

PROFESSIONAL ARMY SYSTEM:
A DIAGNOSIS OF THE PERCEPTIONS

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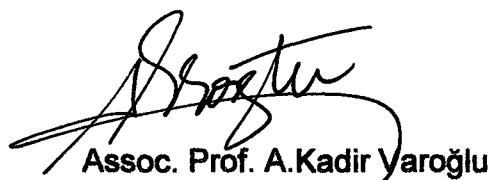
JULY 2002

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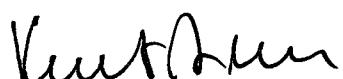
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ABSTRACT

PROFESSIONAL ARMY SYSTEM: A DIAGNOSIS OF PERCEPTIONS

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July 2002

This study analyzes the perceptions about the concept of professional army. It aimed to find out the ideas and attitudes of the management people in defence sector toward being an army with totally professional soldiers.

Recently, the effectiveness of the Army's personnel was questioned for being totally professional, and efforts to modernize it or set up a completely new system. This large-scale organizational change has been discussed on the framework of open-system theory. Although there may be various reasons for their perceptions, the reasons behind those perceptions are not investigated.

The thesis will enable some information for further studies by picturing the present condition and finding the individual perceptions of respondents at all levels (upper, middle and lower levels) before the professional army established so that it gives a way for understanding how the social perception will change when the transformation is underway.

Key Words: Professional Army, military systems, change, perception, transformation

ÖZET

PROFESYONEL ORDU SİSTEMİ HAKKINDA GÖRÜŞLERİN TESPİTİ

Işıkçı, Erol

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Tez Danışmanı: Prof. Dr. Kamil Kozan

Temmuz, 2002

Bu çalışma profesyonel ordularındaki görüşleri analiz eder. Çalışmada Savunma Sanayiinde yönetici konumundaki kişilerin tam profesyonel bir orduya geçişlarındaki görüş ve tutumları ortaya çıkarılmaya çalışıldı.

Son zamanlarda ordunun tamamen yeni bir sisteme geçmesi ve modernize edilmesi konuları tartışılarken, insan kaynakları sisteminin de etkinliği ve tamamen profesyonel personelden oluşması sorgulanmıştır. Bu büyük çaplı organizasyon değişikliği açık sistem yaklaşımı çerçevesinde ele alınmıştır. Tespit edilen tutum ve algılamaların nedenleri çeşitli olmakla birlikte sadece modelin bütünlüklü yaklaşımı ile yetinmiş ve bu algı farklılıklarının nedenleri araştırılmamıştır.

Ancak çalışma şimdiki durumu tespit etmesi ve her kademedeki (üst-orta-alt) yöneticiye uygulanmış olması nedeniyle değişimin tamamlanması sonrasında yapılacak olan araştırmalarda algılamaların ne yönde değiştiğini anlamada yardımcı olacaktır.

Anahtar kelimeler: Profesyonel ordu, askeri sistemler, değişim, algı, dönüşüm

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My parent is gratefully acknowledged due to their endless support during the study like at all phases of my life. Special thanks go to my mother Kadriye, my father İsmail and my sister Elif.

To my wife;

yASEMIN



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I. INTRODUCTION

Just a few years ago, the Berlin Wall was razed, symbolically announcing the end of the Cold War and declaring the dawn of a new era of great change. Unlike the relatively predictable environment of the Cold War, we are now faced with much uncertainty in a world of rapidly accelerating change. This new environment requires a different posture for every organization, including the army. As a result, an army is presently undergoing more substantive change than any period it has witnessed in its history.

In the light of these developments, the Turkish Army plans to transform its concept and doctrine, while building unit organizations that can adapt itself readily to changes, and changing the ways of training soldiers and leaders. For instance, a new tank replaces the old one, and a new howitzer replaces the old one. However, the transformation process in an army system is generally more comprehensive than the examples about the technological change given above. This kind of transformation will not only be limited to technology but it will largely affect human resource and the way that they do their job.

The fundamental key to controlling and integrating change effectively in the Turkish Army is to raise the level of knowledge and awareness. In the process of this transformation, firstly a conceptual notion of what must be done to change successfully in the environments of today and tomorrow should be defined. Such a conceptual notion can only stem from a close, detailed and reflective study of the Army and its environment. Related to this, open system approach enables us to realize our aim by giving a framework to analyze the system with its input, output, system and the environmental factors as explained below:

Time, money, human, machines and vehicles can be examples of INPUT. Time is needed in implementing a major change in the organization's culture. Money, or in another name funding, is essential for developing and acquiring future combat systems and modernizing aging equipment. However, this study focused on human dimension since it is the most precious asset of every organization.

For military institutions the most important OUTPUT is the success on the battle. The Army must always be ready to deploy immediately, to fight and to sustain its operations, even though it is continually evolving. Because of that reason, this is one of the focuses of our study.

