



NAVAL  
POSTGRADUATE  
SCHOOL

# Army Contracting Organizational Climate Assessment

Dr. Rene G. Rendon  
Dr. Edward (Ned) H. Powley

The Nation's Premiere Defense Research University

Monterey, California  
[WWW.NPS.EDU](http://WWW.NPS.EDU)



- Background
- Theoretical Foundation
- Methodology
- Research Findings
- Recommendations
- Summary



- DoD obligated approximately \$273B in contracts for systems, supplies, and services in FY 2015.
- DoD's contracting workforce is responsible for managing millions of contract actions.
- Increasing workload, decreasing size/experience of the workforce have created an environment in which the DoD is challenged with recruiting and retaining a capable contracting workforce.



- DoD's organizational climate is a significant contributor to the success of recruitment and retention of the contracting workforce.
- An organization's climate represents a temporary characteristic of how employees perceive their organization.
- Analysis of an organization's climate can provide its leadership with a roadmap for developing a healthier climate, and thus improve recruitment, retention, and performance.



- Purpose of this study was to conduct an organizational climate assessment of the Army contracting workforce.
- Army contracting workforce: Federal civilian service employees in the 1102, 1105, 1109, and 0800 career fields (and military equivalents).
- Research supported by MBA student
  - Magen L. McKeithen, Major, USA



1. What is the baseline climate of the Army's contracting workforce?
2. Is a change in the Army's contracting organizational climate necessary?
3. What dimensions need to be addressed in order to improve the Army's contracting organizational climate?





- Anonymous, web-based survey.
- Survey items related to organizational climate dimensions (136 items, 4 open-ended questions).
- Deployed to Army contracting workforce
  - 1102, 1105, 0800, and 51C job categories.
- Validated scales using Likert response options
  - 7-point Likert Scale
    - 1= Strongly Disagree
    - 4= Neither Agree nor Disagree
    - 7= Strongly Agree

# Organizational Climate Dimensions

<b>Dimension</b>	<b>Description</b>
<b>Job Satisfaction</b>	Employee's affective attachment to a job; involves both extrinsic and intrinsic features to job (Cook, Hepworth, Wall & Warr, 1981)
<b>Supervisor-Related Commitment</b>	Employee's commitment to supervisor (manager) and internalization of supervisor's values (Becker, Billings, Eveleth, & Gilbert, 1996)
<b>Job Role Ambiguity</b>	Provides employee clear set of responsibilities so managers are able to give appropriate guidance and hold individuals accountable (Fields, 2002)
<b>Job Characteristics</b>	Characteristics of jobs that increase internal motivation and for which an employee has some level of control (Fields, 2002; Wayne, Shore, & Liden, 1997)
<b>Job Stress</b>	Aspects of job affecting employees' stress levels and undesirable constraints and demands (Davey, Kinicki, Scheck, 1995; Fields, 2002)
<b>Work-Family Conflict</b>	Inter-role conflict between work and family that are mutually incompatible; demands from one increase conflict in the other (Thomas & Ganster, 1995)



# Organizational Climate Dimensions

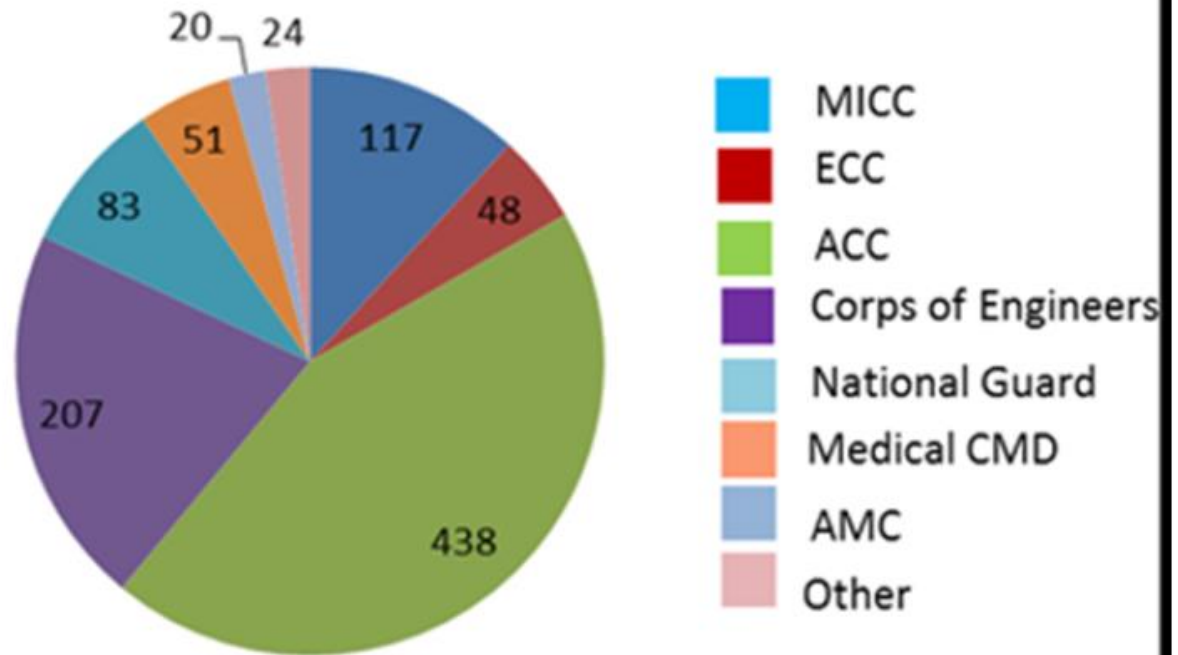
<b>Dimension</b>	<b>Description</b>
<b>Commute Stress and Safety</b>	Cognitive and affective assessment of stress incurred due to employee's commute to and from work (Kluger, 1998; Fields, 2002)
<b>Organizational Justice</b>	Employees' perceptions of fairness of procedures, outcomes, and information sharing, and interactions in the workplace (Dulebohn & Ferris, 1999)
<b>Job Fit</b>	Employees' perceived ability to control and meet job demands (Xie, 1996)
<b>Workplace Values</b>	Employees' perceptions about the level of importance an organization places on values such as quality, innovation, cooperation, and so forth (Van Dyne, Graham, Dienesch, 1994)
<b>High Quality Relationships</b>	Employees' view of the quality of connections and relationships in the workplace (Carmeli & Gittell, 2009; Dutton, 2003). HQCs are highly correlated with job satisfaction, team learning, other measures of organizational effectiveness.



