		69.6	29.3	1.1	9.5
		11.7	6.7	6.7	
		6.6	2.8	.1	
5.		75	16	0	91
25 - 30 MONTHS		82.4	17.6	0	9.4
		13.7	4.0	0	
		7.8	1.7	0	
6.		45	16	1	62
31 - 36 MONTHS		72.6	25.8	1.6	6.4
		8.2	4.0	6.7	
		4.7	1.7	.1	
7.		30	22	0	52
37 - 42 MONTHS		57.7	42.3	0	5.4
		5.5	5.5	0	
		3.1	2.3	0	
8.		22	11	1	34
43 - 48 MONTHS		64.7	32.4	2.9	3.5
		4.0	2.7	6.7	
		2.3	1.1	.1	
9.		71	197	6	274
MORE TH 4 YEARS		25.9	71.9	2.2	28.4
		12.9	49.1	40.0	
		7.4	20.4	.6	
COLUMN TOTAL		549 56.9	401 41.6	15 1.6	965 100.0

RAW CHI SQUARE = 166.06481 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .29333 CONTINGENCY COEFFICIENT = .38317

The table on the previous page has a very high chi-square value (166.06481) and a low significance (0.0000). Cramer's V is indeed high (0.29333) and signifies a strong relationship between how long recruiters have been assigned to USAREC and how they initially were selected. Since this is a 3x9 table, the contingency coefficient (0.38317) signals a distribution along the falling main diagonal.

Using the time intervals described earlier (0 to 3 years, 3 to 4 years, and more than 4 years) a somewhat simplified table appears:

	DA select	Volunteers	Other	Total
Row 1 to 6	426 70.4	171 28.3	8 1.3	605
Row 7 to 8	52 60.5	33 38.3	1 1.2	86
Row 9	71 25.9	197 71.9	6 2.2	274

There is a significant time change away from volunteers and toward "draftees". It is also seen that this shift took place some three years ago as row 7 and 8 display the transaction. It is, however, still some 25 to 30 percent of the recently selected who answer that they volunteered. The reason for this might be two-fold: They actually did volunteer (but only a few (1-3 %) do) or more likely, the selection process was persuasively conducted according to the Army leadership doctrine[6] which made those interviewed believe that they had volunteered.

SUMMARY. The recent change in the recruiter selection process from the earlier selection of volunteers to one of exclusively screening and drafting, has made a significant impact on how recruiters feel about being selected. Still, some recent "draftees" feel that they volunteered.

---

[6]US Army Command and General Staff College, FM 22 - 999, Leadership and Command at Senior Level, (draft for student use only), Ft Leavenworth, Nov 15'", page 4 - 17 and 18.

As the picture was a bit more complicated than either volunteers before 1981 or "draftees" thereafter, I had to further split the recruiters into the two main groups and then crosstabulate their feelings toward the assignment. This made it necessary to utilize three-dimensional tables.

The tables show the realationship between how long they have been assigned to USAREC and how they feel about being recruiters.

The first table (page 85) crosstabulates the 549 recruiters who were DA selected (see column total on page 82). The relationship has a high chi-square value (104.63327) and a low significance (0.0000). Cramer's V is high enough (0.21828) to confirm the mathematical relationship.

The second table (page 87) crosstabulates the 401 recruiters who stated that they volunteered. This shows a bit smaller chi-square value (75.21121) but has an equally low significance (0.0000). Cramer V has an almost identical value (0.21654) and again confirms a strong relationship.

I have also, in order to show the total picture, on page 90 displayed the 15 recruiters who were otherwise selected. I will not refer to this table. First, because my purpose was to compare the "draftees" versus the volunteers; and second, because the computed relationship in this table has a value of significance outside the accepted tolerance. In fact, the value shows only 60 percent probability for stating a correct hypothesis.

	Q10					
COUNT ROW PCT COL PCT TOT PCT	ILIKE IT IVERY MUC 1.	LIKE IT SOMEWHAT 2.	HAVE NO SP FEEL 3.	DISLIKE SOMEWHAT 4.	DISLIKE VERY MUC 5.	ROW TOTAL
Q3 1. LESS TH 6 MONTHS	13 16.9 9.7 2.4	18 23.4 14.5 3.3	16 20.8 23.5 2.9	14 18.2 16.3 2.6	16 20.8 11.7 2.9	77 14.0
2. 6 - 12 MONTHS	12 14.0 9.0 2.2	25 29.1 20.2 4.6	15 17.4 22.1 2.7	14 16.3 16.3 2.6	20 23.3 14.6 3.6	86 15.7
3. 13 - 18 MONTHS	15 19.0 11.2 2.7	18 22.8 14.5 3.3	10 12.7 14.7 1.8	14 17.7 16.3 2.6	22 27.8 16.1 4.0	79 14.4
4. 19 - 24 MONTHS	8 12.5 6.0 1.5	10 15.6 8.1 1.8	6 9.4 8.8 1.1	15 23.4 17.4 2.7	25 39.1 18.2 4.6	64 11.7
5. 25 - 30 MONTHS	14 18.7 10.4 2.6	12 16.0 9.7 2.2	10 13.3 14.7 1.8	12 16.0 14.0 2.2	27 36.0 19.7 4.9	75 13.7
6. 31 - 36 MONTHS	8 17.8 6.0 1.5	10 22.2 8.1 1.8	4 8.9 5.9 .7	9 20.0 10.5 1.6	14 31.1 10.2 2.6	45 8.2
7. 37 - 42 MONTHS	19 63.3 14.2 3.5	9 30.0 7.3 1.6	0 0 0 0	0 0 0 0	2 6.7 1.5 .4	30 5.5
8. 43 - 48 MONTHS	10 45.5 7.5 1.8	4 18.2 3.2 .7	3 13.6 4.4 .5	1 4.5 1.2 .2	4 18.2 2.9 .7	22 4.0
9. MORE TH 4 YEARS	35 49.3 26.1 6.4	18 25.4 14.5 3.3	4 5.6 5.9 .7	7 9.9 8.1 1.3	7 9.9 5.1 1.3	71 12.9
COLUMN TOTAL	134 24.4	124 22.6	68 12.4	86 15.7	137 25.0	549 100.0

* * * * * * * * * *

* * CROSSTAB * *
* * OF * *

Q 3 HOW LONG HAVE YOU BEEN IN USAREC

By

Q10 HOW DO YOU FEEL ABOUT BEING A REC-RUITER?

CONTROLLING FOR

Q20 HOW WERE YOU SELECTED?
VALUE 1:
DA SELECTION.

* * * * * * * * * *

RAW CHI SQUARE = 104.63227 WITH 32 DEGREES OF FRE. SIGNIFICAN = .0000

CRAMER'S V = .21828
CONTI COEF = .4001

The interesting part of the previous table, the column totals, shows the relationship for the "draftees" between their time as recruiters and how they feel about it. When surveying people who proved proficient in their previous job situations (that is why they were selected) one would expect them to also show a positive attitude toward their present job. When studying the table there is, however, more than 40 percent who either dislike it somewhat or very much. The 25 percent who dislike it very much is worrisome. They express great discomfort by using a part of the scale which almost no one used when describing their last job (see page 51). Referring to the earlier studies where the recruiters own emotional well-being was stated as essential to their effectiveness as communicators (see page 18), it might be unwise to utilize people with this kind of job attitude.

To address whether or not this attitude was a function of time, I summarized the row totals and percentages into the three groups described earlier:

	Like it v. much	Like it somewhat	No spec feelings	Dislike somewhat	Dislike v. much	Total
Row 1 - 6	70 16.4	93 21.8	61 14.3	78 18.3	124 29.2	426
Row 7 - 8	29 55.8	13 25.0	3 5.8	1 1.9	6 11.5	52
Row 9	35 49.3	18 25.4	4 5.5	7 9.9	7 9.9	71
	134 24.4	124 22.6	68 12.4	86 15.7	137 25.0	549

Given the considerations on page 79, the table shows an increasing dissatisfaction among recently DA selected recruiters. Some 49.3 percent of those who have been recruiters more than 4 years state that they like it very much; so do 55.8 percent of those who have served from 3 to 4 years; a drastic drop occurs as this only is the case for some 16.4 percent of those who have served less than three years. In fact, 47.5 percent of the recently selected recruiters state that they either dislike it somewhat or very much.

	Q10					
COUNT	I					
ROW PCT	ILIKE IT	LIKE IT	HAVE NO	DISLIKE	DISLIKE	ROW
COL PCT	IVERY MUC	SOMEWHAT	SP FEEL	SOMEWHAT	VERY MUC	TOTAL
TOT PCT	I 1.	I 2.	I 3.	I 4.	I 5.	I
Q3 ---------	I--------I	I--------I	I--------I	I--------I	I--------I	
1.	I 8	I 13	I 1	I 4	I 2	I 28
LESS TH	I 28.6	I 46.4	I 3.6	I 14.3	I 7.1	I 7.0
6 MONTHS	I 3.3	I 16.2	I 3.0	I 16.7	I 8.7	I
	I 2.0	I 3.2	I .2	I 1.0	I .5	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
2.	I 22	I 11	I 6	I 7	I 3	I 49
6 - 12	I 44.9	I 22.4	I 12.2	I 14.3	I 6.1	I 12.2
MONTHS	I 9.1	I 13.7	I 18.2	I 29.2	I 13.0	I
	I 5.5	I 2.7	I 1.5	I 1.7	I .7	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
3.	I 13	I 9	I 6	I 3	I 4	I 35
13 - 18	I 37.1	I 25.7	I 17.1	I 8.6	I 11.4	I 8.7
MONTHS	I 5.4	I 11.2	I 18.2	I 12.5	I 17.4	I
	I 3.2	I 2.2	I 1.5	I .7	I 1.0	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
4.	I 16	I 4	I 1	I 2	I 4	I 27
19 - 24	I 59.3	I 14.8	I 3.7	I 7.4	I 14.8	I 6.7
MONTHS	I 6.6	I 5.0	I 3.0	I 8.3	I 17.4	I
	I 4.0	I 1.0	I .2	I .5	I 1.0	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
5.	I 8	I 5	I 2	I 1	I 0	I 16
25 - 30	I 50.0	I 31.3	I 12.5	I 6.3	I 0	I 4.0
MONTHS	I 3.3	I 6.3	I 6.1	I 4.2	I 0	I
	I 2.0	I 1.2	I .5	I .2	I 0	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
6.	I 10	I 1	I 1	I 2	I 2	I 16
31 - 36	I 62.5	I 6.3	I 6.3	I 12.5	I 12.5	I 4.0
MONTHS	I 4.1	I 1.2	I 3.0	I 8.3	I 8.7	I
	I 2.5	I .2	I .2	I .5	I .5	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
7.	I 18	I 5	I 1	I 0	I 0	I 22
37 - 42	I 72.7	I 22.7	I 4.5	I 0	I 0	I 5.5
MONTHS	I 6.6	I 6.3	I 3.0	I 0	I 0	I
	I 4.0	I 1.2	I .2	I 0	I 0	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
8.	I 4	I 4	I 0	I 2	I 1	I 11
43 - 48	I 36.4	I 36.4	I 0	I 18.2	I 9.1	I 2.7
MONTHS	I 1.7	I 5.0	I 0	I 8.3	I 4.3	I
	I 1.0	I 1.0	I 0	I .5	I .2	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
9.	I 144	I 28	I 15	I 3	I 7	I 197
MORE TH	I 73.1	I 14.2	I 7.6	I 1.5	I 3.6	I 49.1
4 YEARS	I 59.8	I 35.0	I 45.5	I 12.5	I 30.4	I
	I 35.9	I 7.0	I 3.7	I .7	I 1.7	I
	-I--------I	-I--------I	-I--------I	-I--------I	-I--------I	
COLUMN	241	80	33	24	23	401
TOTAL	60.1	20.0	8.2	6.0	5.7	100.0

* * * * * * * * * *

* * CROSSTABS * *

* * OF * *

Q 3 HOW LONG HAVE YOU BEEN IN USAREC?

BY

Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

CONTROLLING FOR..

Q20 HOW WERE YOU SELECTED?

VALUE 2: VOLUNTEERED

RAW CHI SQUARE = 75.21121 WITH 32 DEGREES OF FRE. SIGNIFICAN = .0000

CRAMER'S V = .21654

CONTI COEF = .39741

The displayed relationship on the previous page (page 87) for those 401 who volunteered for recruiting is in many aspects almost the opposite of the "draftees".

On average, some 60 percent say they like it very much and an additional 20 percent say they like it somewhat. But even more important, only a minority state that they dislike being recruiters.