Army can be defined as a large-scale, complex, interdisciplinary organization operating in an open-systems environment. In today's environment, Specialized Sergeant System and Contracted Officer System can be defined as the last drives toward professional army SYSTEM.

Economic pressures, new opportunities, technological imperatives, legal constraints, cultural pressures are the examples of ENVIRONMENTAL FACTORS.

Amongst external environmental factors, economical considerations are the fundamental ones to be studied. However, cultural considerations and the characteristics and values of the institution itself determine the relative success of military change. So, the cultural considerations have been investigated due to their importance in internal environment.

In order to investigate the ideas about the areas described above, a survey has been constructed on the key components (i.e. input, output, system, environmental factors and the feedback) of an open-system model. The participants were chosen from the managers of institutions that operate in defense sector who are knowledgeable about the research topic.

The specific research questions are:

1. What are the perceptions of participants concerning Professional Army System from the standpoint of open-system approach?
2. Are there any disparities in perceptions related to Professional Army considerations between upper-level, mid-level, and lower-level managers?
3. On which factors do their perceptions differ about Professional Army System concerning economy, culture, battle efficiency, human resource provision, and present systems?

It is important to note that the current study is not limited to these questions. All other interesting findings are welcomed. Hence, the research questions will not be hypothesized.

The words “draft” and “conscription”, “all-volunteer force (AVF)”, and “totally professional army” have been used interchangeably in some parts of the study.

In the following chapter, a review of the relevant literature is given. Next, the methodology used in the study is explained in detail. Following this, the empirical results are displayed and significant findings are discussed. Finally, the study is concluded with conclusion, implications, limitations of the study and further study areas.



II. LITERATURE REVIEW

2.1. Open System Approach

A biologist, Otto Von Bertanfly is credited with stating the theoretical foundations of system theory. He constructed a model according to his theoretical framework and basically this model has five components: (1) inputs (materials, human resources, time, money etc.), (2) system itself (in our study, army), (3) outputs (products, services or success), (4) feedback mechanism (production reports, evaluation forms, appraisals and incentives), (5) the environment in which the system operates (in open-systems system effects the environment and gets effected by the environment).

This study is consistent with the model explained above and interested in all components by sampling at least one factor for each component. For example, provision of human resources was investigated as an example of input component, battle efficiency was investigated as an example of output component, economical and cultural considerations were investigated as the examples of external and internal environmental factors, and the present system with the Specialized Sergeant and Contracted Officer sub-systems were investigated as the example of system component. The only exception was the feedback, but instead of that, future system expectations were investigated.

The system theory approach is intended to be prescriptive rather than explanatory. So the main purpose of this study is to explore perceptions of participants about the concept of professional army.

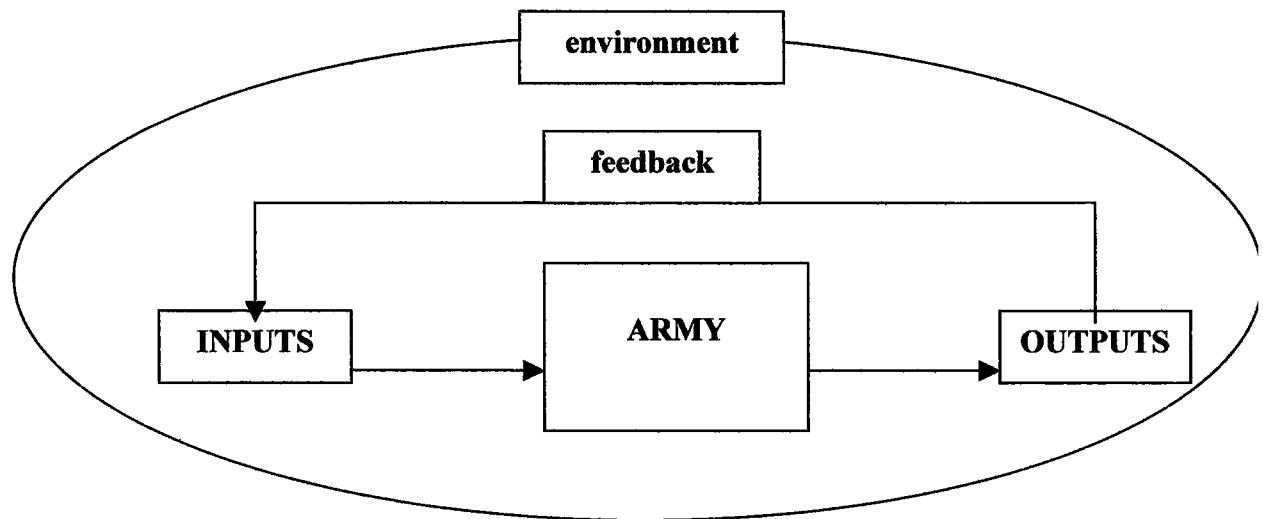


Figure 1. ARMY as an open-system organization

2.2. Military Systems

In order to make it clear, we can define military systems and their differences between each other by grouping them into three:

1. **Compulsory service-based system:** Only some of the military personnel (Officers, non-commissioned officers, civilian officials and workers) are paid for their services and every citizen (may not be valid for women) has to be in military service for a period of time at some ages. Three sub-groups can be defined:
 - a. **National Service:** All men are required to serve in the military or in government job for a certain time according to age cohorts.

