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CANADIAN FORCES COLLEGE / COLLÈGE DES FORCES CANADIENNES
CSC 32 / CCEM 32

EXERCISE/EXERCICE
NEW HORIZONS

**ADDRESSING CF RETENTION CONCERNS:
IMPROVING JOB SATISFACTION THROUGH JOB DESIGN**

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Abstract

Personnel retention is an area of growing concern across many organizations. Problems with attracting sufficient numbers of new personnel have resulted in a growing focus on initiatives that will allow organizations to retain their best and brightest. The Canadian Forces (CF) has not been immune from this particular human resource management difficulty. The CF has developed a retention strategy whose key focus is on the establishment of a strong retention culture across the whole of the organization. While this strategy should help mitigate some retention concerns, there remain other initiatives that could equally contribute to long-term human resource retention objectives. One such initiative is the redesign of CF jobs in order to foster greater personal job satisfaction for CF personnel. This paper proposes that job redesign, focused on improving job satisfaction, should be included as part of the overall CF retention strategy.

In today's highly competitive labor market, there is extensive evidence that organizations regardless of size, technological advances, market focus and other factors are facing retention challenges.¹

Over the past decade, concerns associated with the retention of military personnel have increased within many countries' militaries. In response to these concerns, many nations are increasing the amount of research being conducted on the subject of retention in an attempt to discern how best to address this key human resource management issue. Retention is of particular concern to military forces as most develop and train their personnel from the bottom up. Personnel replacements must be developed internally and cannot simply be hired directly to fill critical positions. Training and development take time and poses its own challenges when attrition rates begin to exceed recruiting rates. In addition to concerns regarding time, "recruiting is an expensive alternative to retention."²

The Canadian Forces' (CF) current focus on recruiting and retention matters dates back to the early 1990s.³ The CF was faced with the challenge of attracting the requisite number of quality applicants across a broad spectrum of jobs to meet production intake requirements. Concurrently, the CF was experiencing difficulties in retaining sufficient numbers of personnel due to a variety of internal and external factors.⁴ Attrition rates

¹ Sunil Ramlall; "A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations," *The Journal of American Academy of Business, Cambridge*, (September 2004): 52.

² International Public Management Association for Human Resources; Twenty-Eighth International Symposium on Public Personnel Management, Discussion Paper on Workforce and Succession Planning, (May 2003): 41.

³ F. Syed and Major R.O. Morrow; *Canadian Forces Recruiting and Retention Strategies: Discussion Paper for the NATO Working Group (HFM 107-RTG 037) on Recruiting and Retention*, Sponsor Research Report 2003-10, (Ottawa: Director Human Resources Research and Evaluation; September 2003), 1.

began to exceed production rates resulting in critical shortages of personnel in many CF occupations. Therefore, it is not surprising that “for the last decade, retaining personnel has been at the heart of CF concerns.”⁵ The CF’s quandary with retention was reiterated in an Auditor General of Canada report which stated that “The CF needs its skilled and experienced people to stay in the military and so is looking at retention options.”⁶

In order to better focus the CF retention strategy, a study was conducted in 2004 to ascertain the key variables that need to be considered in order to address the retention issue. It was concluded that there were four key determinants that should form the foundation of CF retention initiatives. These included procedural justice, career opportunities, work-family conflict and job satisfaction.⁷

This paper will focus on the job satisfaction aspect of the CF retention strategy. It will begin by examining the results of some of the CF research that have been conducted on the concept of retention. This will be followed by a review of the relationship between organizational commitment, job satisfaction and an individual’s intention to stay with an organization. The current CF retention initiatives will be examined to show how they contribute to improving job satisfaction within the CF and then the paper will investigate the potential option offered by job design towards improving job satisfaction. This will

⁴ Ibid., 1.

⁵ Major J.A.J. Bernard, Major M. Villeneuve and Major M. Laberge; *The Relationship between Job Satisfaction, Organisational Commitment and Intention to Stay*, Conference Paper 2003-03, (Ottawa: Director Human Resources Research and Evaluation; May-June 2003), 1.

⁶ Office of the Auditor General, *2002 Report of the Auditor General of Canada*, (Ottawa: Office of the Auditor General of Canada, April 2002), paragraph 5.5; www.oag-bvg.gc.ca/domino/reports.nsf/html/0205ce.html; Internet; accessed 8 March 2006.