- Survey deployed to 10,080 Army civilian and military contracting professionals
- Surveys completed: 998
- Response rate: 9.9%

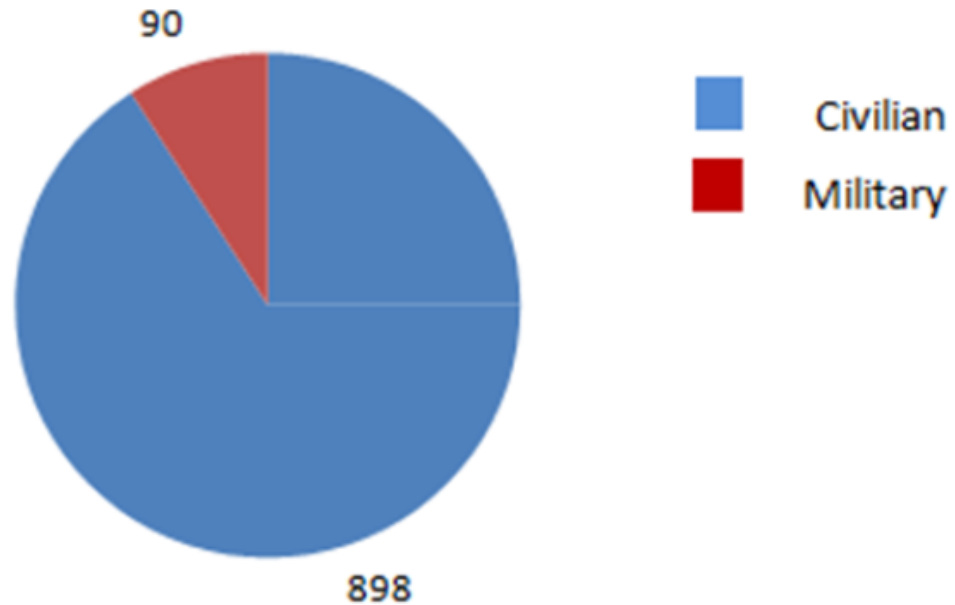
# Respondents by Command

## Army Contracting Commands



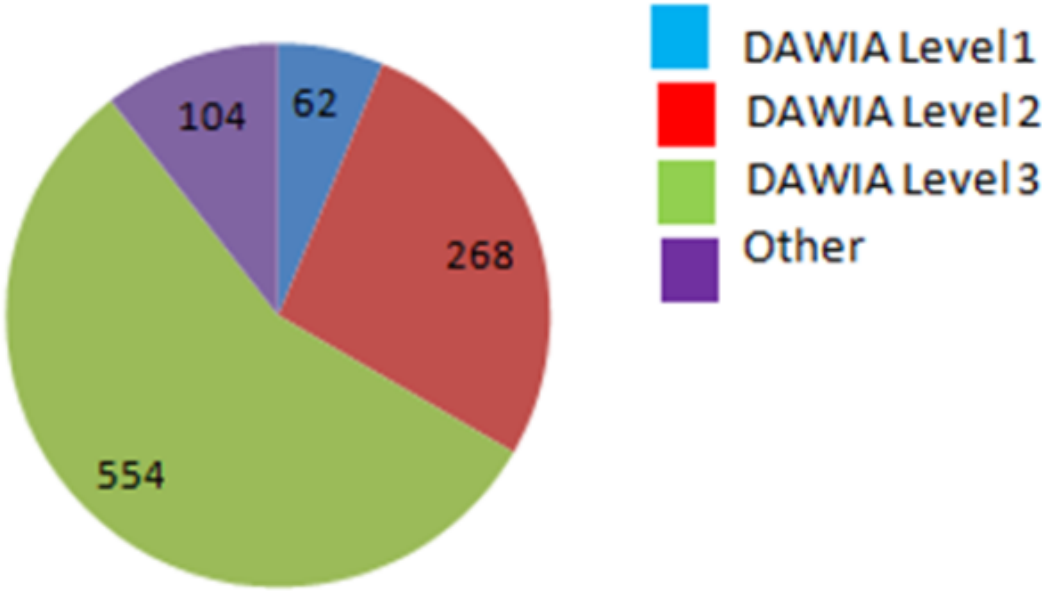
# Respondents by Population

## Army Contracting Professionals Respondents



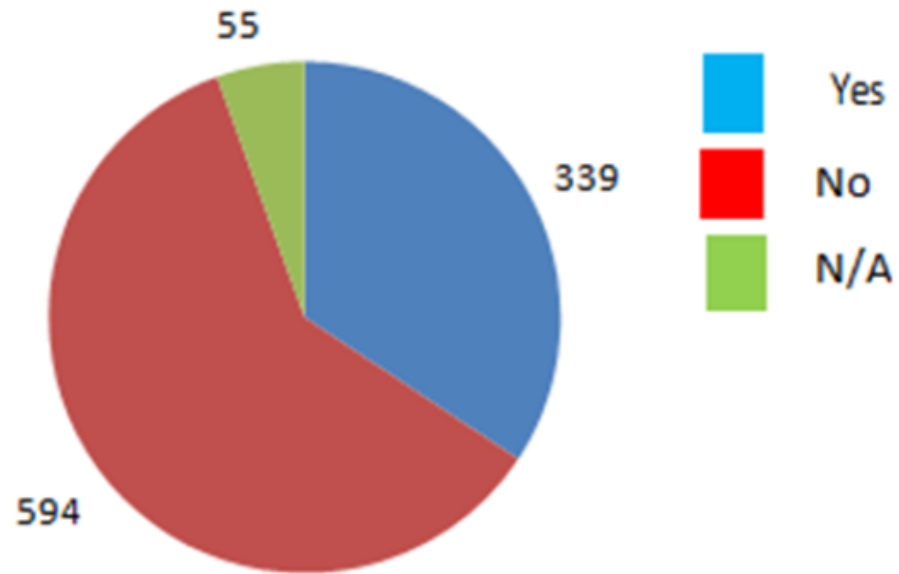