To summarize the row percentages and divide them into distinctive year periods:

	Like it v. much	Like it somewhat	No spec feelings	Dislike somewhat	Dislike v. much	Total
Row 1 - 2 (0 - 1 year)	30 39.0	24 31.2	7 9.1	11 14.2	5 6.5	77
Row 3 - 4 (1 - 2 years)	29 46.7	13 21.0	7 11.3	5 8.1	8 12.9	62
Row 5 - 6 (2 - 3 years)	18 56.2	6 18.7	3 9.4	3 9.4	2 6.3	32
Row 7 - 8 (3 - 4 years)	20 60.6	9 27.3	1 3.0	2 6.1	1 3.0	33
Row 9 (4 years or more)	144 73.1	28 14.2	15 7.6	3 1.5	7 3.6	197
	241 60.1	80 20.0	33 8.2	24 6.0	23 5.7	401

Let me point out that some 50 recruiters every year since 1981 say that they volunteered in spite of the new change in the selection process, and the number shows an increasing trend.

Let me also point out that their attitudes seem somewhat downward sloping as the percentage of those who like the assignment very much is decreasing. The percentage on the negative side of the scale is increasing.

Before leaving the topic of "draftees" versus volunteers, let me use these tables to address the annual need for recruiters. Summarizing the two tables, row 1 to 8, the annual supply of Army recruiters to maintain today's activity is at an average rate of 320 (which represents 25 percent of the

AD-A172 651 THE SELECTION PROCESS OF US ARMY RECRUITERS(U) ARMY COMMAND AND GENERAL STAFF COLL FORT LEAVENWORTH KS P WENDELBORG 06 JUN 86 2/2

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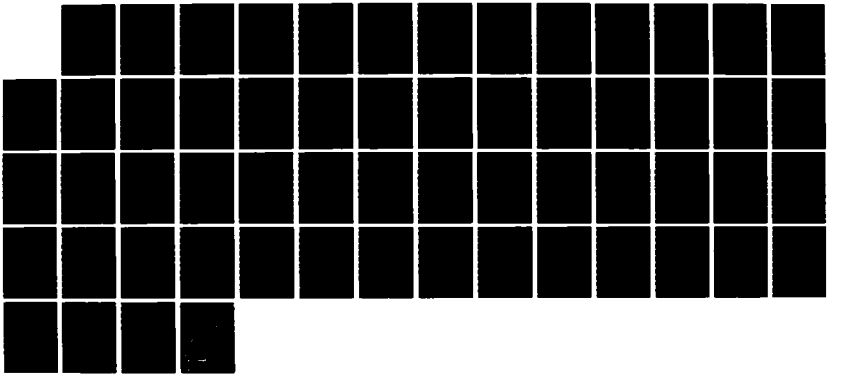
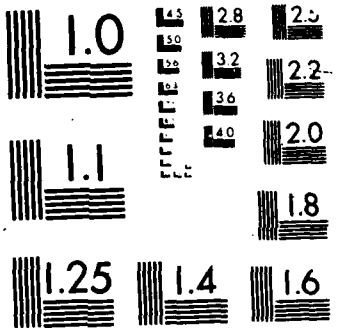



1.0
1.1
1.25
1.4
1.6
1.8
2.0
2.2
2.8
3.2
3.6
4.0

total number of recruiters).

The demand is, however, increasing heavily:

	Draftees	Volunteers	Total
Row 1 - 2 (1985 - 86)	163	77 (32.1%)	240
Row 3 - 4 (1984 - 85)	143	62 (30.0%)	205
Row 5 - 6 (1983 - 82)	120	32 (21.1%)	152
Row 7 - 8 (1982 - 83)	52	33 (38.8%)	85
	478	204 (29.9%)	682

SUMMARY. Some 80 percent of those who initially volunteered for recruiting duty proved later to like their recruiting assignment, as compared to 47 percent of the "draftees". Also 41 percent of those who are screened and "drafted" later dislike being recruiters as compared to only 12 percent of those who volunteered.

The Army appears to have a total demand for approximately 1000 recruiter per year. Even today, when all recruiters are screened for proficiency and "drafted", some 30 percent felt they had volunteered.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q3 HOW LONG HAVE YOU BEEN IN USAREC? BY
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?
CONTROLLING FOR..
Q20 HOW WERE YOU SELECTED? VALUE 3. OTHER

* *

Q3	Q10	1. ILIKE IT VERY MUC	2. LIKE IT SOMEWHAT	3. HAVE NO SP FEEL	4. DISLIKE SOMEWHAT	ROW TOTAL
1. LESS TH 6 MONTHS	COUNT	0	1	1	0	2
	ROW PCT	0	50.0	50.0	0	13.3
	COL PCT	0	16.7	100.0	0	
	TOT PCT	0	6.7	6.7	0	
2. 6 - 12 MONTHS	COUNT	1	2	0	0	3
	ROW PCT	33.3	66.7	0	0	20.0
	COL PCT	25.0	33.3	0	0	
	TOT PCT	6.7	13.3	0	0	
3. 13 - 18 MONTHS	COUNT	0	0	0	1	1
	ROW PCT	0	0	0	100.0	6.7
	COL PCT	0	0	0	25.0	
	TOT PCT	0	0	0	6.7	
4. 19 - 24 MONTHS	COUNT	0	1	0	0	1
	ROW PCT	0	100.0	0	0	6.7
	COL PCT	0	16.7	0	0	
	TOT PCT	0	6.7	0	0	
6. 31 - 36 MONTHS	COUNT	0	0	0	1	1
	ROW PCT	0	0	0	100.0	6.7
	COL PCT	0	0	0	25.0	
	TOT PCT	0	0	0	6.7	
8. 43 - 48 MONTHS	COUNT	1	0	0	0	1
	ROW PCT	100.0	0	0	0	6.7
	COL PCT	25.0	0	0	0	
	TOT PCT	6.7	0	0	0	
9. MORE TH 4 YEARS	COUNT	2	2	0	2	6
	ROW PCT	33.3	33.3	0	33.3	40.0
	COL PCT	50.0	33.3	0	50.0	
	TOT PCT	13.3	13.3	0	13.3	
COLUMN TOTAL		4 26.7	6 40.0	1 6.7	4 26.7	15 100.0

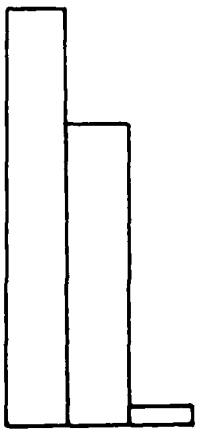
RAW CHI SQUARE = 18.75000 WITH 18 DEGREES OF FREEDOM. SIGNIFICANCE = .4074
CRAMER"S V = .64550 CONTINGENCY COEFFICIENT = .7453o

Hypothesis 4: THOSE WHO VOLUNTEERED PERFORM BETTER THAN THOSE WHO WERE "DRAFTED".

Central in testing this hypothesis was question 20:"How were you selected?". I purposely disregarded whether they actually were volunteers or just believed they volunteered. I also disregarded whether or not they were recently assigned to USAREC.

The distribution between volunteers and "draftees" is as earlier described (page 53):

20. How were you selected?



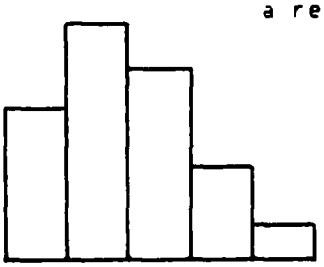
56.9 % DA selection

41.5 % Volunteered

1.6 % Other, specify:.....

The other central variable is question 9: "All in all, characterize your performance as a recruiter". This question received (as shown on page 50) the following distribution of answers:

9. All in all, characterize your performance as a recruiter.



21.2 % Excellent

33.1 % Above average

27.3 % Average

13.4 % Below average

5.0 % Poor

Mean:	2.476
St dev:	1.115
Median:	2.367
Variance:	1.243
Mode:	2
Skewness:	0.428

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q20 HOW WERE YOU SELECTED? BY
Q09 CHARACTERIZE YOUR PERFORMANCE AS RECRUITER

* *

		Q09					
	COUNT I						
	ROW PCT I	EXCELLEN	ABOVE A	AVERAGE	BELOW A	POOR	ROW
	COL PCT I	T	VERAGE		VERAGE		TOTAL
	TOT PCT I	1.I	2.I	3.I	4.I	5.I	
Q20							
	1. I	60 I	169 I	175 I	101 I	44 I	549
DA SELECTION	I	10.9 I	30.8 I	31.9 I	18.4 I	8.0 I	56.9
	I	29.1 I	53.0 I	66.5 I	78.3 I	91.7 I	
	I	6.2 I	17.5 I	18.1 I	10.5 I	4.6 I	
	2. I	144 I	145 I	86 I	23 I	3 I	401
VOLUNTEERED	I	35.9 I	36.2 I	21.4 I	5.7 I	.7 I	41.6
	I	69.9 I	45.5 I	32.7 I	17.8 I	6.3 I	
	I	14.9 I	15.0 I	8.9 I	2.4 I	.3 I	
	3. I	2 I	5 I	2 I	5 I	1 I	15
OTHER	I	13.3 I	33.3 I	13.3 I	33.3 I	6.7 I	1.6
	I	1.0 I	1.6 I	.8 I	3.9 I	2.1 I	
	I	.2 I	.5 I	.2 I	.5 I	.1 I	
COLUMN TOTAL		206	319	263	129	48	965
		21.3	33.1	27.3	13.4	5.0	100.0

RAW CHI SQUARE = 137.58459 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER'S V = .26700 CONTINGENCY COEFFICIENT = .35325

The table above has a high chi-square value and a low significance. Cramer's V is significantly high and serves to verify a somewhat strong relationship between how they were selected and how they characterize their performance as recruiters.

Some 91.7 percent of those who feel they do poorly have been DA selected, as well as 78.3 percent of those who feel they do below average. On the other side, 69.9 percent of the volunteers feel they do excellent (make their mission box without any problems) which is 2.5 times better than how the DA selected feel.

SUMMARY. Those who volunteer have a higher performance than those who were "drafted".

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q20 HOW WERE YOU SELECTED? By
Q14 CHARACTERIZE PERFORMANCE IN LAST JOB?

* *

	Q14					
	COUNT I					
	ROW PCT I	EXCELLEN	ABOVE	A AVERAGE	BELOW	A POOR	ROW
	COL PCT I		VERAGE		VERAGE		TOTAL
	TOT PCT I	1.	2.	3.	4.	5.	
Q20							
	1. I	394	150	5	0	0	549
DA SELECTION	I	71.8	27.3	.9	0	0	56.9
	I	55.3	64.1	29.4	0	0	
	I	40.8	15.5	.5	0	0	
	2. I	309	80	10	1	1	401
VOLUNTEERED	I	77.1	20.0	2.5	.2	.2	41.6
	I	43.4	34.2	58.8	100.0	100.0	
	I	32.0	8.3	1.0	.1	.1	
	3. I	9	4	2	0	0	15
OTHER	I	60.0	26.7	13.3	0	0	1.6
	I	1.3	1.7	11.8	0	0	
	I	.9	.4	.2	0	0	
COLUMN		712	234	17	1	1	965
TOTAL		73.8	24.2	1.8	.1	.1	100.0

RAW CHI SQUARE = 24.19310 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0021
CRAMER"S V = .11196 CONTINGENCY COEFFICIENT = .15639

This table is interesting and somewhat similar in interpretation to the example I used in order to present SPSS (page 36 - 43).

My purpose is to investigate if there is a significant difference in earlier job performance between volunteers and "draftees" which could interfere with the stated hypothesis on their present performance.

In order to test this control parameter I had to create a positive hypothesis, assuming that there exists a relationship between how they were selected and how they performed in their last job.

The table above shows, however, a low chi-square value. But more important, it gives a high value for the significance (0.0021), a value

larger than my earlier selected level (0.0005) for accepting the hypothesis (see page 40).

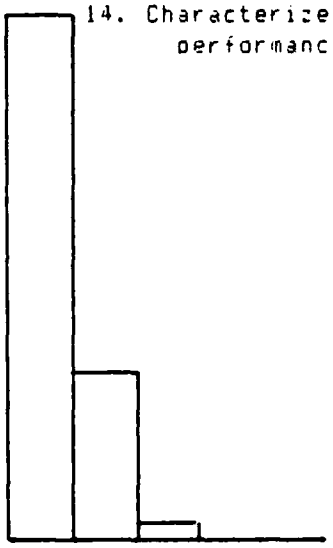
There is, for this reason, no relationship between how the recruiters were selected for recruiting and how they performed in their previous jobs.

A closer look at the row figures in the table also shows an almost proportional distribution between the DA selected (72 - 27 - 1 percent) and the volunteers (77 - 20 - 3 percent).

SUMMARY. There is no relationship between how recruiters are selected and how they performed in their previous jobs. Both the "draftees" and the volunteers have a proficient and congruent earlier performance, and this aspect cannot, for this reason, explain why volunteers indicate they do excellent 2.4 times more than do the "draftees".