⁷ LCol Martin Villeneuve and Tzvetanka Dobрева-Martinova; *Buying Low Attrition or Building High Retention? That is the Question*, DMEP Attrition/Retention Team Report 2004-06; (Ottawa: Director Military Employment Policy, June 2004), 3.

include an examination of two contemporary theories on organizational motivation which support how focused job design can improve job satisfaction and thereby have a positive influence on retention. It will show that these theories can be applied towards the activities currently underway in the Military Occupational Structure Analysis, Redesign and Tailoring Project to address the development of CF jobs from a job satisfaction perspective. In so doing, this paper will demonstrate an initiative focused on examining potential changes to the work content of CF jobs could improve job satisfaction and reduce attrition. This initiative should be included as part of the overall CF retention strategy.

CF Retention Research

To more clearly understand the severity of the retention issue within the CF, a study was conducted in 2002 to ascertain the nature of the demographic makeup of the CF and its possible implications on overall retention. The study identified what it labeled as an “experience wave” of personnel within the 10 to 22 years of service bracket.⁸ Approximately half of the personnel within the CF are included in this grouping. Concern was expressed that the loss of these personnel would have a detrimental impact on the expertise and leadership required to ensure the continued smooth operation of the CF organization.

⁸ Trista Grant; *Attrition and Retention in the Canadian Forces: A Demographic Study of the 10 to 22 YOS Cohort, Consolidated Survey Results, and Some Suggestions for Retention Strategies*, DMEP Attrition/Retention Team Report 2000-002, (Ottawa: Director Military Employment Policy; December 2002), i.

A subsequent research paper reported on in 2005 highlighted the concern that the total attrition within the CF population had risen by almost a full percentage point from the previous year to a staggering 6.3%.⁹ As a result of this rise in attrition, there was an immediate and corresponding impact on the number of new recruits that were required to meet the personnel requirements of the CF. This increase in recruiting targets was further exacerbated by an added requirement to expand the Regular Force component of the CF by an additional 5000 personnel over five years.¹⁰

The problem faced within the CF is that recruiting alone is not expected to allow the CF to maintain sufficient numbers of personnel required to meet operational requirements. The size of the Canadian Forces target demographic group is in decline and is not expected to improve between now and 2020.¹¹ Growing evidence of this mounting problem is already apparent as illustrated by the difficulty some CF occupations continue to experience in attracting the requisite numbers of new recruits to their ranks. As such, it is necessary to implement specific retention strategies which focus on meeting the personnel needs of stressed occupations as well as addressing the needs of the entire CF organization. Therefore, in order to sustain the CF, it is essential that proactive steps be taken to address retention concerns.

⁹ J.G. Currie; *Attrition from the Canadian Forces Regular Forces Component 2004/2005: Issues and Concerns*, DMEP Attrition/Retention Team Report 2005-001, (Ottawa: Director Military Employment Policy, October 2005), 6.

¹⁰ *Ibid.*, 24.

¹¹ Department of National Defence, *Future Security Environment 2025*, Directorate of Operational Research; available from http://www.vcds.forces.gc.ca/dgsp/pubs/rep-pub/ord/fse2025/intro_e.asp; Internet; accessed 8 March 2006.

An analysis completed in 2004 recommended that CF retention initiatives should concentrate on building high retention rather than trying to buy low attrition. To this end, it suggested that in order to foster high retention, the CF needed to better understand the dissatisfiers that influence decisions to leave and that any intervention measures should be focused towards reducing or outright eliminating those dissatisfiers that impact upon individual's level of commitment to the CF.¹² To that end, it concluded that retention needs to be treated as a long term human resources goal and that the focus of attention should be on building a retention culture.¹³ This position was iterated in an article published in the CF Personnel Newsletter (CFPN) in 2004¹⁴ and recently again in another CFPN in 2006¹⁵. Each of these articles advised CF personnel of the necessity to build and maintain a strong retention culture.

While fostering the development of a retention culture is one approach that will be supportive of sustaining retention objectives, it is submitted that alternative approaches to addressing retention concerns should also be pursued. In particular, effort should be invested in the examination of the impacts that job design can have on one of the key determinant variables identified earlier: job satisfaction. The CF should explore those aspects of job satisfaction that will intrinsically encourage and motivate people to stay. Specifically, the CF needs to examine how changing the very nature of the work CF personnel are required to perform can contribute to improving job satisfaction.

¹² Villeneuve; *Buying Low Attrition*, 9.