# Respondents by DAWIA Level

**Army DAWIA Certification Levels  
Population**



# Respondents by Position

## Army Contracting Warrant vs. Non-warranted

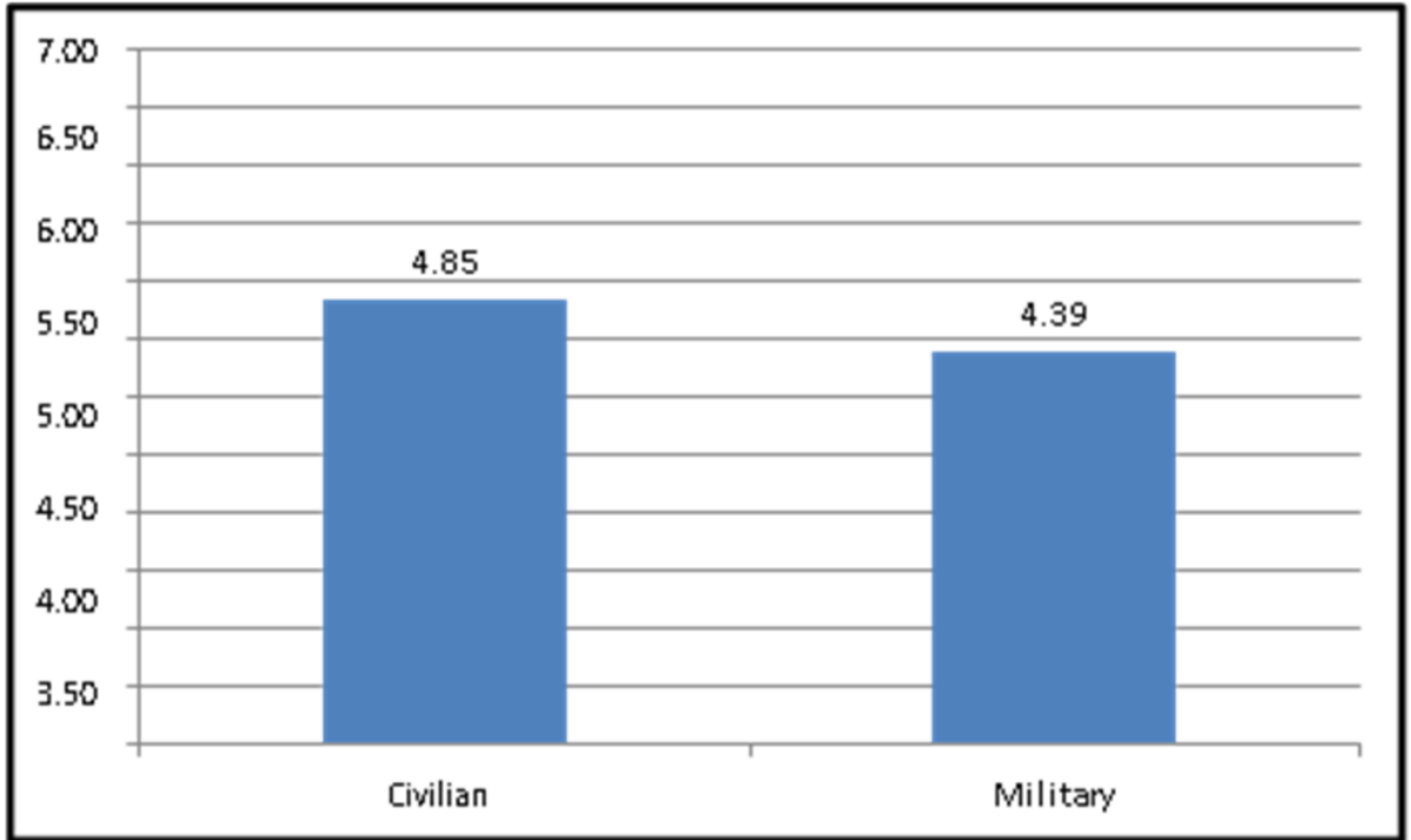






- Job Satisfaction
  - Contracting professionals report a moderate degree of job satisfaction.
  - No appreciable differences between the civilian and military populations
  - No significant differences between the warranted and non-warranted contracting officers