Hypothesis 5: RECRUITERS FEEL THEIR OWN PERFORMANCE IS LOWER THAN THEIR PERFORMANCE IN THEIR LAST JOB.

This hypothesis was established in order to encompass the effects of a drop in performance as recruiters. Central to testing this hypothesis is question 14. The distribution of answers is as earlier described (page 51):

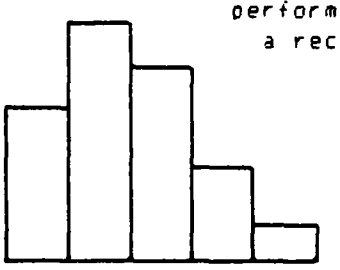


14. Characterize your job performance in your last job.

		Mean:	1.295
73.8	% Excellent	St dev:	0.508
24.2	% Above average	Median:	1.178
1.8	% Average	Variance:	0.258
0.1	% Below average	Mode:	1
0.1	% Poor	Skewness:	1.794

The distribution has the lowest mean in the study and a small value for both the variance and the standard deviation. This tells of a high and a homogenious self-perception of their previous job performance; which is logical as high performance in their former jobs was the very reason why most of them were selected to become recruiters.

It is, however, interesting to note that the same group has a far lower and a more dispersed perception of their present job performance.



9. All in all, characterize your performance as a recruiter.

21.2	% Excellent		
33.1	% Above average	Mean:	2.470
		St dev:	1.115
27.3	% Average	Median:	2.367
		Variance:	1.243
13.4	% Below average	Mode:	2
		Skewness:	0.428
5.0	% Poor		

The skewness indicates a more centered tendency, the most common answer (mode) is "above average" and one standard deviation is 1.115.

Let me first look at the results of comparing high performance in in their previous jobs with their previous level of satisfaction.

* * * * * * * * * C R O S S T A B U L A T I O N   O F * * * * * * * * *

Q14 CHARACTERIZE PERFORMANCE IN LAST JOB? BY
Q15 SATISFIED WITH MILITARY LIFE LAST JOB?

* *

Q14	Q15 COUNT ROW PCT COL PCT TOT PCT	VERY SATISFIED 1.	SATISFIE 2.	NEITHER NOR 3.	SOMEWHAT DISSATI 4.	VERY DIS SATISFIE 5.	ROW TOTAL
EXCELLEN	1.	544	141	12	13	2	712
		76.4	19.8	1.7	1.8	.3	73.8
		80.5	57.1	63.2	68.4	50.0	
		56.4	14.6	1.2	1.3	.2	
ABOVE AVERAGE	2.	124	99	5	5	1	234
		53.0	42.3	2.1	2.1	.4	24.2
		18.3	40.1	26.3	26.3	25.0	
		12.8	10.3	.5	.5	.1	
AVERAGE	3.	7	6	2	1	1	17
		41.2	35.3	11.8	5.9	5.9	1.8
		1.0	2.4	10.5	5.3	25.0	
		.7	.6	.2	.1	.1	
BELOW AVERAGE	4.	0	1	0	0	0	1
		0	100.0	0	0	0	.1
		0	.4	0	0	0	
		0	.1	0	0	0	
POOR	5.	1	0	0	0	0	1
		100.0	0	0	0	0	.1
		.1	0	0	0	0	
		.1	0	0	0	0	
	COLUMN TOTAL	676	247	19	19	4	965
		70.1	25.6	2.0	2.0	.4	100.0

RAW CHI SQUARE = 77.28105 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .14150
CONTINGENCY COEFFICIENT = .27230

The chi-square value in this table is considered high and signifies a relationship between their previous job performance and their previous level of satisfaction. The significance is low enough to accept the relationship.

This is a 5x5 table, and the contingency coefficient is considered to justify the hypothesis. The sample is, however, not correlated along any diagonal; mostly because of the high percentage of "very satisfied", but also because of the few answers of "average" or below.

The figures show, as mentioned, high row percentages on the left side of the table. Some 76.4 percent of those 712 recruiters who did "excellent" in their previous jobs were "very satisfied" with the military as a way of life during their last job. When added the 19.8 percent who felt "satisfied" it leaves very few ambivalent or dissatisfied.

The row percentages for those 234 recruiters who did "above average" are similarly heavy on the left side of the scale. They do, however, display a lesser degree of satisfaction than those who did excellent.

A similar discussion can be made for those 17 who felt they did average in their previous jobs.

SUMMARY. There is a strong relationship between job performance and the level of satisfaction in the recruiters previous job. The level of satisfaction increases proportionally with the level of performance.

To follow this thought process, and confirm or deny a general statement about a relationship between performance and satisfaction, I made a similar crosstabulation of their present perceptions as recruiters.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q9 CHARACTERIZE YOUR PERFORMANCE AS RECRUIT By
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

Q9	Count / Row Pct / Col Pct / Tot Pct	Q10 1. LIKE IT VERY MUCH	Q10 2. LIKE IT SOMEWHAT	Q10 3. HAVE NO STRONG FEELINGS	Q10 4. DISLIKE SOMEWHAT	Q10 5. DISLIKE VERY MUCH	Row Total
1. EXCELLENT		159	30	8	4	2	203
		78.3	14.8	3.9	2.0	1.0	18.1
		41.2	14.3	7.8	3.5	1.8	
		14.2	2.7	.7	.4	.2	
2. ABOVE AVERAGE		148	78	31	4	1	262
		56.5	29.8	11.8	1.5	.4	23.4
		38.3	37.1	30.4	3.5	1.8	
		13.2	7.0	2.8	.4	.1	
3. AVERAGE		72	76	38	34	5	225
		32.0	33.8	16.9	15.1	2.2	20.1
		18.6	36.2	37.3	29.8	9.1	
		6.4	6.8	3.4	3.0	.4	
4. BELOW AVERAGE		9	22	21	22	41	115
		7.8	19.1	18.3	19.1	35.7	10.3
		2.3	10.5	20.6	19.3	74.5	
		.8	2.0	1.9	2.0	3.7	
5. POOR		0	3	4	9	6	22
		0	13.6	18.2	40.9	27.3	2.0
		0	1.4	3.9	7.9	10.9	
		0	.3	.4	.8	.5	
Column Total		388	209	102	114	55	868
		44.7	24.1	11.8	13.1	6.3	100.0

RAW CHI SQUARE = 345.9128 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE =
CRAMER'S V = .2993
CONTINGENCY COEFFICIENT = .5136

This chi-square value is extremely high. The significance of it is
meaning with low percent probability that there exists a relationship
between the recruiters performance and how they feel about being a
The contingency coefficient of 0.5136 shows a

association[*] and reveals a relationship along the falling diagonal.

There is a significant and important difference between this table and the former table (page 96). When the recruiters in the former table characterized their performance in their last jobs, some 73.8 percent expressed they did "excellent", 24.2 percent said they did "above average" and only 2 percent said they did "average" or below.

In this table (page 98) a significant drop in performance is seen with only 21.3 percent characterizing their performance as recruiters as "excellent", 33.1 percent characterizing it as "above average" and 45.7 percent saing they do "average" or below. Their derived level of satisfaction or, more precisely, their feelings about being recruiters, show a more dispersed and falling tendency.

The general pattern of increased satisfaction as a function of increased performance is also seen in this table.

SUMMARY. Recruiters feel a significant drop in their performance as recruiter when compared to their performance in their previous job. A consequent drop is found in their level of satisfaction about being recruiters.

To inquire whether or not the present "screening" and drafting of recruiters based on their previous job performance has anything to it, I correlated their previous and their present performance.

---

[*] Maximum contingency coefficient value for this 5x5 table, give a chi-square of 345 and 965 valid cases is (see page 41):

$$C = \left(\frac{345^2}{345^2 + 965}\right)^{1/2} = 0.99597$$

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q14 CHARACTERIZE PERFORMANCE IN LAST JOB? By
Q09 CHARACTERIZE YOUR PERFORMANCE AS RECRUIT

* *

Q14	Q9 COUNT / ROW PCT / COL PCT / TOT PCT	1.EXCELLENT	2.ABOVE AVERAGE	3.AVERAGE	4.BELOW AVERAGE	5.POOR	ROW TOTAL
1. EXCELLENT		185	237	194	71	25	712
		26.0	33.3	27.2	10.0	3.5	73.8
		89.8	74.3	73.8	55.0	52.1	
		19.2	24.6	20.1	7.4	2.6	
2. ABOVE AVERAGE		19	71	66	56	22	234
		8.1	30.3	28.2	23.9	9.4	24.3
		9.2	22.3	25.1	43.4	45.8	
		2.0	7.4	6.8	5.8	2.3	
3. AVERAGE		2	9	3	2	1	17
		11.8	52.9	17.6	11.8	5.9	1.8
		1.0	2.8	1.1	1.6	2.1	
		.2	.9	.3	.2	.1	
4. BELOW AVERAGE		0	1	0	0	0	1
		0	100.0	0	0	0	.1
		0	.3	0	0	0	
		0	.1	0	0	0	
5. POOR		0	1	0	0	0	1
		0	100.0	0	0	0	.1
		0	.3	0	0	0	
		0	.1	0	0	0	
COLUMN TOTAL		206	319	263	129	48	965
		21.3	33.1	27.3	13.4	5.0	100.0

RAW CHI SQUARE = 72.37175 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER'S V = .13693
CONTINGENCY COEFFICIENT = .26413

The chi-square in this table is high enough to indicate a relationship between their previous job performance and their present performance as recruiters, and the significance is low enough to justify it. The contingency coefficient is considered high enough to indicate a moderate

strength in the relationship.

The reason for this moderate strength in the relationship is seen when examining the table. The row percentages for those who did "excellent" in their previous jobs are: 26 - 33 - 27 - 10 - 4 with regard to their present performance as recruiters. A stronger relationship would have occured if the distribution had clustered more to the left, i.e., 60 - 30 - 7 - 2 - 1.

Similarly, the row percentages for those who did "above average" in their previous jobs are: 8 - 30 - 28 - 24 - 10. This shows a more logical and cohesive distribution, but also a tendency of leaning toward the right side of the table.

SUMMARY. There is a relationship between previous job performance and performance as a recruiter. This justifies some sort of a screening process for past performance when selecting recruiters.

The last effect, or relationship, I will investigate is whether or not past performance can be used to predict their level of satisfaction about being recruiters; in other words, if there is a correlation between their earlier job performance and their present feelings about being recruiters.

The table on page 102 shows a low chi-square value, but more important, it gives a high value for the significance (0.0041), a value larger than my earlier selected level (0.0005) for accepting the hypothesis.

There is no relationship between how recruiters performed in their previous jobs and how they presently feel about being recruiters. The main reason for this is seen in the two right columns of the table. Some 15.0 percent of those who previously did excellent "dislike very much" being recruiters and additionally 11.8 percent "dislike it somewhat".

A similar, but even worse attitude, is found among those who did "above average". Here some 22.2 percent express they "dislike very much" being recruiters.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q14 CHARACTERIZE PERFORMANCE IN LAST JOB? BY
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

Q14	COUNT / ROW PCT / COL PCT / TOT PCT	Q10: I LIKE IT VERY MUC 1.	LIKE IT SOMEWHAT 2.	HAVE NO SP FEEL 3.	DISLIKE SOMEWHAT 4.	DISLIKE VERY MUC 5.	ROW TOTAL
1. EXCELLEN	COUNT	308	143	70	84	107	712
	ROW PCT	43.3	20.1	9.8	11.8	15.0	73.8
	COL PCT	81.3	68.1	68.6	73.7	66.9	
	TOT PCT	31.9	14.8	7.3	8.7	11.1	
2. ABOVE AVERAGE	COUNT	65	62	29	26	52	234
	ROW PCT	27.8	26.5	12.4	11.1	22.2	24.2
	COL PCT	17.2	29.5	28.4	22.8	32.5	
	TOT PCT	6.7	6.4	3.0	2.7	5.4	
3. AVERAGE	COUNT	5	5	2	4	1	17
	ROW PCT	29.4	29.4	11.8	23.5	5.9	1.8
	COL PCT	1.3	2.4	2.0	3.5	.6	
	TOT PCT	.5	.5	.2	.4	.1	
4. BELOW AVERAGE	COUNT	0	0	1	0	0	1
	ROW PCT	0	0	100.0	0	0	.1
	COL PCT	0	0	1.0	0	0	
	TOT PCT	0	0	.1	0	0	
5. POOR	COUNT	1	0	0	0	0	1
	ROW PCT	100.0	0	0	0	0	.1
	COL PCT	.3	0	0	0	0	
	TOT PCT	.1	0	0	0	0	
COLUMN TOTAL		379	210	102	114	160	965
		39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 34.86780 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0041
CRAMER"S V = .09504
CONTINGENCY COEFFICIENT = .18674

SUMMARY. There is no relationship between how recruiters performed in their previous jobs and how they presently feel about being recruiters.