¹³ *Ibid.*, 9.

¹⁴ Department of National Defence, "Building and sustaining a retention culture in the CF," *Canadian Forces Personnel Newsletter*, Issue 11/04 (15 December 2004).

¹⁵ Department of National Defence, "Retention: If we build it, you will stay," *Canadian Forces Personnel Newsletter*, Issue 3/06 (22 March 2006).

Relationship Between Job Satisfaction, Organizational Commitment, and Retention

In examining the relationship between job satisfaction, organizational commitment, and retention, it is first important to clearly understand how two forms of organizational commitment can influence an individual's decision to stay with or leave an organization. Affective and continuance commitment are applicable to the concept of retention in two unique ways.

Affective commitment focuses on why people choose to stay with an organization. It describes an individual's emotional attachment to, identification with, and involvement in an organization.¹⁶ Essentially, this is a measure of the positive influencers that contribute to individuals' retention plans. On the other hand, continuance commitment focuses on why people choose to leave an organization. Continuance commitment considers the perceived costs of leaving an organization and such things as the lack of alternative employment opportunities.¹⁷ Therefore, this is a measure of the negative influencers that serve to dissuade individuals from making release decisions. As such, affective and continuance commitment describe two related and yet variant motives for why personnel choose to stay or why personnel choose to leave the CF.

In an effort to better understand the fundamental basis for retention and to assist in developing a retention strategy, the CF conducted a study in 2003 in order to examine the causal relationship between job satisfaction, organizational commitment, and individual's

¹⁶ John P. Meyer and Natalie J. Allen, *Commitment in the Workplace – Theory, Research and Application* (London: SAGE Publications Inc, 1997), 11.

¹⁷ *Ibid.*, 11.

intention to remain within the CF.¹⁸ This study concluded that job satisfaction plays an important part in the development of affective commitment to an organization and that this in turn has an influence on an individual's decision to stay with an organization.¹⁹ The relationship between these three items can be described as follows: the greater the job satisfaction, the greater the level of affective commitment and the greater the propensity to remain with an organization. Therefore, any initiatives that improve job satisfaction should have a positive impact on retention.

CF Retention Strategy and Job Satisfaction

In 2002, CF Military HR Strategy 2020 was promulgated and highlighted a number of retention initiatives that would be pursued in an effort to “position a military career as a profession of choice.”²⁰ The predominant focus of the retention strategy was the need to strengthen the social contract between individuals and the organization.²¹ The document listed a number of ideas that the CF would endeavour to pursue in an effort to progress its retention strategy. Specific initiatives included developing more flexible terms of service; creating career fields that enhance career flexibility; providing more individual input in career management procedures; ensuring for a harassment free work environment; developing fair and effective performance evaluation procedures;

¹⁸ Bernard, Villeneuve and Laberge, *The Relationship between Job Satisfaction...*, 1.

¹⁹ Ibid., 8.

²⁰ Department of National Defence, *Military HR Strategy 2020: Facing the People Challenges of the Future* (Ottawa: Chief of Staff ADM (HR-Mil), 2002), 21.

²¹ Ibid., 21.

maintaining effective mechanisms for resolving workplace conflicts; providing adequate spiritual, medical, dental, social and other support; developing policies that provide more direct support to military families; and finally better recognizing the value of exceptional individual performance through a system of commendations, honours and awards.²²

To some degree or another, each of these initiatives will likely have a positive impact upon addressing the level of affective and continuance commitment that individuals have towards the CF and arguably have some impact on overall job satisfaction. However, none of these initiatives are aimed at addressing one particular aspect of job satisfaction that could also influence overall retention: improving the actual CF jobs.

Potential Job Satisfaction Benefits Offered by Job Design

The nature of the work that people perform can also have an impact on individual motivation, job satisfaction, and subsequent propensity to remain with an organization. “Researchers and managers alike are increasingly attending to the way jobs are designed as an important factor in determining the motivation, satisfaction, and performance of employees at work.”²³

The basic premise of the relationship between job design and motivational theory is that the intrinsic nature of the work itself is a key contributor to overall employee

²² Ibid., 21.

²³ J. Richard Hackman and Edward E. Lawler III, “Employee Reactions to Job Characteristics,” *Journal of Applied Psychology*, Vol 55, No. 3 (1971), 259.

motivation. Therefore, by understanding how work design can influence individual motivation and job satisfaction, it follows that this understanding should allow for the introduction of initiatives that will positively impact upon overall retention objectives. Two theories will be examined to show how job satisfaction can be influenced by job design.