# Job Satisfaction by Population

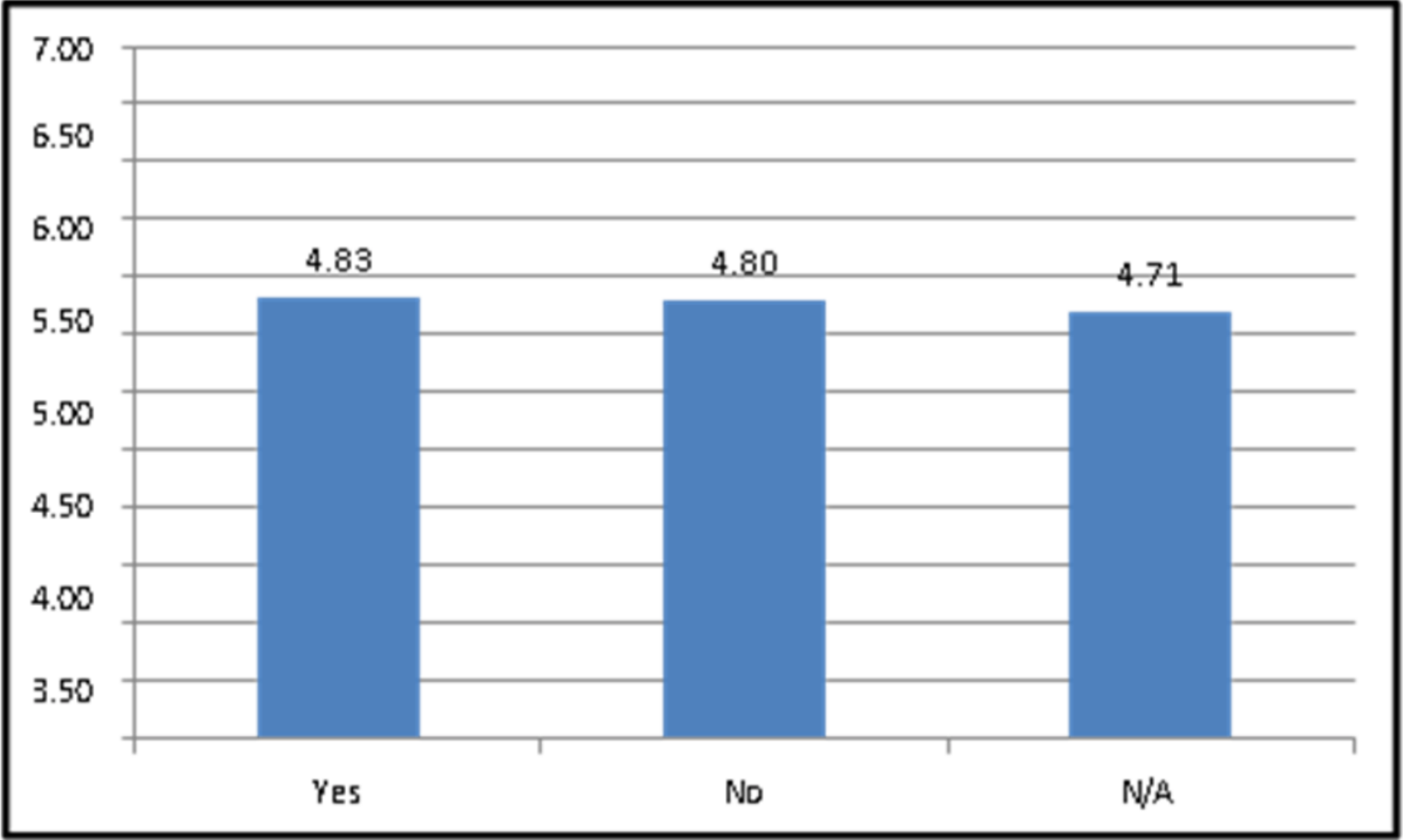


**1= Strongly Disagree**

**4= Neither Agree nor Disagree**

**7= Strongly Agree**

# Job Satisfaction by Warrant Status



**1= Strongly Disagree**

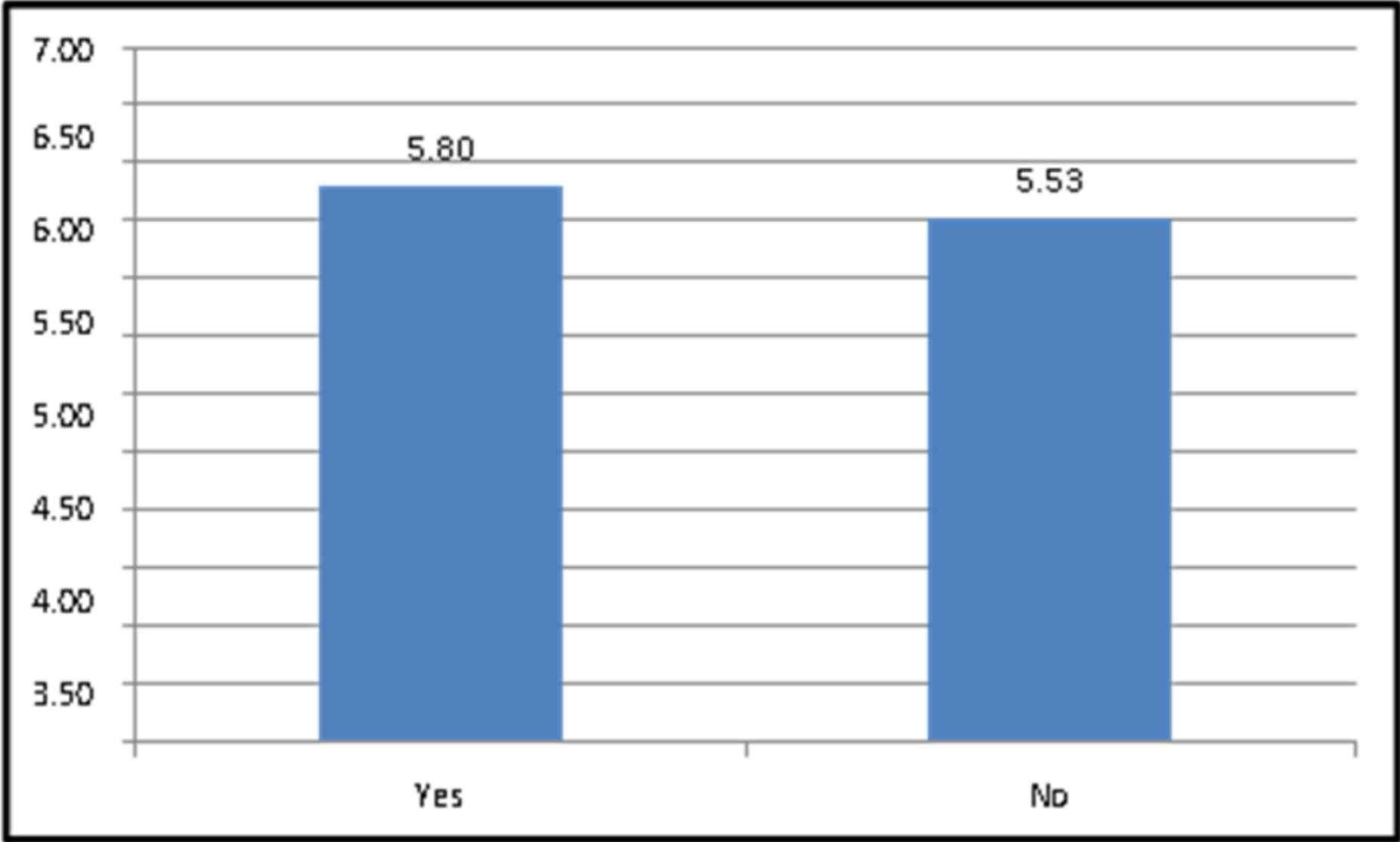
**4= Neither Agree nor Disagree**

**7= Strongly Agree**



- Job Role Ambiguity
  - Higher ratings for job role ambiguity suggest that contracting professionals are confident about their work and sense low degrees of ambiguity associated with their job roles.
  - Uncertainty about job roles appears minimal; although higher DAWIA levels show less ambiguity than lower DAWIA levels.