Hypothesis 6: THOSE WHO FELT THEY PARTICIPATED IN THE SELECTION PROCESS WERE MORE POSITIVE TO THEIR RECRUITING ASSIGNMENT.

This hypothesis was selected in order to examine the importance of participation in decisions concerning one's own future. It might be of importance not only to the selection of recruiters, but also to the selection of soldiers for other types of assignment not considered to be "normal" duties.

The central question in testing this hypothesis is question 22: "What was your participation in the selection process?". It might be wrong to state that this question is built strictly according to Likert's scale, as it might be possible to perceive a high degree of participation without feeling an influence. At least a few respondents felt this way (see page 31), which is the reason why I did not show any frequency statistics in the earlier presentation on page 53.

With this limitation in mind, and the fact that the scale is built considering those responses from "high" to "no" participation, let me present the answers and the calculated frequencies.

22. What was your participation in the selection process?

33.1 %	High, and I was given full freedom to choose	Mean: 2.870
14.1 %	Some, and I could have refused	St dev: 1.649
14.6 %	Some, but I did not feel I had any influence	Median: 2.695
8.7 %	Scarce, I was ordered to at least try	Variance: 2.719
29.5 %	None, I was strictly ordered	Mode: 1
		Skewness: 0.152

The profile table shows an "either/or" distribution. Some 47.2 percent say they participated and felt they had at least some level of influence, whereas 38.2 percent felt scarce or no participation and that they were ordered into a recruiting assignment.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q22 DID YOU PARTICIPATE IN SELECTION PROCESS BY
Q23 YOUR FEELINGS ABOUT BEING SELECTED?

* *

Q22	Q23	1. LIKED VERY	2. LIKED SOMEW	3. NO SPEC FEELINGS	4. DISLIKED SOMEWHA	5. DISLIKED VERY MU	ROW TOTAL
1. HIGH.I COULD CH	COUNT	289	18	10	1	1	319
	ROW PCT	90.6	5.6	3.1	.3	.3	33.1
	COL PCT	66.0	12.0	8.2	.8	.7	
	TOT PCT	29.9	1.9	1.0	.1	.1	
2. SOME.I COULD RE	COUNT	71	41	13	7	4	136
	ROW PCT	52.2	30.1	9.6	5.1	2.9	14.1
	COL PCT	16.2	27.3	10.7	5.9	2.9	
	TOT PCT	7.4	4.2	1.3	.7	.4	
3. SOME.BUT NO INFL	COUNT	39	35	25	26	16	141
	ROW PCT	27.7	24.8	17.7	18.4	11.3	14.6
	COL PCT	8.9	23.3	20.5	21.8	11.8	
	TOT PCT	4.0	3.6	2.6	2.7	1.7	
4. SCARCE. ORD TRY	COUNT	7	10	8	28	31	84
	ROW PCT	8.3	11.9	9.5	33.3	36.9	8.7
	COL PCT	1.6	6.7	6.6	23.5	22.8	
	TOT PCT	.7	1.0	.8	2.9	3.2	
5. NONE. I WAS ORDE	COUNT	32	46	66	57	84	285
	ROW PCT	11.2	16.1	23.2	20.0	29.5	29.5
	COL PCT	7.3	30.7	54.1	47.9	61.8	
	TOT PCT	3.3	4.8	6.8	5.9	8.7	
COLUMN TOTAL		438 45.4	150 15.5	122 12.6	119 12.3	136 14.1	965 100.0

RAW CHI SQUARE = 578.68122 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .38719 CONTINGENCY COEFFICIENT = .61227

This chi-square value is extremely high. In fact it is the second highest in the survey, only surpassed by the relationship between what the recruiters previously knew about recruiting and who provided them with this knowledge (see page 74). The significance is 0, meaning with 100 percent probability that there exists a relationship between the recruiters

participation in the selection process and how they feel about being selected.

The figures also show the highest contingency coefficient in the survey for a table of similar rows and columns, meaning that there is a very strong degree of association.

Looking at the table and starting with the row percentages, it is seen that 90.6 percent of those 319 recruiters who experienced the highest level of participation in the process liked being selected "very much"; and that 82.3 percent of those who had some, and influential participation liked it either somewhat or very much. On the other side of the scale it is seen that 49.5 percent of those 285 who were ordered either disliked it somewhat or very much, which also was the perception of 70.2 percent of those who felt scarce influence.

Looking at the column totals, 82.2 percent of those who liked being selected "very much" had experienced either high or some, and influential participation; whereas, on the other hand, 84.6 percent of those who "disliked very much" being selected had experienced either scarce or no participation at all.

SUMMARY. There is a very strong relationship between the recruiters participation in the selection process and how they feel about being selected. Almost everyone who had a high degree of participation liked being selected as a recruiter, whereas half of those who were ordered, and two-third of those who felt scarce influence, disliked it either somewhat or very much.

To examine the long term effects of a participating selection process I crosstabulated the recruiter s level of participation with how they later feel about being recruiters.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q22 DID YOU PARTICIPATE IN SELECTION PROCESS Br
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

Q22	Q10	1. I LIKE IT VERY MUC	2. LIKE IT SOMEWHAT	3. HAVE NO SP FEEL	4. DISLIKE SOMEWHAT	5. DISLIKE VERY MUC	ROW TOTAL
1. HIGH.I	COUNT	194	64	28	16	17	319
	ROW PCT	60.8	20.1	8.8	5.0	5.3	33.1
	COL PCT	51.2	30.5	27.5	14.0	10.6	
	TOT PCT	20.1	6.6	2.9	1.7	1.8	
2. SOME.I	COUNT	69	37	9	15	6	136
	ROW PCT	50.7	27.2	6.6	11.0	4.4	14.1
	COL PCT	18.2	17.6	8.8	13.2	3.7	
	TOT PCT	7.2	3.8	.9	1.6	.6	
3. SOME.BUT NO INFL	COUNT	38	30	22	21	30	141
	ROW PCT	27.0	21.3	15.6	14.9	21.3	14.6
	COL PCT	10.0	14.3	21.6	18.4	18.8	
	TOT PCT	3.9	3.1	2.3	2.2	3.1	
4. SCARCE. ORD TRY	COUNT	8	11	11	19	35	84
	ROW PCT	9.5	13.1	13.1	22.6	41.7	8.7
	COL PCT	2.1	5.2	10.8	16.7	21.9	
	TOT PCT	.8	1.1	1.1	2.0	3.6	
5. NONE. I WAS ORDE	COUNT	70	68	32	43	72	285
	ROW PCT	24.6	23.9	11.2	15.1	25.3	29.5
	COL PCT	18.5	32.4	31.4	37.7	45.0	
	TOT PCT	7.3	7.0	3.3	4.5	7.5	
COLUMN TOTAL		379	210	102	114	160	965
		39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 202.86463 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .22925 CONTINGENCY COEFFICIENT = .41678

This table has an extremely high chi-square value and a significance of 0. It is has a very high contingency coefficient. The table content is considered self-explanatory and shows with a 100 percent probability that there is a strong relationship between the level of participation and how they later feel about being recruiters.

Hypothesis 7: THOSE WHO WERE GIVEN AN EXPLANATION OR TOLD ABOUT THEIR SELECTION WERE MORE POSITIVE TOWARD THEIR RECRUITING ASSIGNMENT THAN THOSE WHO WERE INFORMED THROUGH IMPERSONAL ORDERS.

This hypothesis is close to, or might be considered as a continuation of, the previously discussed hypothesis number 6. It was selected in order to encompass the value of interpersonal communication, even if none of the participants had any influence on the selection.

The central test parameter is question 21: "How were you informed about the selection?". The answers have the following distribution (as seen on page 53):

21. How were you informed about the selection?

21.0 % Personally by my commander

7.4 % Personally (telephone) by MILPERCEN

20.8 % By receipt of the survey package

34.8 % In a written order

16.0 % Other, specify:.....

The answers represent distinct alternatives and have to be separately addressed and evaluated. The first two describe some sort of personal communication, whereas the next two represent some sort of impersonal information about the selection. The last alternative, "Other", will not be commented on as the variety of responses make it less operational, for instance, "that this was a way of getting an assignment in the USAR" or "as a way of reenlisting in the Army".

Most of the recruiters (55.6 percent) were informed impersonally about their selection to recruiting command, while 28.4 percent were personally told by either their commanding officer or by MILPERCEN.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q21 HOW WERE YOU INFORMED ABOUT SELECTION? By
Q23 YOUR FEELINGS ABOUT BEING SELECTED?

* *

		Q23					
	COUNT	I					
	ROW PCT	II LIKED	I LIKED	NO SPEC	DISLIKED	DISLIKED	ROW
	COL PCT	III VERY	IT SOMEW	FEELINGS	SOMEWHA	VERY MU	TOTAL
	TOT PCT	I 1.I	2.I	3.I	4.I	5.I	
Q21							
	1.	125	31	26	15	6	203
PERSONAL BY CDR		61.6	15.3	12.8	7.4	3.0	21.0
		28.5	20.7	21.3	12.6	4.4	
		13.0	3.2	2.7	1.6	.6	
	2.	44	9	5	5	8	71
PERSONAL BY MILP		62.0	12.7	7.0	7.0	11.3	7.4
		10.0	6.0	4.1	4.2	5.9	
		4.6	.9	.5	.5	.8	
	3.	50	34	30	38	49	201
RECEIPT OF SURVP		24.9	16.9	14.9	18.9	24.4	20.8
		11.4	22.7	24.6	31.9	36.0	
		5.2	3.5	3.1	3.9	5.1	
	4.	115	56	46	55	64	336
WRITTEN ORDER		34.2	16.7	13.7	16.4	19.0	34.8
		26.3	37.3	37.7	46.2	47.1	
		11.9	5.8	4.8	5.7	6.6	
	5.	104	20	15	6	9	154
OTHER		67.5	13.0	9.7	3.9	5.8	16.0
		23.7	13.3	12.3	5.0	6.6	
		10.8	2.1	1.6	.6	.9	
	COLUMN	438	150	122	119	136	965
	TOTAL	45.4	15.5	12.6	12.3	14.1	100.0

RAW CHI SQUARE = 138.62539 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER'S V = .18951
CONTINGENCY COEFFICIENT = .35441

The table above has a high chi-square value and a low significance. The contingency coefficient is significantly high and serves to verify a strong relationship between how the recruiters were informed about their selection to recruiting command and how they felt about being selected.

The vertical axis (question 21) has to be considered as consisting

of distinctive values whereas the horizontal axis (question 23) is built according to Likert s scale.

By accumulating the two different ways of being informed about selection and concentrating on the row percentages, the following pattern appears:

	Liked it v. much	Liked it somewhat	No spec feelings	Disliked somewhat	Disliked v. much	Total
Personally	169 61.7	40 14.6	31 11.3	20 7.3	14 5.1	274
Impersonally	165 30.7	90 16.7	76 14.2	93 17.3	113 21.1	537

SUMMARY. There is a strong relationship between how recruiters were informed about their selection to recruiting command and how they felt about being selected. Those who were personally told about the selection were twice as positive as those who received impersonal information through a letter or an order. Those who were informed impersonally seem to dislike the selection "very much" about 4 times as often as those who were personally told.

Permit me a marginal note about the distribution of those who answered they were informed through the receipt of the traditional survey-package welcoming them to USAREC. I assume this has been institutionalized in order to make the selected recruiters feel more positive to the assignment. The table shows, however, that this objective is not achieved.

To conclude by combining the last two hypotheses, both dealing with the final selection and information, I put up two three-dimentional cross-tabulation tables. I used the questions 23 and 22 as table variables, and question 21 as the controlling element. The tables are presented on the next two pages.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q23 YOUR FEELINGS ABOUT BEING SELECTED? BY
Q22 DID YOU PARTICIPATE IN SELECTION PROCESS
CONTROLLING FOR..
Q21 HOW WERE YOU INFORMED ABOUT SELECTION? VALUE 1. PERSONALLY BY CDR

* *

	Q22					
COUNT / ROW PCT / COL PCT / TOT PCT	1. HIGH, COULD CH	2. SOME, COULD RE	3. SOME, NO INFL	4. BUT SCARCE, ORD TRY	5. NONE, WAS ORDE	ROW TOTAL
Q23						
1. I LIKED IT VERY	77 61.6 92.8 37.9	26 20.8 68.4 12.8	11 8.8 44.0 5.4	2 1.6 15.4 1.0	9 7.2 20.5 4.4	125 61.6
2. I LIKED IT SOMEW	2 6.5 2.4 1.0	10 32.3 26.3 4.9	6 19.4 24.0 3.0	5 16.1 38.5 2.5	8 25.8 18.2 3.9	31 15.3
3. NO SPEC FEELINGS	3 11.5 3.6 1.5	1 3.8 2.6 .5	4 15.4 16.0 2.0	2 7.7 15.4 1.0	16 61.5 36.4 7.9	26 12.8
4. DISLIKED SOMEWHA	1 6.7 1.2 .5	0 0 0 0	3 20.0 12.0 1.5	3 20.0 23.1 1.5	8 53.3 18.2 3.9	15 7.4
5. DISLIKED VERY MU	0 0 0 0	1 16.7 2.6 .5	1 16.7 4.0 .5	1 16.7 7.7 .5	3 50.0 6.8 1.5	6 3.0
COLUMN TOTAL	83 40.9	38 18.7	25 12.3	13 6.4	44 21.7	203 100.0

RAW CHI SQUARE = 102.07760 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER'S V = .35456 CONTINGENCY COEFFICIENT = .57844

Both tables have high chi-square values and low enough levels of significance to verify the relationships. The contingency coefficients are also both very high and signal high degrees of association.