Two-Factor Theory. In the late 1950s, Frederick Herzberg and his associates conducted an examination of the factors that influenced work motivation. The result of their efforts was the development of the Two-Factor Theory which essentially divided the factors that impacted upon employee motivation into two distinct groups: motivator factors and hygiene factors.²⁴ According to this theory, the difference between motivator factors and hygiene factors on employee motivation was that they each could be measured along two independent scales. The first being those issues that contributed to job satisfaction or satisfying experiences, and the second being those issues that contributed to job dissatisfaction or dissatisfying experiences. Their research concluded that employees tended to describe job satisfaction in terms of these two related and yet distinct sets of factors. That said, each of these sets of factors was considered intrinsic to the nature of the work the individuals were performing.²⁵

Herzberg and associates concluded that there were a number of workplace motivator factors that would lead to employees satisfying experiences. These included such things as achievement, recognition, the work itself, responsibility and advancement

²⁴ Gregory Moorhead and Ricky Griffin, *Organizational Behavior*, (Boston: Houghton Mifflin Company, 1989), 115.

²⁵ Sunil Ramlall; "A Review of Employee Motivation Theories ...," 57.

and growth. Their research found that the existence of these factors in the workplace contributed to the sustainment of motivation in employees, and yet their absence would not necessarily contribute to dissatisfaction. The hygiene factors, on the other hand, described those factors that contributed to dissatisfying experiences and included such things as supervision, working conditions, pay and security, company policies and interpersonal relationships. According to the Two-Factor Theory, the presence of these hygiene factors in the workplace did not impact upon the level of job satisfaction experienced by individuals however their absence would contribute to an increase in job dissatisfaction.

Consequently, Herzberg concluded that efforts to address simply the hygiene factors would only serve to reduce the level of dissatisfaction felt by employees and that this would not equate to any corresponding increase in employee motivation. As such, Herzberg felt that those factors that contribute to job satisfaction were mutually exclusive from those that contribute to job dissatisfaction. Actions that seek to address the hygiene factors alone will not serve to improve job satisfaction, but will simply moderate the level of job dissatisfaction. Therefore, in order to truly influence motivation and job satisfaction in a positive manner, managerial efforts must be directed towards addressing the motivator factors. To this end, Herzberg felt it would be necessary to make changes to the very nature of an employee's work.²⁶

Herzberg's Two-Factor Theory has been the subject of some degree of debate amongst fellow researchers. The primary area of disagreement centers on Herzberg's conclusion that the factors which impact upon job satisfaction and job dissatisfaction are

²⁶ Ibid., 57.

mutually exclusive. Efforts to reproduce the results of this theory have been unsuccessful in subsequent surveys.²⁷ Notwithstanding, Herzberg's conclusion that job design can have a positive impact on employee motivation has not been debated. Consequently, based on this motivational theory, it is submitted that any efforts that are made to address the intrinsic nature of the work itself should have a positive influence on the level of job satisfaction.

The essence of Herzberg's theory suggests that jobs can be redesigned to incorporate more motivators and thereby contribute to greater job satisfaction for employees. By designing jobs with this in mind, the expected increase in job satisfaction should contribute to influencing personnel to remain within the organization. As such, good job design can have a positive impact on promoting improved personnel retention. This concept could be included as part of the overall CF retention strategy.

Job Characteristics Model Theory. Following on from Herzberg's initial examination of the impact of job design on individual motivation, Hackman and Oldman developed the job characteristics model (JCM). The JCM theory has better withstood the test of time and is now considered to be a dominant framework for defining task characteristics and for understanding how these relate to employee motivation and job satisfaction.²⁸ The basis of JCM is that jobs can be described in terms of five core job dimensions or objective characteristics; skill variety, task identity, task significance,

²⁷ Sharon K. Parker and Toby D. Wall, "Work Design: Learning from the Past and Mapping a New Terrain," in *Handbook of Industrial, Work and Organizational Psychology, Volume 1* (London: SAGE Publications, 2002) 92.

²⁸ Stephen P. Robbins and Nancy Langton, *Organizational Behaviour – Concepts, Controversies and Applications* (Scarborough, Ontario: Prentice Hall Canada Inc, 1999), 577.

autonomy and feedback. According to this theory, three critical psychological states can be expected to occur when jobs are designed to increase the presence of the aforementioned five core job dimensions: experienced meaningfulness of the work, experienced responsibility for work outcomes and knowledge of results of work activities.²⁹ Hackman and Oldman further posited that the existence of these three critical psychological states would collectively promote increased work motivation and job satisfaction.