- b. Selected Service:** The enlistees are chosen within an eligible pool by a lottery method. The selected service is the result of the draft system as the entire eligible pool exceeds accession requirements.
 - c. Monetary Service and Conscription:** In this system, people who can afford to pay a certain amount of money, can avoid conscription. The money limit can be adjusted to enable the military to meet its manpower requirements.
- 2. Professional System:** Military system in which all-military personnel are paid and none of the citizens are responsible for obligatory service.
- 3. Semi-professional System:** Combination of 1 and 2. The rate of paid personnel is much more greater than the rate of personnel in service obligatory. Generally it is seen in countries, which targeted professional system but could have not materialized yet.

2.3. Military System In Turkey

The military system in Turkey can be called as compulsory service-based system. The properties of the system are summarized in the following paragraphs about the Turkish Armed Forces (TAF)¹.

The Chief of General Staff is appointed by the President as Commander of the Armed Forces and is responsible to Prime Minister. The Council of Ministers is responsible to Turkish Grand National Assembly for national security and the preparation of the Armed Forces to defend the country. However, authority to

¹ The information given and further information can be found in their web site of TAF: <<http://www.tsk.mil.tr>>

declare a state of war and send Turkish Armed Forces to foreign countries or allow foreign armed forces to be stationed in Turkey rests with Turkish Grand National Assembly.

The Chief of the Turkish General Staff is responsible to the Prime Minister and is charged with the overall command and control of the Turkish Armed Forces. He is also responsible for:

1. Conducting the military operations effectively
2. The operational readiness of Turkish Armed Forces

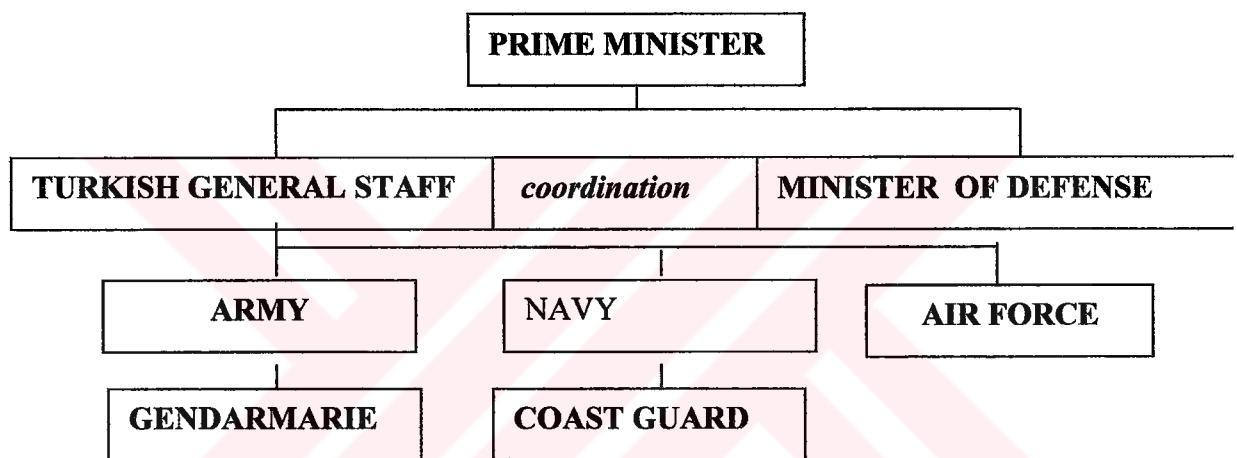


Figure2.3. Organization Chart Of Turkish Army

The commanders of the three services (Land, Naval, and Air) report directly to the Chief of the Turkish General Staff. Turkish General Staff and the Ministry of National Defense work in close coordination and cooperation to fulfill their respective responsibilities. The General Command of Gendarmerie and the Coast Guard Command, as a part of the internal security forces, are affiliated with the Ministry of Interior Affairs at peacetime; whereas at war-time, they fall under Land Forces Command and Naval Forces Command, respectively.