# Job Role Ambiguity by Warranted Status

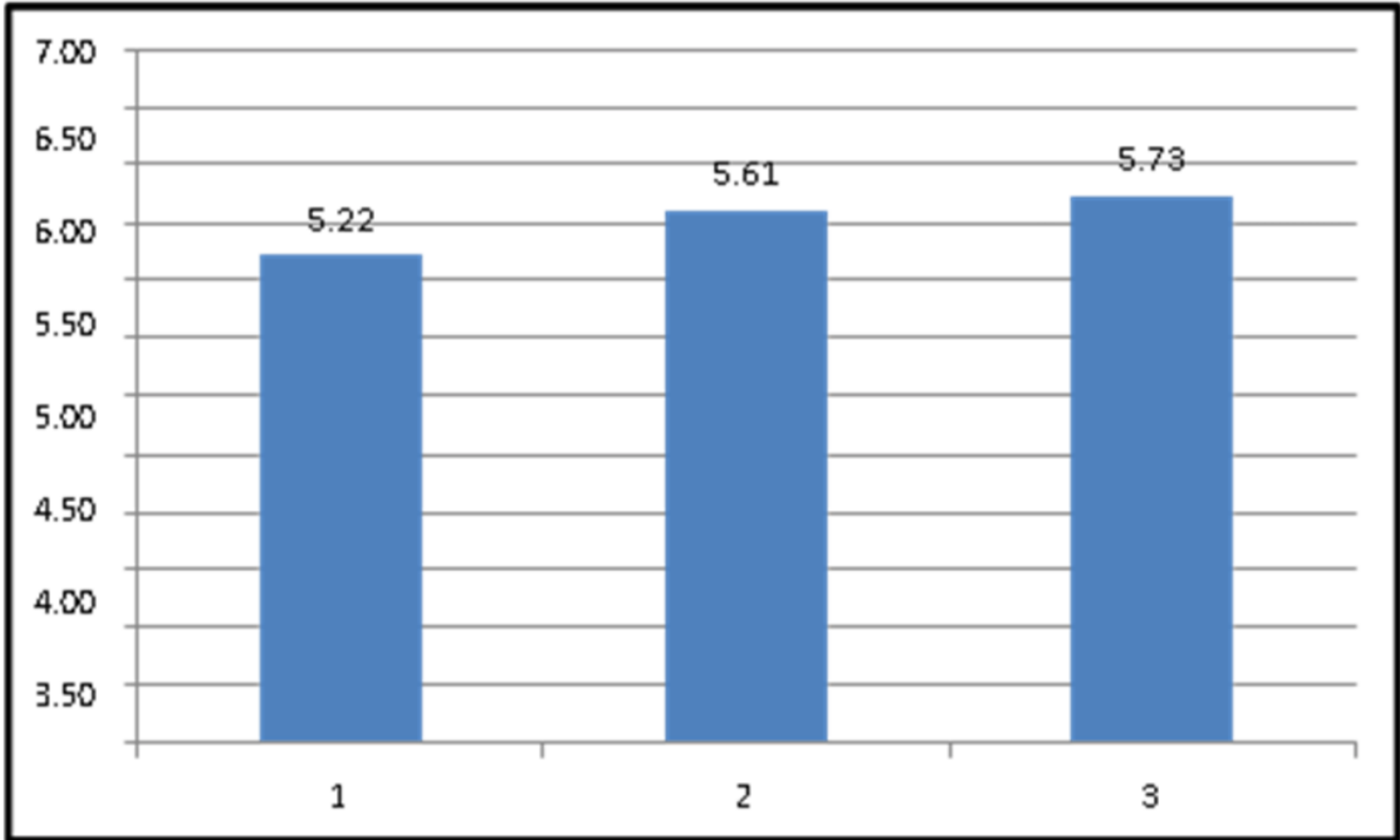


**1= Strongly Disagree**

**4= Neither Agree nor Disagree**

**7= Strongly Agree**

# Job Role Ambiguity by DAWIA Levels



**1= Strongly Disagree**

**4= Neither Agree nor Disagree**

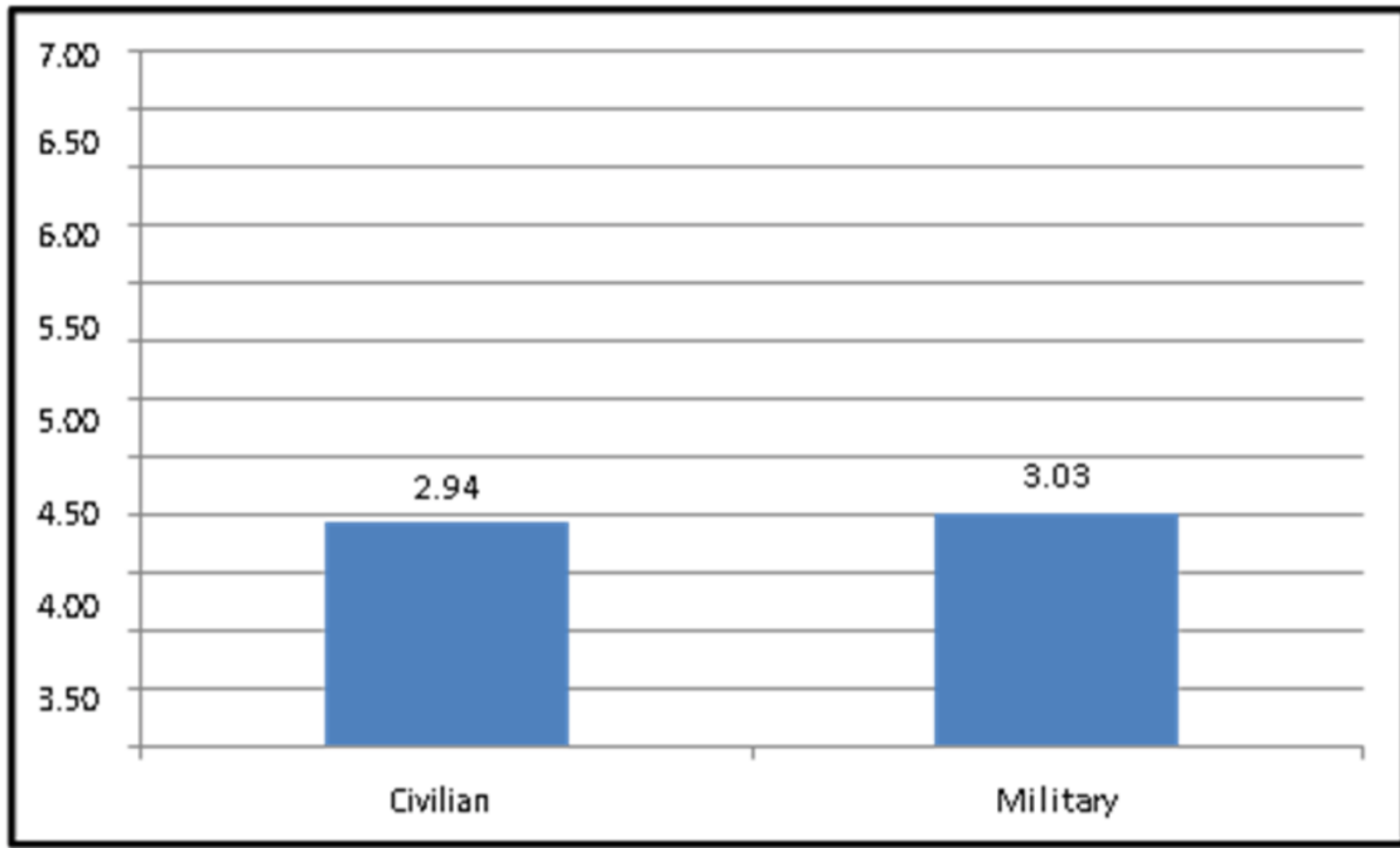
**7= Strongly Agree**





- Job Stress
  - Low job stress scores suggest low levels of stress associated with day-to-day work.
  - Responses to other job stress factors (work-life conflicts and commute stress/strain) also reflect low scores, although work-life conflict was highest.