The tables show no significant difference for those who experienced

a high level of participation and for this reason liked being selected [illegible] much. It is the opposite case for those who felt no participation in the process (as seen in this table's right column compared with [illegible] in the former table), their level of dissatisfaction [illegible] received the information through an impersonal order.

* * * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * * *

Q.[illegible] YOUR FEELINGS ABOUT BEING SELECTED [illegible]
Q.[illegible] DID YOU PARTICIPATE IN SELECTION PROCE[illegible]
CONTROLLING FOR..
Q.[illegible] HOW WERE YOU INFORMED ABOUT SELECTION [illegible]

COUNT / ROW PCT / COL PCT / TOT PCT	[illegible] I COULD CH 1.	SOME, I COULD RE 2.	SOME, BUT NO INFL 3.	[illegible] DID IR. 4.	[illegible] 5.	ROW TOTAL
1. I LIKED IT VERY	77	15	8	3	[illegible]	[illegible]
	57.0	13.9	7.0	2.6	[illegible]	[illegible]
	90.6	41.0	16.3	16.7	[illegible]	
	22.9	4.8	2.4	.9	[illegible]	
2. I LIKED IT SOMEW	4	12	13	2	[illegible]	56
	7.1	21.4	23.2	3.6	[illegible]	[illegible]
	4.7	30.8	26.5	11.1	[illegible]	
	1.2	3.6	3.9	.6	[illegible]	
3. NO SPEC FEELINGS	3	6	9	[illegible]	[illegible]	[illegible]
	6.5	13.0	19.6	4.3	[illegible]	[illegible]
	3.5	15.4	18.4	11.1	[illegible]	
	.9	1.8	2.7	.6	[illegible]	
4. DISLIKED SOMEWHA	0	4	10	9	[illegible]	55
	0	7.3	18.2	16.4	58.[illegible]	16.4
	0	10.3	20.4	50.0	[illegible]	
	0	1.2	3.0	2.[illegible]	[illegible]	
5. DISLIKED VERY MU	1	1	9	2	[illegible]	[illegible]
	1.6	1.6	14.1	3.1	[illegible]	[illegible]
	1.2	2.6	18.4	11.1	[illegible]	
	.3	.3	2.7	.6	[illegible]	
COLUMN TOTAL	85	39	49	18	[illegible]	[illegible]
	25.3	11.6	14.6	5.4	[illegible]	[illegible]

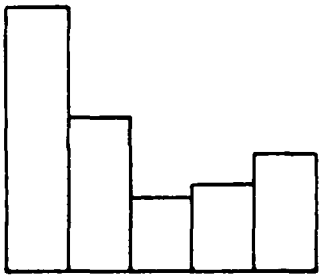
RAW CHI SQUARE = 21[illegible].95698 WITH 16 DEGREES OF FREEDOM. [illegible]
CRAMER'S V = .39618 CONTINGENCY COEFFICIENT = [illegible]

Hypothesis 8: RECRUITERS FEEL LESS SATISFACTION IN THEIR JOB AS A RECRUITER THAN WHAT THEY FELT IN THEIR LAST JOB.

This hypothesis has already been briefly discussed in considering hypothesis number 5: "Recruiters feel a drop in their own performance when compared to their performance in their last job." In pursuing the consequences of that hypothesis, I found it interesting to address the relationship between the recruiters' drop in performance and their later feelings as recruiters.

What I have done for this hypothesis is to compare the change in level of satisfaction between what they experienced in their previous jobs and what they feel in their present job as recruiters; and to investigate if this has any consequences on the selection process. The test question is question 10:

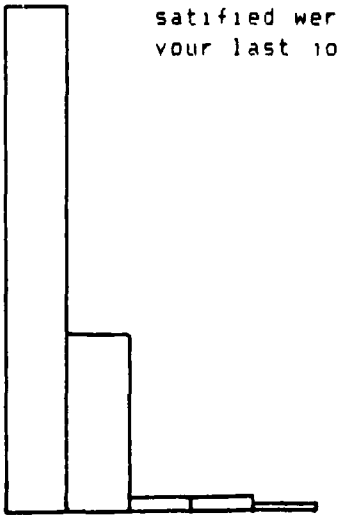
10. How do you feel about being a recruiter?



39.3 % Like it very much	Mean:	2.447
21.8 % Like it somewhat	St dev:	1.505
10.6 % No special feelings	Median:	1.993
11.8 % Dislike it somewhat	Variance:	2.266
16.6 % Dislike very much	Mode:	1
	Skewness:	0.592

Another central test question in this hypothesis is question 15: "All things considered, how satisfied or dissatisfied were you with the military as a way of life during your last job?". This resulted in the distribution (see page 51):

15. How satisfied or dissatisfied were you in your last job?



70.1 % Very satisfied	Mean:	1.371
25.6 % Satisfied	St dev:	0.654
2.0 % Neither satisfied	Median:	1.214
2.0 % Somewhat dissatisf.	Variance:	0.441
0.4 % Very dissatisfied	Mode:	1
	Skewness:	3.791

The differences between these two profile tables can be easily seen and there is no doubt that the hypothesis is correct. However, some interesting things occur when crosstabulating these two questions.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER? BY
Q15 SATISFIED WITH MILITARY LIFE IN LAST JOB?

* *

	Q15					
Q10	COUNT / ROW PCT / COL PCT / TOT PCT	1. VERY SATISFIED	2. SATISFIED	3. NEITHER NOR	4. SOMEWHAT DISSATI	5. VERY DIS SATISFIE	ROW TOTAL
1. LIKE IT VERY MUC	262	97	7	12	1	379	
	69.1	25.6	1.8	3.2	.3	39.3	
	38.8	39.3	36.8	63.2	25.0		
	27.2	10.1	.7	1.2	.1		
2. LIKE IT SOMEWHAT	135	63	5	5	2	210	
	64.3	30.0	2.4	2.4	1.0	21.8	
	20.0	25.5	26.3	26.3	50.0		
	14.0	6.5	.5	.5	.2		
3. HAVE NO SP FEEL	76	21	3	1	1	102	
	74.5	20.6	2.9	1.0	1.0	10.6	
	11.2	8.5	15.8	5.3	25.0		
	7.9	2.2	.3	.1	.1		
4. DISLIKE SOMEWHAT	77	33	3	1	0	114	
	67.5	28.9	2.6	.9	0	11.8	
	11.4	13.4	15.8	5.3	0		
	8.0	3.4	.3	.1	0		
5. DISLIKE VERY MUC	126	33	1	0	0	160	
	78.7	20.6	.6	0	0	16.6	
	18.6	13.4	5.3	0	0		
	13.1	3.4	.1	0	0		
COLUMN TOTAL	676	247	19	19	4	965	
	70.1	25.6	2.0	2.0	.4	100.0	

RAW CHI SQUARE = 21.19357 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = .1746
CRAMER'S V = .07394
CONTINGENCY COEFFICIENT = .14629

This table has a low chi-square value, but more important a value of significance far higher than my earlier selected level (0.0005) for accepting the hypothesis. This means that there is no relationship between how they presently feel about being recruiters and how they felt in their last jobs.

This lack of relationship is interpreted to mean that there is no correlation between how they felt in their previous job situations and how they now feel about being recruiters. It is not true that those who earlier felt dissatisfied also feel dissatisfied as recruiters: and more important, it is not correct that those who earlier felt satisfaction in their job situations also feel satisfied in their present jobs as recruiters.

When studying the column percentages for those 676 (79.1 percent) who felt "very satisfied" in their last jobs, only 38.8 percent of them have a similar attitude toward their present job situation, and almost half of them feel ambivalent or dislike being recruiters. A similar pattern is seen among those 247 who earlier were "satisfied".

Note also that the row percentages in the two left columns, showing those who felt satisfied or very satisfied in their previous jobs, are all larger than 94.3 percent. In fact, the highest level of satisfaction is found in the lowest row where 99.4 percent of those who now dislike very much being recruiters characterize their earlier job satisfaction as very satisfying.

The number of those who were ambivalent or dissatisfied in their previous jobs is so small (all together 4.4 percent) that conclusions in this area might be statistically invalid.

SUMMARY. Recruiters feel less satisfaction in their jobs as recruiters than what they felt in their last jobs. This feeling is independent of how they previously felt about the military as a way of life.

My reason for pursuing this issue is to investigate whether or not this drop in job satisfaction has any long term consequences: and since I am interested in the future environment on the selection process, I put up question 10 against question 8: "What is your preference for your next or subsequent assignment/enlistment?".

* * * * * * * * * * C R O S S T A B U L A T I O N   O F * * * * * * * * * *

Q8 WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN? BY
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

Q8	COUNT / ROW PCT / COL PCT / TOT PCT	Q10: LIKE IT VERY MUC 1.	LIKE IT SOMEWHAT 2.	HAVE NO SP FEEL 3.	DISLIKE SOMEWHAT 4.	DISLIKE VERY MUC 5.	ROW TOTAL
1. REENL AS ONPROD	COUNT	78	24	3	2	0	107
	ROW PCT	72.9	22.4	2.8	1.9	0	11.1
	COL PCT	20.6	11.4	2.9	1.8	0	
	TOT PCT	8.1	2.5	.3	.2	0	
2. REENL IN USAREC	COUNT	153	45	19	5	3	225
	ROW PCT	68.0	20.0	8.4	2.2	1.3	23.3
	COL PCT	40.4	21.4	18.6	4.4	1.9	
	TOT PCT	15.9	4.7	2.0	.5	.3	
3. REENLISTMENT NCO	COUNT	47	38	12	7	10	114
	ROW PCT	41.2	33.3	10.5	6.1	8.8	11.8
	COL PCT	12.4	18.1	11.8	6.1	6.3	
	TOT PCT	4.9	3.9	1.2	.7	1.0	
4. IN PRIOR MOS	COUNT	27	63	39	66	77	272
	ROW PCT	9.9	23.2	14.3	24.3	28.3	28.2
	COL PCT	7.1	30.0	38.2	57.9	48.1	
	TOT PCT	2.8	6.5	4.0	6.8	8.0	
5. ANY ASSM OUTS AR	COUNT	9	15	10	23	56	113
	ROW PCT	8.0	13.3	8.8	20.4	49.6	11.7
	COL PCT	2.4	7.1	9.8	20.2	35.0	
	TOT PCT	.9	1.6	1.0	2.4	5.8	
6. RESIGN	COUNT	14	5	5	7	12	43
	ROW PCT	32.6	11.6	11.6	16.3	27.9	4.5
	COL PCT	3.7	2.4	4.9	6.1	7.5	
	TOT PCT	1.5	.5	.5	.7	1.2	
7. NO PREF	COUNT	51	20	14	4	2	91
	ROW PCT	56.0	22.0	15.4	4.4	2.2	9.4
	COL PCT	13.5	9.5	13.7	3.5	1.2	
	TOT PCT	5.3	2.1	1.5	.4	.2	
COLUMN TOTAL		379	210	102	114	160	965
		39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 441.56469 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .33822
CONTINGENCY COEFFICIENT = .56030

The table on the previous page has an extremely high chi-square value and an extremely low value for significance. Cramer's V is high enough to verify a strong relationship between the recruiters preference for their next assignment and how they feel about being recruiters.

The most interesting aspect of this table is the behavior of those who either like or dislike being recruiters with regard to their preference for their next assignment. I will not comment on the 4.5 percent who want to resign from the Army or the 9.4 percent who have no preferences.

Almost all of those who like being recruiters very much (73.4 percent) want a future assignment within recruiting, and very few of them (7.5 percent) want an assignment outside of recruiting. On the other hand, those who dislike recruiting want to either return to their prior MOS or to have an assignment outside USAREC (83.1 percent of those who dislike being recruiters very much and 78.1 percent of those who dislike it somewhat), and very few of them want to remain in a recruiting assignment (8.3 percent and 12.3 percent respectively).