One aspect of this theory that was not accounted for in Herzberg's Two-Factor theory was that it also included an examination of the nature, values and expectations of the individuals within the organization. The JCM theory suggested that there are interdependencies among the characteristics of individuals and the characteristics of the jobs which should be considered when addressing changes to job designs.³⁰ In particular, the JCM theory concluded that when dealing with individuals with a strong growth need, which includes such traits as the desire for challenge and personal development, the impact that the five core job dimensions would have on individual motivating forces would be much stronger. As such, the motivation of personnel with a strong growth need would increase commensurate with any job design improvements undertaken to address the core job dimensions.

The JCM theory includes a mathematical determination of how the overall potential of a job could be assessed in order to determine the impact on work motivation. This particular aspect of the JCM theory has come under some scrutiny by subsequent

²⁹ Parker and Wall, "Work Design," 92.

³⁰ Hackman and Lawler, "Employee Reactions . . .," 280.

researchers.³¹ Some of the key concerns are that the five job characteristics identified in the JCM theory have not always been found to be distinctive. Therefore, they are not always easily measurable as independent considerations. Notwithstanding the issues raised with some aspects of the JCM theory, the basic premise of the model has remained unchallenged. Essentially, it concluded that job characteristics are important determinants that can impact upon attitudinal outcomes such as job satisfaction.

This theory is of particular relevance within the CF context. The personnel attracted to the CF are generally people who are seeking challenge and responsibility. CF recruiting efforts are focused towards enlisting individuals with these innate characteristics. “The CF looks for high achievers, risk-takers, and young adults that have demonstrated academic and extra-curricular prowess.”³² The CF professes to offer jobs with challenge, and yet, a significant number of personnel who chose voluntary release indicated that a lack of professional opportunities and challenges were amongst the main reasons for their departures.³³ This apparent incongruence needs to be addressed at its very foundation.

Each and every CF job needs to be examined to ensure that they provide the necessary skills variety and challenge that CF personnel are looking for. Through addressing the five core job dimensions when developing CF jobs, this should instill a measure of intrinsic job satisfaction that will influence personnel to remain within the

³¹ Parker and Wall, “Work Design,” 92.

³² Christopher Ankerson and Losel Tethong, “Retain or Perish: Why Recruiting Won’t Save the CF,” The Canadian Institute of Strategic Studies Strategic Datalink #95 (March 2001): 4.

³³ Ankerson and Tethong, “Retain or Perish,” 3.

organization. As such, this concept should be considered as part of the overall CF retention strategy.

Opportunity to Make a Difference

This paper has shown that a distinct relationship exists between job satisfaction and an individual's affective commitment to an organization. It has further shown that efforts to address the very nature of the jobs that personnel are asked to perform through appropriate job design initiatives could reasonably be expected to have an impact on job satisfaction. In turn, this should also result in a positive impact on influencing current and future CF personnel to stay with the organization and thus improve retention. As such, the CF should consider examining the design of CF jobs from a job satisfaction perspective as part of its retention strategy.

ADM (HR-Mil) currently has a human resources project underway that is examining the whole of the CF work requirement. The Military Occupational Structure Analysis, Redesign and Tailoring (MOSART) Project has embarked on a major strategic human resources change initiative which involves systematically reviewing each and every aspect of CF work that needs to be accomplished in order to address the CF operational requirements. Its primary focus is on developing a Military Occupational Structure (MOS) that will enhance the strategic capability of the CF to meet an increasing assortment of operational missions.³⁴ The MOS defines the jobs required to perform the work necessary to meet CF mission requirements.

³⁴ Department of National Defence, *MOSART – Shaping Your Future* (Ottawa), 2.

As part of the MOS development process, the MOSART project is defining CF jobs based on the tasks, skills, knowledge and other competencies required to perform them. Data is collected on these key aspects of CF work predominantly by means of survey questionnaires. The collected information is then entered into an automated, scientifically based and highly rationalized job analysis computer application in order to organize the data for subsequent analysis. The job analysis process groups the CF work into jobs based on the similarity of the tasks performed and the knowledge, skills and abilities required in order to perform those tasks.³⁵ This analysis provides a good indication of the nature and scope of all CF jobs. Individual job descriptions are then developed to form part of the formal human resources management documents that describe all of the performance requirements for each job. They include a job summary and a listing of the essential tasks and duties to be performed.