# Job Stress by Population



**1= Strongly Disagree**

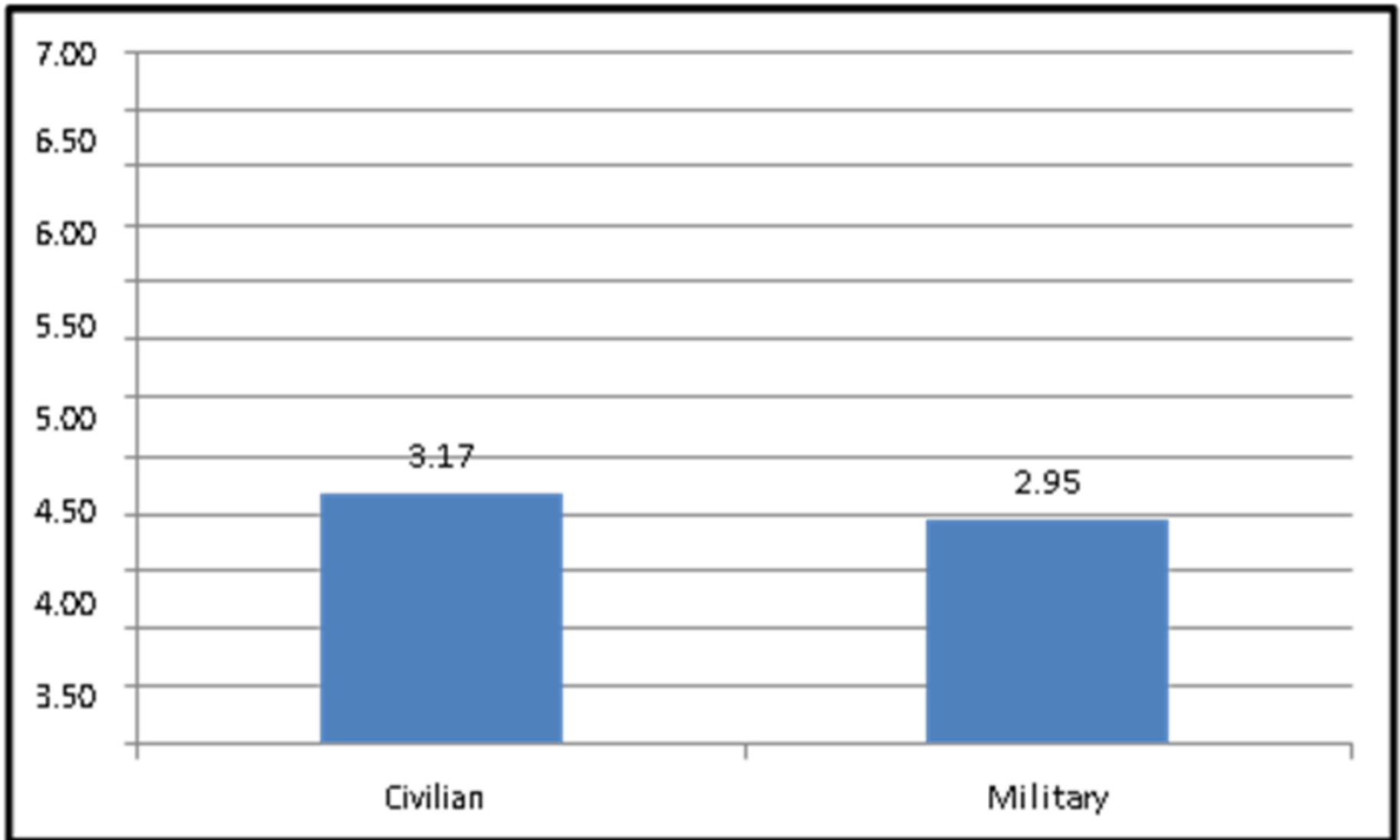
**4= Neither Agree nor Disagree**

**7= Strongly Agree**



- Organizational Justice
  - Respondents report lower degrees of organizational justice.
  - Negative correlation between organizational justice and job satisfaction.
- Quality of Connections
  - Contracting professionals report that they have moderately high quality of connections.