The consequence of the above is that the "first hand" information that is "brought back" to the units in the Army about recruiting is furnished by those who feel strongly dissatisfied as recruiters. This conclusion will be followed up in the discussion of hypothesis number 9: "Recruiters who feel dissatisfied will not recommend a recruiting assignment to one of their good friends".

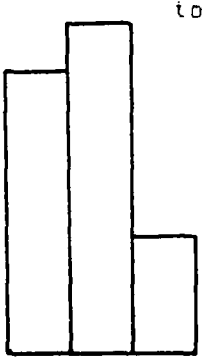
SUMMARY. Almost all of those who like being recruiters want a future assignment within recruiting. Those who dislike being recruiters, on the other hand, primarily want to return to their prior MOS or to other assignments outside USAREC. This means that the local,"first hand" information about recruiting will be provided by NCOs who felt dissatisfied as recruiters

Hypothesis 9: RECRUITERS WHO FEEL DISSATISFIED WILL NOT RECOMMEND A RECRUITING ASSIGNMENT TO THEIR FRIENDS.

This hypothesis might seem self-evident, but it was established in order to qualify the type of information that is brought back by experienced recruiters to their NCO colleques who form the pool of potential recruiters.

Question 11 is a straight forward question: "Would you recommend a recruiting assignment to one of your good friends?". The answers got the distribution as presented on page 50.

11. Would you recommend recruiting to one of your good friends?



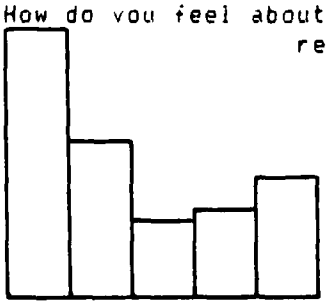
40.0 % Yes

43.6 % No

16.4 % Don't know

Another obvious test question to verify the hypothesis before elaborating on other areas is question 10: "How do you feel about being a recruiter?". This question has the following distribution (as presented on page 50):

10. How do you feel about being a recruiter?



39.3 % Like it very much

21.7 % like it somewhat

10.6 % No special feelings

11.8 % Dislike it somewhat

16.6 % Dislike it very much

Mean:	2.447
St dev:	1.505
Median:	1.993
Variance:	2.266
Mode:	1
Skewness:	0.591

The table on the next page, which puts these two questions up against each other, might be used as a classic example of a very strong relationship. It has an extremely high chi-square value and a value for significance so

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q11 WOULD YOU RECOMMEND A RECRUITING ASSIGN? By
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

		Q10					
	COUNT	I					
	ROW PCT	ILIKE IT	LIKE IT	HAVE NO	DISLIKE	DISLIKE	ROW
	COL PCT	IVERY MUC	SOMEWHAT	SP FEEL	SOMEWHAT	VERY MUC	TOTAL
	TOT PCT	I 1.I	2.I	3.I	4.I	5.I	
Q11		I	I	I	I	I	
	1.	I 288	I 74	I 17	I 7	I 0	I 386
YES		I 74.6	I 19.2	I 4.4	I 1.8	I 0	I 40.0
		I 76.0	I 35.2	I 16.7	I 6.1	I 0	I
		I 29.8	I 7.7	I 1.8	I .7	I 0	I
	2.	I 44	I 84	I 64	I 92	I 156	I 440
NO		I 10.0	I 19.1	I 14.5	I 20.9	I 35.5	I 45.6
		I 11.6	I 40.0	I 62.7	I 80.7	I 97.5	I
		I 4.6	I 8.7	I 6.0	I 9.5	I 16.2	I
	3.	I 47	I 52	I 21	I 15	I 4	I 139
DON T KNOW		I 33.8	I 37.4	I 15.1	I 10.8	I 2.9	I 14.4
		I 12.1	I 24.8	I 20.6	I 13.2	I 2.5	I
		I 4.9	I 5.4	I 2.2	I 1.6	I .4	I
	COLUMN	379	210	102	114	160	965
	TOTAL	39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 499.12343 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER"S V = .50854
CONTINGENCY COEFFICIENT = .58387

low that it is statistically impossible to obtain any larger chi-square value in a similar table. Cramer s V is also very high. Thus, this table shows with a 100 percent probability that there is a very strong relationship between how they feel about being recruiters and whether or not they would recommend a recruiting assignment to their friends.

When looking at the table it is seen that almost all of those who answered that they would recommend a recruiting assignment either like being recruiters very much or somewhat (93.8 percent). On the other hand, all those

who dislike being recruiters "very much" would either not, or don't know if they would, recommend it to their friends. This is also the case for almost all of those who dislike it somewhat (93.9 percent).

When considering those who answered that they "don't know" it is seen that most of them (71.2 percent) either like being recruiters very much or somewhat, and it is safe to assume that their hesitation is based on considerations concerning their friends' qualifications. If it, however, is rooted in their own perceptions, it is assumed that they will be more positive than negative over time, or at least will provide balanced information, but a few will probably advise against it.

SUMMARY. Less than half of the recruiters would recommend a recruiting assignment to their friends. Those who feel dissatisfied would absolutely not recommend it, whereas most of those who like being recruiters would.

In order to tie this attitude to how they themselves experienced the selection process, I put up question 22: "What was your participation in the selection process?" against whether or not they would recommend a recruiting assignment.

The table on the next page shows a sufficiently high chi-square value and low significance to justify the relationship. Cramer's V is high enough to verify that there is a relationship between the level of their own participation in the selection process and whether or not they later would recommend a recruiting assignment to their friends.

A polarization is seen in the table, especially between those who answered "yes" and those who answered "no". Some 50.3 percent of those who answered "yes" have experienced a high level of participation, whereas 38.4 percent of those who answered "no" have experienced no participation.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q11 WOULD YOU RECOMMEND A RECRUITING ASSIGN? By
Q22 DI YOU PARTICIPATE IN SELECTION PROCESS?

* *

		Q22					
	COUNT I						
	ROW PCT I	HIGH. I	SOME. I	SOME. BUT	SCARCE.	NONE. I	ROW
	COL PCT I	COULD CH	COULD RE	NO INFL	ORD TRY	WAS ORDE	TOTAL
	TOT PCT I	1. I	2. I	3. I	4. I	5. I	
Q11							
	1. I	194 I	65 I	44 I	10 I	73 I	386
YES	I	50.3 I	16.8 I	11.4 I	2.6 I	18.9 I	40.0
	I	60.8 I	47.8 I	31.2 I	11.9 I	25.6 I	
	I	20.1 I	6.7 I	4.6 I	1.0 I	7.6 I	
	2. I	84 I	47 I	73 I	67 I	169 I	440
NO	I	19.1 I	10.7 I	16.6 I	15.2 I	38.4 I	45.6
	I	26.3 I	34.6 I	51.8 I	79.8 I	59.3 I	
	I	8.7 I	4.9 I	7.6 I	6.9 I	17.5 I	
	3. I	41 I	24 I	24 I	7 I	43 I	139
DON T KNOW	I	29.5 I	17.3 I	17.3 I	5.0 I	30.9 I	14.4
	I	12.9 I	17.6 I	17.0 I	8.3 I	15.1 I	
	I	4.2 I	2.5 I	2.5 I	.7 I	4.5 I	
	COLUMN	319	136	141	84	285	965
	TOTAL	33.1	14.1	14.6	8.7	29.5	100.0

RAW CHI SQUARE = 139.12110 WITH 8 DEGREES OF FREEDOM. SIGNIFICANCE = 0.0000
CRAMER"S V = .26848
CONTINGENCY COEFFICIENT = .35497

Additionally 16.8 percent of those who answered "yes" have experienced "some, and influential" participation, whereas 15.2 percent of those who answered "no" have experienced "scarce, and uninfluential" participation.

SUMMARY. Most of those who positively participated in the selection process would later recommend a recruiting assignment to one of their friends. Most of those who felt little or no influential participation in the selection process would not recommend it.

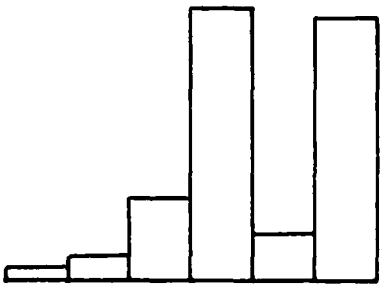
Hypothesis 10: MOST OF THE POTENTIAL RECRUITERS KNOWLEDGE ABOUT RECRUITING DUTIES IS ACQUIRED FROM NCO COLLEAGUES WHO HAVE HAD EXPERIENCE AS A RECRUITER.

The next two hypotheses look at the information flow from the information "supply" side. Many aspects of this have already been touched upon, especially in the discussion of the first two hypotheses, but these were discussed from the information "demand" side.

This hypothesis will quantify and qualify the type of information that is brought back by experienced NCO colleagues to the potential recruiters in the various units of the Army.

A central question in presenting the "demand" side is question 18: "Who, if anyone, provided you with this knowledge?" (about recruiting). The distribution of answers is as earlier presented (see page 50):

18. Who, if anyone, provided you with this knowledge?



2.0 % Commanding officers

3.5 % Other officers in my unit

11.9 % Outsiders (traveling teams, recruiters etc)

38.0 % NCO colleagues who had experience as recruiters

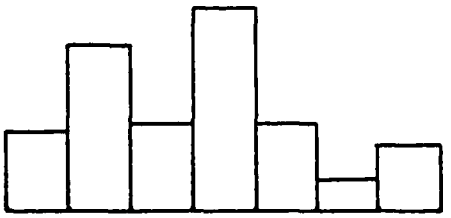
7.0 % Other NCO colleagues

37.6 % None

This table shows that NCO colleagues who have had experience as recruiters far outrank any other source of information. Disregarding those who said they had received no information at all, some 60.8 percent of the potential recruiters received their information from this group. It is therefore important to study what attitudes they reveal in order to predict their impact upon the selection process environment.

With the assumption that successful recruiters will be permitted to reenlist in recruiting if they want to, which is logical according to the high priority that recruiting is given; then question 8: "What is your preference for your next or subsequent assignment/enlistment?", reveals what will happen after the completion of their tour. This question has the following distribution of answers (as shown on page 48):

8. What is your preference for your next assignment/enlistment?



11.1 % Reenlist as an On-Production Recruiter

23.3 % Reenlist in USAREC, but not as an On-Production Recruiter.

11.8 % Reenlistment NCO

28.2 % MOS I held before recruiting duty

11.7 % Any assignment outside USAREC

4.5 % Resign from the Army

9.4 % No preference

I will compare the first two alternatives, which both represent a continuation of their assignment in USAREC, versus the fourth and fifth which represent returning to one of the units in the Army. The first group consists of 34.4 percent of the respondents (332 recruiters) while the other group consists of 39.9 percent (385 recruiters).

Crosstabulating using question 8 as one of the variables reveals what attitudes these groups possess.

The table on page 123, crosstabulating how they feel about being recruiters, has been presented previously on page 115. I will not comment on it, except to restate that the local, "first hand" information about recruiting in the various units of the Army is provided by NCOs who felt dissatisfied in their jobs as recruiters.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q8 WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN? By
Q10 HOW DO YOU FEEL ABOUT BEING A RECRUITER?

* *

Q8	Q10 COUNT / ROW PCT / COL PCT / TOT PCT	1. ILIKE IT IVERY MUC	2. LIKE IT SOMEWHAT	3. HAVE NO SP FEEL	4. DISLIKE SOMEWHAT	5. DISLIKE VERY MUC	ROW TOTAL
1. REENL AS ONPROD		78	24	3	2	0	107
		72.9	22.4	2.8	1.9	0	11.1
		20.6	11.4	2.9	1.8	0	
		8.1	2.5	.3	.2	0	
2. REENL IN USAREC		153	45	19	5	3	225
		68.0	20.0	8.4	2.2	1.3	23.3
		40.4	21.4	18.6	4.4	1.9	
		15.9	4.7	2.0	.5	.3	
3. REENLISTMENT NCO		47	38	12	7	10	114
		41.2	33.3	10.5	6.1	8.8	11.8
		12.4	18.1	11.8	6.1	6.3	
		4.9	3.9	1.2	.7	1.0	
4. IN PRIOR MOS		27	63	39	66	77	272
		9.9	23.2	14.3	24.3	28.3	28.2
		7.1	30.0	38.2	57.9	48.1	
		2.8	6.5	4.0	6.8	8.0	
5. ANY ASSM OUTS AR		9	15	10	23	56	113
		8.0	13.3	8.8	20.4	49.6	11.7
		2.4	7.1	9.8	20.2	35.0	
		.9	1.6	1.0	2.4	5.8	
6. RESIGN		14	5	5	7	12	43
		32.6	11.6	11.6	16.3	27.9	4.5
		3.7	2.4	4.9	6.1	7.5	
		1.5	.5	.5	.7	1.2	
7. NO PREF		51	20	14	4	2	91
		56.0	22.0	15.4	4.4	2.2	9.4
		13.5	9.5	13.7	3.5	1.2	
		5.3	2.1	1.5	.4	.2	
COLUMN TOTAL		379	210	102	114	160	965
		39.3	21.8	10.6	11.8	16.6	100.0

RAW CHI SQUARE = 441.56469 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER'S V = .33822
CONTINGENCY COEFFICIENT = .56030

To investigate how the same groups performed as recruiters I put up question 8 against question 9: "All in all, characterize your performance as a recruiter." That table is shown on next page.

