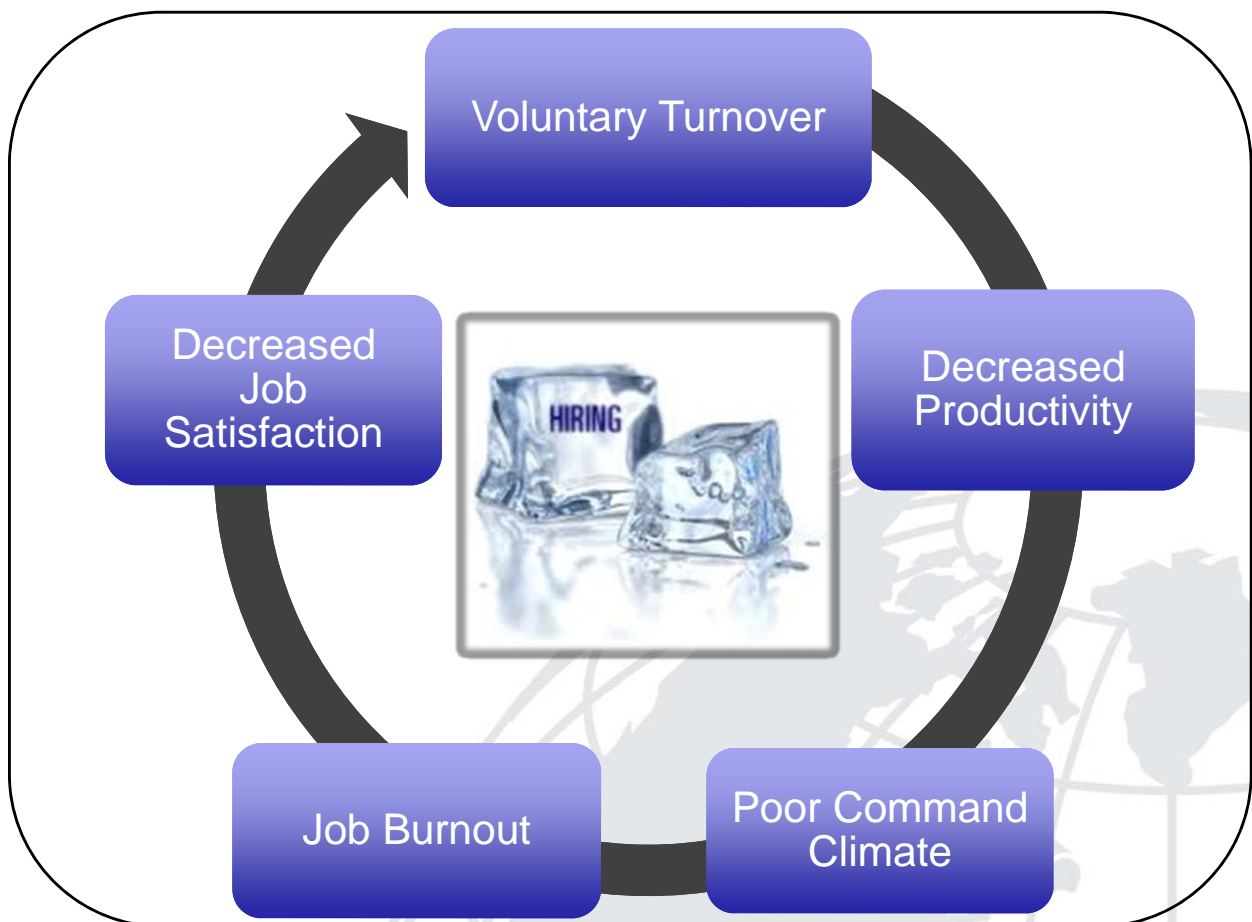


Quantitative and Qualitative Examination of Hiring Freeze Outcomes at DoD Organizations: Analysis of an Army Command

Unanticipated hiring freezes impose considerable constraints on organizations and their employees by hindering the ability to find or cultivate talent to fulfill shifting demands. When this technique is implemented, it can have negative spillover effects that were not intended or planned on current employees, and can greatly impact mission success. Some of the potential consequences are decreased productivity and job satisfaction, increased workload, job demands, and job burnout.



Findings

Overall, we found that hiring freeze periods had an effect on the Army Mission and Installations Contracting Command (MICC), but we are unsure of the magnitude of their impact. However, based on our data, the other factors that contributed to voluntary turnover at the MICC were decreased productivity, poor command climate, job burnout, and decreased levels of job satisfaction.