# Organizational Justice by Population

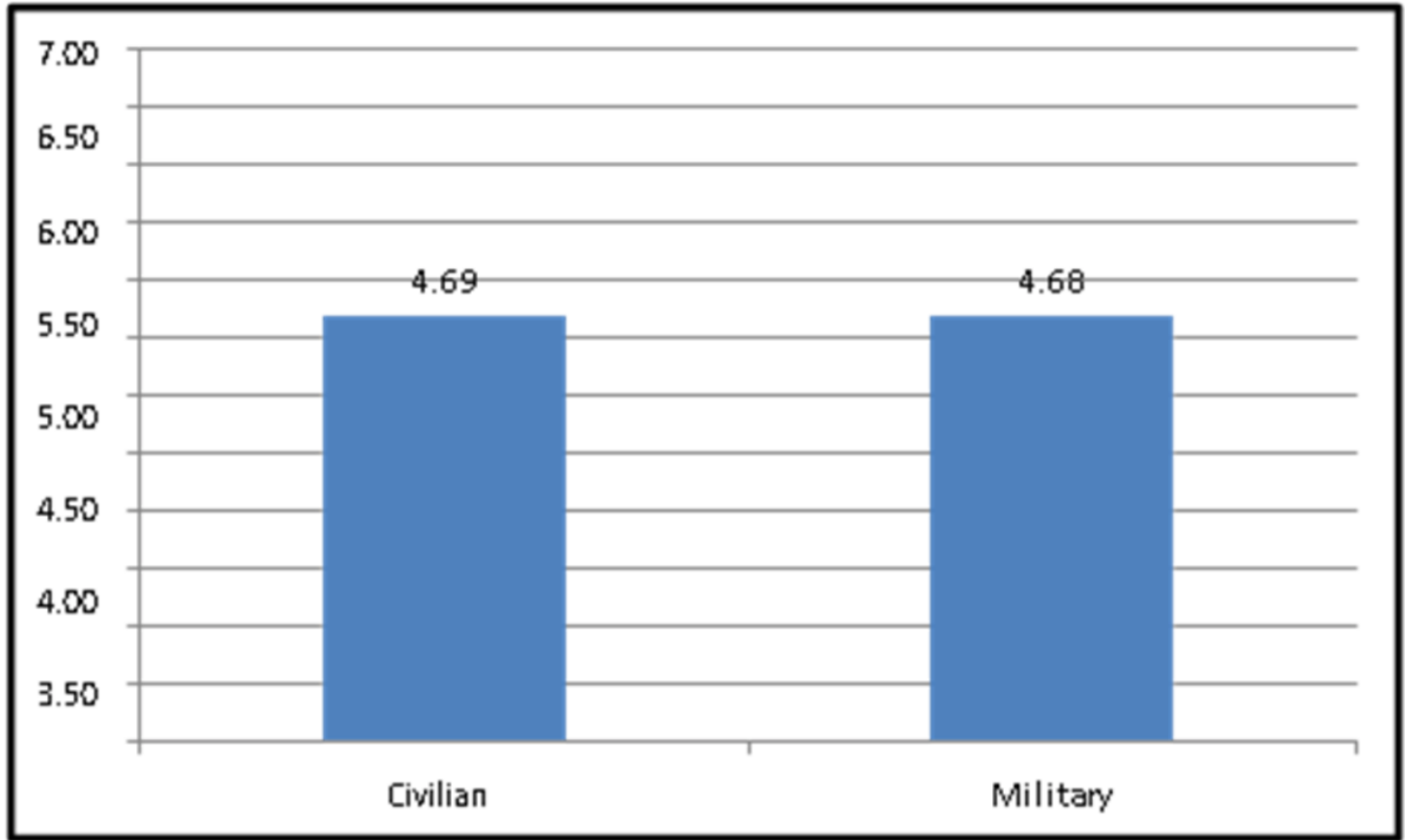


**1= Strongly Disagree**

**4= Neither Agree nor Disagree**

**7= Strongly Agree**

# High Quality Connections by Population



**1= Strongly Disagree**

**4= Neither Agree nor Disagree**

**7= Strongly Agree**

# Scores by Command

Command	Job Satisfaction	Super-visor Commitment	Job Characteristics	Job Role Ambiguity	Job Strain	Work-Family Conflict	Commuter Stressors Combined	Organizational Justice	Job Fit	Workplace Values	HQC Capacity	HQC Experience
ACC	4.90	4.22	4.70	5.58	2.86	3.42	2.65	3.19	3.66	4.54	4.74	5.30
AMC	4.39	3.89	3.86	5.67	3.15	2.75	2.82	3.00	3.57	3.73	3.79	4.38
ECC	4.32	4.33	4.27	5.76	3.10	3.56	2.54	3.08	3.68	4.38	4.78	5.23
Medical Command	5.16	4.44	5.00	5.92	2.87	3.10	2.81	3.18	3.90	4.45	4.71	5.33
MICC	4.56	4.25	4.63	5.66	3.04	3.60	2.63	3.14	3.70	4.38	4.66	5.16
National Guard Bureau	4.57	4.47	5.00	5.55	3.05	4.17	2.56	3.06	3.77	4.42	5.07	5.53
US Army Corps of Engineers	4.97	4.34	4.75	5.70	2.99	3.59	2.54	3.18	3.81	4.45	4.60	5.19
Other	4.67	4.16	4.32	5.45	2.95	3.44	2.67	3.08	3.63	4.12	4.39	5.00
No response	5.20	4.35	4.90	5.86	2.21	2.03	2.81	2.67	3.84	4.42	5.03	5.26
Dimension Average	4.81	4.27	4.68	5.63	2.94	3.51	2.62	3.15	3.71	4.44	4.69	5.24

**1= Strongly Disagree**

**4= Neither Agree nor Disagree**

**7= Strongly Agree**





- Job Stress: Contracting professionals report low levels of job stress, but when taking commute stress into account, stress was more pronounced.
  - Consider telework opportunities when appropriate.
  - Open-ended responses indicated a desire for increased use of telework.



- Organizational Justice: Contracting professionals report lower degrees of organizational justice, particularly when asked about performance management practices.
  - Include examining reward structures and procedures for employee evaluation purposes.



- Quality of Connections: Contracting professionals indicate they have a moderate degree of positive connections with work colleagues.
  - Developing high quality connections may have a positive effect on job satisfaction, but also may be highly related to building resilience among unit members.



- DoD is challenged with recruiting and retaining a capable contracting workforce.
- DoD's organizational climate is a significant contributor to the success of recruitment and retention.
- Analysis of an organization's climate can provide its leadership with a roadmap for developing a healthier climate, and thus improve recruitment, retention, and workforce performance.



# Questions/Comments

Dr. Rene G. Rendon

Dr. Edward (Ned) H. Powley

Graduate School of Business and Public Policy

U.S. Naval Postgraduate School