The table has an extremely high chi-square value and an extremely low value for significance. Cramer s V is high enough to verify the strong relationship between the recruiters preference for their next assignment and how they feel about being recruiters.

The row percentages tell that 72 percent of those who want to reenlist as on-production recruiters and 73.4 percent of those who want to reenlist in another USAREC position do above average. The same level of job performance is felt by 36.4 percent of those who want to return to their prior MOS and only 31 percent of those who are willing to accept "any assignment outside USAREC".

On the other hand, only 5.6 percent of those who want to reenlist as on-production recruiters and only 4 percent of those who want to reenlist in another USAREC assignment feel they do below average. The same row percentages for those with below average performance is 28.7 for those who want to return to their prior MOS and 42.4 percent for those who are willing to accept "an. assignment outside USAREC".

SUMMARY. Most of the potential recruiters' knowledge about recruiting duties is acquired from NCO colleagues who have had experience as a recruiter. Those who provide this knowledge have mostly disliked being recruiters, and one-third of them characterize their performance as below average.

The subsequent table on page 126 crosstabulates question 8 with whether or not they would recommend a recruiting assignment to their friends.

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

08 WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN? By
09 CHARACTERIZE YOUR PERFORMANCE AS RECRUIT

* *

08	09	1. EXCELLENT	2. ABOVE AVERAGE	3. AVERAGE	4. BELOW AVERAGE	5. POOR	ROW TOTAL
1. REENL AS ONPROD	COUNT	37	40	24	6	0	107
	ROW PCT	34.6	37.4	22.4	5.6	0	11.1
	COL PCT	18.0	12.5	9.1	4.7	0	
	TOT PCT	3.8	4.1	2.5	.6	0	
2. REENL IN USAREC	COUNT	78	87	51	8	1	225
	ROW PCT	34.7	38.7	22.7	3.6	.4	23.3
	COL PCT	37.9	27.3	19.4	6.2	2.1	
	TOT PCT	8.1	9.0	5.3	.8	.1	
3. REENLISTMENT NCO	COUNT	28	37	36	11	2	114
	ROW PCT	24.6	32.5	31.6	9.6	1.8	11.8
	COL PCT	13.6	11.6	13.7	8.5	4.2	
	TOT PCT	2.9	3.8	3.7	1.1	.2	
4. IN PRIOR MOS	COUNT	17	82	95	58	20	272
	ROW PCT	6.3	30.1	34.9	21.3	7.4	28.2
	COL PCT	8.3	25.7	36.1	45.0	41.7	
	TOT PCT	1.8	8.5	9.8	6.0	2.1	
5. ANY ASSM OUTS AR	COUNT	7	28	30	31	17	113
	ROW PCT	6.2	24.8	26.5	27.4	15.0	11.7
	COL PCT	3.4	8.8	11.4	24.0	35.4	
	TOT PCT	.7	2.9	3.1	3.2	1.8	
6. RESIGN	COUNT	9	13	9	4	8	43
	ROW PCT	20.9	30.2	20.9	9.3	18.6	4.5
	COL PCT	4.4	4.1	3.4	3.1	16.7	
	TOT PCT	.9	1.3	.9	.4	.8	
7. NO PREF	COUNT	30	32	18	11	0	91
	ROW PCT	33.0	35.2	19.8	12.1	0	9.4
	COL PCT	14.6	10.0	6.8	8.5	0	
	TOT PCT	3.1	3.3	1.9	1.1	0	
COLUMN TOTAL		206	319	263	129	48	965
		21.3	33.1	27.3	13.4	5.0	100.0

RAW CHI SQUARE = 208.98202 WITH 24 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER'S V = .23268
CONTINGENCY COEFFICIENT = .42191

* * * * * * * * * C R O S S T A B U L A T I O N O F * * * * * * * * *

Q8 WHAT IS YOUR PREFERENCE FOR NEXT ASSIGN? By
Q11 WOULD YOU RECOMMEND A RECRUITING ASSIGN?

* *

Q8	COUNT / ROW PCT / COL PCT / TOT PCT	Q11 YES (1.)	NO (2.)	DON'T KNOW (3.)	ROW TOTAL
1.		81	11	15	107
REENL AS ONPROD		75.7	10.3	14.0	11.1
		21.0	2.5	10.8	
		8.4	1.1	1.6	
2.		146	41	38	225
REENL IN USAREC		64.9	18.2	16.9	23.3
		37.8	9.3	27.3	
		15.1	4.2	3.9	
3.		45	54	15	114
REENLISTMENT NCO		39.5	47.4	13.2	11.8
		11.7	12.3	10.8	
		4.7	5.6	1.6	
4.		37	192	43	272
IN PRIOR MOS		13.6	70.6	15.8	28.2
		9.6	43.6	30.9	
		3.8	19.9	4.5	
5.		10	94	9	113
ANY ASSM OUTS AR		8.8	83.2	8.0	11.7
		2.6	21.4	6.5	
		1.0	9.7	.9	
6.		8	31	4	43
RESIGN		18.6	72.1	9.3	4.5
		2.1	7.0	2.9	
		.8	3.2	.4	
7.		59	17	15	91
NO PREF		64.8	18.7	16.5	9.4
		15.3	3.9	10.8	
		6.1	1.8	1.6	
COLUMN TOTAL		386 40.0	440 45.6	139 14.4	965 100.0

RAW CHI SQUARE = 328.14987 WITH 12 DEGREES OF FREEDOM. SIGNIFICANCE = 0
CRAMER'S V = .41234
CONTINGENCY COEFFICIENT = .50375

The table on the previous page could be used as another classic example of a very strong and cohesive relationship. It has an extremely high chi-square value and the value 0 for significance. Cramer s V is also very high. Thus, this table shows with a 100 percent probability that there is a very strong relationship between their preference for their next assignment and whether or not they would recommend a recruiting assignment to their friends.

The table shows that 75.7 percent of those who will reenlist as on production recruiters and 89.9 percent of those who will reenlist in another USAREC position would recommend a recruiting assignment to a friend. Only a few of them would recommend against it (10.3 and 18.2 percent respectively).

Those who return to units in the Army, however, show the opposite attitude. Some 79.6 percent of those who will return to their prior MOS and 83.2 percent of those who will return to "any assignment outside USAREC" state that they would not recommend a recruiting assignment. Only 17.6 and 8.8 percent respectively say that they would recommend it.

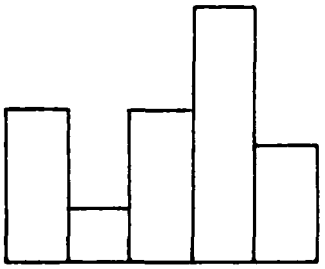
SUMMARY. Extremely few of the recruiters who return to units in the Army would recommend a recruiting assignment to their friends.

Hypothesis 11: THERE IS RARELY ANY PERSONAL COMMUNICATION BETWEEN THE POTENTIAL RECRUITER AND MILPERCEN/DA PRIOR TO THE ASSIGNMENT.

This hypothesis was established to encompass the formal information flow, not necessarily only from DA but also through the established lines of command.

Central in testing this hypothesis was question 11: "How were you informed about the selection?". The answers had the following distribution (as seen on page 53):

11. How were you informed about the selection?



21,0 % Personally by my commander

7,4 % Personally (telephone) by MILPERCEN

20,8 % By receipt of the survey package

34,8 % In a written order

16,0 % Other, specify:.....

The answers represent distinct alternatives and have to be separately addressed and evaluated.

I have earlier used this profile table on page 107 in order to test hypothesis number 7 where I used the first two answers as describing some sort of impersonal information about the selection. I will here focus on the perception of those who were personally told about the selection by MILPERCEN and comment on those who were told by their commanders.

I have, in hypothesis number 6 (page 103 - 107) presented the very strong relationship between the recruiters participation in the selection process and how they feel about being selected. I have therefore, on the next page, put question 21 up against question 22: "What was your participation in the selection process?".

* * * * * * * * * CROSSTABULATION OF * * * * * * * * *

Q21 HOW WERE YOU INFORMED ABOUT SELECTION? BY
Q22 DID YOU PARTICIPATE IN SELECTION PROCESS?

* *

Q21	COUNT / ROW PCT / COL PCT / TOT PCT	Q22 1. HIGH, COULD CH	2. SOME, COULD RE	3. SOME, BUT NO INFL	4. SCARCE, ORD TRY	5. NONE, WAS ORDE	ROW TOTAL
1. PERSONAL BY CDR		83	38	25	13	44	203
		40.9	18.7	12.3	6.4	21.7	21.0
		26.0	27.9	17.7	15.5	15.4	
		8.6	3.9	2.6	1.3	4.6	
2. PERSONAL BY MILP		37	10	7	3	14	71
		52.1	14.1	9.9	4.2	19.7	7.4
		11.6	7.4	5.0	3.6	4.9	
		3.8	1.0	.7	.3	1.5	
3. RECEIPT OF SURVP		32	17	47	48	57	201
		15.9	8.5	23.4	23.9	28.4	20.8
		10.0	12.5	33.3	57.1	20.0	
		3.3	1.8	4.9	5.0	5.9	
4. WRITTEN ORDER		85	39	49	18	145	336
		25.3	11.6	14.6	5.4	43.2	34.8
		26.6	28.7	34.8	21.4	50.9	
		8.8	4.0	5.1	1.9	15.0	
5. OTHER		82	32	13	2	25	154
		53.2	20.8	8.4	1.3	16.2	16.0
		25.7	23.5	9.2	2.4	8.8	
		8.5	3.3	1.3	.2	2.6	
COLUMN TOTAL		319	136	141	84	285	965
		33.1	14.1	14.6	8.7	29.5	100.0

RAW CHI SQUARE = 191.99362 WITH 16 DEGREES OF FREEDOM. SIGNIFICANCE = 0

CRAMER'S V = .22302
CONTINGENCY COEFFICIENT = .40736

The last table presented in this survey might also be used as an example of a very strong relationship. The table has an extremely high chi-square value and an extremely low value for significance. The contingency coefficient is high and verifies the very strong relationship between how

the recruiters were informed and how they felt about their participation in the selection process.

When looking at the second row in the table on page 129 it is seen that only 7.4 percent were personally informed by MILPERCEN. Those who were, however, show a far higher level of participation, only 19.7 percent felt they were strictly ordered whereas 66.2 percent felt some sort of influential participation, than those who, for instance, received their information through a written order.

Again, when referring to hypothesis number 6 and the table on page 108, there can be no doubt that this personal approach qualitatively far outranks the impersonal information.

An identical presentation can be made concerning those who were personally told about the selection by their commanders. It is a fact that this further reduces the percentage of those who dislike being recruiters (see page 108).

SUMMARY. There is rarely any personal communication between the potential recruiter and MILPERCEN/DA prior to the assignment. Those few who were contacted, however, show a far higher level of participation and a more positive feeling about being selected than those who were impersonally informed.

Those who were told by their commanders show a similar high level of participation and the result is a reduced number of dissatisfied recruiters.

CONCLUSIONS

There is rarely any knowledge about recruiting duties among those selected for recruiting before assignment to USAREC.

The probability of doing better than average as a recruiter is 1.5 times greater for those who, before being assigned, are provided a thorough or positive knowledge as compared to those who know nothing or are given negative information. On the other hand, the probability of doing below average is 5.5 times greater for those who know nothing or are given negative information.

A demonstrated characteristic of those who volunteer for recruiting duty is that they have a more thorough and positive knowledge of recruiting than those who are DA selected. The DA selection process provides mostly uninformed or negatively informed recruiters.

Those who have been given some knowledge of recruiting before being selected also experience a higher degree of participation in the selection process, while those without prior knowledge experience an extremely low level of participation.

A positive and realistic presentation of recruiting duties attracts recruiters motivated by the job challenge, while less informed recruiters are more motivated by incentives or by avoiding other jobs.

Almost half of those who either dislike or are ambivalent to a recruiting assignment have received absolutely no previous information about recruiting duties before being selected (drafted).

Those who are given a realistic, positive or thorough knowledge about recruiting duties before being selected, later rank a recruiting assignment far higher than those who know nothing or are given a negative presentation.

The existing local influence or opinion which exist among Army units appears more discouraging than encouraging.