As described above, the process of analyzing the whole of the CF work requirement, and the resultant development of job descriptions, is dependent upon an analytical assessment which endeavours to group common tasks into unique jobs. These jobs are formed from logical groupings of work. However, this process fails to consider whether the work grouping have any inherent job satisfaction characteristics. Is the job interesting? Is the job likely to be suitably challenging for the individuals required to complete the various tasks contained therein? Does the job come with a sufficient amount of responsibility commensurate with the incumbent's expectations and abilities based on their rank and years of service? These types of questions need to be addressed for each

³⁵ Department of National Defence, "A Historical Overview of the Military Occupational Structure"; http://hr3.ottawa-hull.mil.ca/mosart/engraph/history_e.asp?cat=6&subcat=4; Intranet; accessed 16 March 2006.

and every CF job. As job descriptions are developed, they should be assessed from a job satisfaction perspective to determine what, if any, changes might be warranted.

It is recognized that some jobs may not be readily amended based on the nature of the work and that others may not need to be adjusted in any way. However, based on the feedback from individuals who have opted to release from the CF who indicated they were not being sufficiently challenged or being accorded sufficient responsibility³⁶, there are undoubtedly many jobs that could benefit from this type of job satisfaction review. Job satisfaction is likely to suffer if there are insufficient numbers of challenging jobs.

The CF is at a point of opportunity to adjust the military occupational structure in a way that can positively contribute to personnel retention. As MOSART moves forward with MOS modernization to meet CF requirements, it should take steps to ensure that sufficient numbers of challenging jobs are created to address the expectations and requirements of the soldiers, sailors and airpersons being employed in them. The CF must provide a work environment that meets the needs and expectations of both serving and future CF personnel.

If the CF does not adequately consider all aspects of job satisfaction as part its retention strategy when rebuilding the CF, then it runs the risk of perpetuating past structural problems which have contributed to retention problems. The CF needs to capitalize on this opportunity to address job satisfaction in a manner that will promote personnel retention.

³⁶ Ankerson and Tethong, "Retain or Perish . . .," 3.

Conclusion

In order to retain the right number of motivated and qualified people, the CF will engage in systematic, planned and coordinated retention strategies. The CF of 2020 will be an environment conducive to retention under a fully integrated HR framework that balances individual and organizational interests.³⁷

The current demographic profiles of the CF has served to highlight the necessity for a proactive retention strategy that will encourage personnel with experience and expertise to remain with the CF and continue to contribute to overall CF effectiveness.

Proactive efforts to build a retention culture across the whole of the CF are worthwhile endeavours that should contribute favourably to meeting overall retention requirements. However, this paper has shown that an additional initiative could also be pursued that should contribute to positively impact upon CF retention objectives. Efforts to design jobs that take into account job satisfaction theories should be pursued concurrently with other retention initiatives in order to better meet retention objectives.

The time is now to introduce job satisfaction considerations into the design of CF jobs. As the CF moves towards transforming the very way it organizes the whole of the CF work requirement, it is examining each and every job being done by CF personnel. While it is important to examine each job from a tasks, skills and knowledge perspective, it is suggested that it is equally important to examine all CF jobs from a job satisfaction perspective. By making a determined effort to create jobs that meet service requirements and that will intrinsically promote job satisfaction, the CF will be working towards addressing another aspect of an enhanced retention strategy that will respond to retention concerns from the very foundation of the CF organizational structure. By addressing job

³⁷ Department of National Defence, *Military HR 2020...*, 16.

satisfaction from a job design perspective, this should contribute favourably toward encouraging personnel to stay with the CF and thereby reduce the overall level of voluntary attrition.

The CF needs to capitalize on the opportunity offered by the MOSART review of the CF work requirement and in its development of CF jobs. This paper has shown that improving job satisfaction can have a positive impact on raising an individual's commitment to an organization and thereby influencing them to remain with it. By addressing job design criteria that can promote job satisfaction in concert with building a strong CF retention culture, the CF will broaden its likely success in addressing CF retention concerns.

The CF should introduce an initiative aimed at making possible changes to the work content of CF jobs, with a focus towards improving job satisfaction, in order to have a positive influence on reducing CF attrition. This initiative should be included as part of the overall CF retention strategy.

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