The lack of previous information about recruiting duties is one of the major reasons why many recruiters dislike, or feel ambivalence to, being selected for a recruiting assignment. Positive and realistically presented information reduces this negative attitude to a large degree.

Recruiters who neither volunteer nor like their recruiting assignment have a far lower performance than those who either volunteer or like being selected.

Those who are initially motivated toward recruiting later feel far better about being recruiters than those who are negative or ambivalent to the selection. The initial negativism seems, to a large degree, to be maintained throughout their assignment to recruiting.

A large majority of those who initially are negative toward being selected as recruiters will later not recommend a recruiting assignment to one of their friends, while most of those who are initially positive will.

There is no significant difference in satisfaction with the military as a way of life between those who were initially negative to the recruiting assignment and those who were positive to it.

A high proportion of selected recruiters are not given any information at all about recruiting duties before being assigned to recruiting command.

Local influence is provided to selected recruiters largely by other NCO colleagues and is negatively influencing. Information given by officers in their units or by USAREC traveling teams is positively considered but evidently poorly organized.

A large majority of selected recruiters who are negative to the assignment do express their feelings to their superiors.

Recent recruiters like being recruiters less than those who were selected before the Army changed its selection process from volunteers to the current process based on screening records and "drafting".

Recent recruiters like being recruiters less than those who previously volunteered for this duty.

A large majority of those who initially volunteered for recruiting duty later proved to like their recruiting assignment. Almost half of those who were "drafted" into recruiting later turned out to dislike being recruiters.

The Army appears to have a demand for some 1000 recruiters per year. Even today, when almost all recruiters are screened and drafted, some 30 percent feel that they volunteered.

Those who volunteer for recruiting have a much higher performance than those who are drafted. More than twice as many volunteers state they do excellent, while more than 14 times as many "draftees" feel they do poorly.

There is no relationship between how recruiters are selected and how they performed in their previous jobs. The significant difference in their present performance must, for this reason, be found within their present recruiting job situation.

When recruiters feel a significant drop in their current performance compared to their performance in their last job, a consequent drop is found in their level of satisfaction about being recruiters.

There is a strong relationship between job performance and the level of satisfaction both in the recruiters' previous job situations and in their present job as recruiters. The level of satisfaction increases proportionally with the level of proficient performance.

There is a relationship between previous job performance and performance as recruiters. This relationship justifies some sort of a screening process for past performance when selecting recruiters.

There is no relationship between how recruiters performed in their previous jobs and how they presently feel about being recruiters. For this reason, some additional way of gathering personal information is necessary to complement the impersonal screening process.

There is a very strong relationship between recruiters' participation in the selection process and how they feel about being selected. Almost everyone who enjoyed a high degree of participation liked being selected very much; whereas, half of those who were ordered and two-third of those who felt scarce influence in the process disliked being selected either somewhat or very much.

As a result, those who have a high level of participation in the selection process later feel better about being recruiters than those who experience a low level of participation.

There is a strong relationship between how recruiters are informed about their selection to recruiting command and how they feel about being selected. Those who are personally told about their selection are twice as positive as those who receive impersonal information through a letter or an order. Those who were informed impersonally seem to dislike the selection "very much" about four times as often as those who are personally told.

It is especially important to personally inform those who have not actively participated in the selection process about their selection to a recruiting assignment.

Recruiters feel less satisfaction in their job as recruiters than what they felt in their last job. This feeling is independent of whether or

not they previously felt satisfied with the military as a way of life.

Almost all of those who like being recruiters want a future assignment within recruiting. Those who dislike being recruiters, on the other hand, want to return to their prior MOS or to other assignments outside of USAREC. This means that the local, "first hand" information about recruiting will be provided by NCOs who felt dissatisfied in their job as recruiters.

Less than half of the recruiters will recommend a recruiting assignment to their friends. Those recruiters who feel dissatisfied will absolutely not recommend it, whereas most of those who like being a recruiter will.

Most of those recruiters who positively participated in the selection process will later recommend a recruiting assignment to their friends, while those who experienced little or no influential participation will not.

Most of the newly selected recruiters' knowledge about recruiting duties is acquired from NCO colleagues who have experience as a recruiter. Those NCO colleagues who provide this knowledge have mostly disliked being recruiters, and one-third of them characterize their recruiting performance as below average. Few recruiters who return to units in the Army will recommend a recruiting assignment to their friends.

There is rarely any deliberate communication between the newly selected recruiter and MILPERCEN/DA prior to the recruiting assignment. Those few newly selected recruiters who were contacted, however, show a far higher level of participation and a more positive feeling about being selected than those who were impersonally informed.

Those newly selected recruiters who were told about their assignment by their commanders show a similar high level of participation and the result is a reduced number of dissatisfied recruiters.

Summary

This study presented initially the current recruitment situation and described factors which indicate increased future competition in the recruitment arena.

The study then demonstrated the importance of personal communications and the necessity of selecting recruiters with the right personal characteristics for successful recruiting. Most of these characteristics, which have to be personally observed and evaluated, were closely linked to the recruiter's attitudes and emotional well-being.

The present selection process of screening and selecting recruiters based on their performance is a valid approach. However, a significant improvement could be made in recruiter selection if this impersonal process was complemented by the presentation of personal information (i.e., positive and realistic information about a recruiting assignment which is personally presented to the newly selected recruiter) by the chain of command.

Similarly, it seems imperative to counter the ongoing and mainly negative flow of information about recruiting duties that exist in Army units. In this regard, a significant improvement could be made if the selection process also incorporated the potential recruiter (i.e., in conjunction with the above, make the newly selected recruiter an active participant in the process of selection).

APPENDIX

RECRUITER SURVEY

Date:
1 Dec 1985

My name is Petter Wendelborg. I am a major in the Norwegian Army and a student this year at the U.S. Army Command and General Staff College. As a part of my studies I am conducting research on U.S. Army recruiting. This mail survey is an essential part of my research.

I chose the recruiting area because of personal interest and the fact that similar structures and techniques easily might be adopted in my country.

The survey consists of 25 questions and should not require too long a time to complete. It is divided into three parts. Initially you are asked to answer 12 questions related to your present situation, then you are asked to put yourself into a position prior to your assignment to USAREC and answer six questions, and finally to answer seven questions which are related specifically to the process by which you were selected as a recruiter.

The data collected will be handled in strict confidence and used for statistical purposes only. To assure your full anonymity use the attached preaddressed, postage paid envelope.
Return your completed survey no later than 15 Jan 1986.

Please do not consult others who might have received the same survey. It is of vital importance that especially opinions and individual perceptions are brought forward unaffected by others.

Thank you for your interest and cooperation.

86-1450

1. What is your primary duty position?

☐ Recruiter (Regular Army)
☐ Recruiter (USAR)
☐ Other, specify:.....

2. What is your grade?

☐ E 5 ☐ E 6 ☐ E 7 ☐ E 8 ☐ GS 7 ☐ Other, specify:.....

3. How long have you been assigned to USAREC?

☐ Less than 6 months ☐ 13 - 18 months ☐ 25 - 30 months ☐ 37 - 42 months
☐ 6 - 12 months ☐ 19 - 24 months ☐ 31 - 36 months ☐ 43 - 48 months
☐ More than 4 years

4. What is your age?

☐ Less than 24 years ☐ 28 - 29 years ☐ 34 - 35 years ☐ 40 - 41 years
☐ 24 - 25 years ☐ 30 - 31 years ☐ 36 - 37 years ☐ 42 - 43 years
☐ 26 - 27 years ☐ 32 - 33 years ☐ 38 - 39 years ☐ Older than 44

5. How many presentations have you participated in or made in high schools?

☐ None ☐ 5 - 10 ☐ 16 - 20 ☐ 26 - 30
☐ Less than 5 ☐ 11 - 15 ☐ 21 - 25 ☐ More than 30

6. How many presentations have you participated in or made in colleges?

☐ None ☐ 5 - 10 ☐ 16 - 20 ☐ 26 - 30
☐ Less than 5 ☐ 11 - 15 ☐ 21 - 25 ☐ More than 30

7. How comfortable do you feel during presentations or orientations in

a. high schools?	b. colleges?	c. your office?
☐ Very comfortable	☐ Very comfortable	☐ Very comfortable
☐ Comfortable	☐ Comfortable	☐ Comfortable
☐ Neither comf nor uncomf	☐ Neither comf nor uncomf	☐ Neither comf nor uncomf
☐ Uncomfortable	☐ Uncomfortable	☐ Uncomfortable
☐ Very uncomfortable	☐ Very uncomfortable	☐ Very uncomfortable
☐ Have not been there	☐ Have not been there	☐ Have not interviewd

8. What is your preference for your next or subsequent assignment/enlistment?

☐ Reenlist as an On-Production Recruiter
☐ Reenlist in USAREC, but <u>not</u> as an On-Production Recruiter
☐ Reenlistment NCO
☐ MOS I held before recruiting duty
☐ Any assignment outside USAREC
☐ Resign from the Army
☐ No preference

9. All in all, characterize your performance as a recruiter.

☐ Excellent (make my mission box without any problems)
☐ Above average (make my mission box but with some problems)
☐ Average (normally make my mission box)
☐ Below average (have some problems with making my mission box)
☐ Poor (have great difficulties with making my mission box)

10. How do you feel about being a recruiter?

- ☐ I like it very much
- ☐ I like it somewhat
- ☐ I have no special feelings
- ☐ I dislike it somewhat
- ☐ I dislike it very much

11. Would you recommend a recruiting assignment to one of your good friends?

- ☐ Yes
- ☐ No
- ☐ Don't know

12. Where would you rank recruiting as to preference of duty assignment?

- ☐ First
- ☐ Second
- ☐ Third
- ☐ Not desired

TRY TO REMEMBER HOW YOU FELT PRIOR TO KNOWING OF YOUR ASSIGNMENT TO USAREC, AND ANSWER THE FOLLOWING QUESTIONS.

13. What was your last assignment before being assigned to USAREC?

- ☐ Platoon sergeant
- ☐ NCO in TOE platoon/company (equivalent)
- ☐ Administrative/staff duty
- ☐ Instructor
- ☐ Other,specify:.....

14. Characterize your job performance in your last job

- ☐ Excellent
- ☐ Above average
- ☐ Average
- ☐ Below average
- ☐ Poor

15. All things considered, how satisfied or dissatisfied were you with the military as a way of life during your last job?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

16. What post high school education did you have?

- ☐ No post high school
- ☐ Civilian trade school
- ☐ Two years of college or less
- ☐ Associate college degree or more than 2 years of college with no degree
- ☐ College (Baccalaureate)
- ☐ Post college (Masters or Doctorate)

17. What did you know about recruiting duties before your assignment to USAREC?

- ☐ I had a thorough knowledge
- ☐ Some, and positively discussed
- ☐ Some, and realistically presented
- ☐ Some, but negatively discussed
- ☐ Absolutely nothing

18. Who, if anyone, provided you with this knowledge?

- ☐ Commanding officers
- ☐ Other officers in my unit
- ☐ Outsiders (traveling teams, recruiters etc)
- ☐ NCO colleagues who had experience as recruiters
- ☐ Other NCO colleagues
- ☐ None

TRY TO REMEMBER HOW YOU FELT JUST PRIOR TO OR DURING THE SELECTION PROCESS AS YOU WERE ABOUT TO BE ASSIGNED TO USAREC.

19. Do you know whether or not you were recommended to the selection board?

- ☐ Yes, by my battalion commander
- ☐ Yes, by my company commander
- ☐ Yes, by USAREC personnel (recruiters, selection teams etc.)
- ☐ Yes, by others, specify:.....
- ☐ No, I don't know
- ☐ No, I was not recommended by anyone

20. How were you selected?

- ☐ DA selection
- ☐ Volunteered
- ☐ Other, specify:.....

21. How were you informed about the selection?

- ☐ Personally by my commander
- ☐ Personally (telephone) by MILPERCEN
- ☐ By receipt of the surveypackage
- ☐ In a written order
- ☐ Other, specify:.....

22. What was your participation in the selection process?

- ☐ High, and I was given full freedom to choose
- ☐ Some, and I could have refused
- ☐ Some, but I did not feel that I had any influence
- ☐ Scarce, I was ordered to at least try
- ☐ None, I was strictly ordered

23. What were your feelings about being selected?

- ☐ I liked it very much
- ☐ I liked it somewhat
- ☐ I had no special feelings about it
- ☐ I disliked it somewhat
- ☐ I disliked it very much

24. Did you express your reactions/feelings to your superiors?

- ☐ Yes
- ☐ No

25. If you volunteered or liked the assignment, what was your prime motivation?

- ☐ The job challenge
- ☐ Better promotion possibilities
- ☐ Incentive pay
- ☐ Avoid other jobs/tour overseas
- ☐ Dislike for present assignment
- ☐ Others, specify:.....

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