The Turkish Armed forces missions and responsibilities are clearly stated in the Turkish Constitution and determined by laws as to react against new security challenges and crises in 2000's, to be ready to face the uncertainties, and to ensure the security of Turkey against internal and external risks. In this context; the small but flexible units, having sufficient capability, equipped with technological weapon and systems, comprising sufficient command-control assets, precise and developed ammunition, covering early warning assets and also able to conduct operation in any weather condition are very desirable and take priority in the new approach.

The need for personnel in the Turkish Armed Forces is met through five sources:

1. Officers :

- a. The Military Academy**
- b. The N.C.O.s who are promoted to the rank of officer.**
- c. The officers who have been graduated from a faculty or college.**

2. Non-Commissioned Officers

- a. Non-Commissioned Officer Preparation Schools**
- b. The civilians who have been graduated at least from a High School or an equivalent of this institution.**
- c. The specialized sergeants.**

3. Specialized Sergeants :

- a. Specialized Sergeant Training and Preparation Schools**
- b. Sergeants and privates who have completed their compulsory military services.**

4. Enlisted Men:

Every Turk who is at the age of 20 is responsible to perform his military service for 18 months as private, corporal or sergeant. If he is graduated from a faculty than he may become Third Lieutenant during military service for 18 months or recruited as enlisted men for 8 months.

5. Civil Servants :

They are selected from the ones who have been successful at the examination of Civil Servants held by the State's Personnel Department and supervised by the OSYM. (The Center for Selecting and Placing the Students).

In summary,

- Officers make up the core command structure.
- The NCOs stand as the intermediate command level between officers and the enlisted.
- The specialists are professional enlisted leaders. This new category of personnel is the result of Turkish Armed Forces' professionalization drive.

Last year, the Grand National Assembly legislated the contract officer law, which will allow the services to induct officers and NCOs for term contracts. Their initial contract will be 3 years that is the time-in-grade for a second lieutenant, or an NCO sergeant. Subsequent contracts shall be as long as the time-in-grade of the subsequent rank. They may serve up to 21 years in the armed forces.

Compulsory military service is embedded in the Constitution of Turkish Republic. Every male citizen "has a right and duty to serve in the military" by our constitution, though it does not specify conscription, draft or any other method. The

constitution leaves the description of the “manner how this service is rendered” to the subordinate laws. Service category and duration determined according to the person’s educational attainment: About 30% of the university graduates (4- year or more faculty) who are selected by the services for skills (in terms of professions) needed by the TAF serve 16 months as reserve officers, whereas the rest serve 8 months as short-term conscripts. Those who have less than 4-year university education have to serve 18 months service with a 3-month basic and branch training. Then they are distributed to the troops.

The personnel mobilization system is also largely based on conscription. Recently released conscripts are assigned to the military units in their locality to be called up at mobilization. Most of these personnel do not undergo any refresher training with the implicit assumption that since they are released in the past three years, they will not need any extra training. Thus when they join the military units these units will be ready for combat even on the first day of mobilization.

2. 4. Military Systems In other Countries

USA

USA Land Forces has started transforming itself into a professional system in 1973 according to law amended by American Congress and now USA Army has become a totally professional system. In that system, while all privates, enlisted men and Non-Commissioned Officers (NCOs) are contracted, Officers work for 5 years compulsory and after than the President approves them so that they can work for the army as long as they can move along the hierarchical structure.

After the end of the Cold World War, due to the decision about reduction in the army personnel, some of the units were abolished. So 1.300.000 total number of the Army personnel declined to 550.000 after the transformation.

Legally president has the authority to ask citizens for compulsory service in extraordinary cases. In Land Forces, women can work in all branches except combat arms in front-line; namely infantry, armored forces or ranger.

They have reserve forces to activate incase of any national need. These forces are trained for some short periods yearly, and other times they make their own business.

FRANCE

Until 1996, the compulsory service-based system had been used, after that year transition begun and planned to be completed in year 2002. Now semi-professional system is running, as half compulsory and half professional system.

Now according to 2002 numbers:

Officers	: 16.000 (with average 30 years tenure)
Non-commissioned Officers	: 50.000 (with average 15 years tenure)
Contracted Enlisted Specialists and Privates	: 64.000 (with average 8 years tenure)
Voluntary Enlisted Specialists and Privates	: 5.000 (with average 2 years tenure)
Civilian personnel	: 34.000
TOTAL	: 170.000

They targeted to have 10% Officers, 40% NCOs, 50% contracted Enlisted Specialists and Privates. It is also possible to be contracted for officers and NCOs.

NCOs are the core part of the system since they are the biggest portions of the total personnel. %50 of Land Forces comprised from NCOs and 50% of them are promoted from contracted enlisted specialists and privates. 45% of the NCOs are also promoted to be officers. All the NCOs begin as contracted. After the NCO Sergeant Rank, they become commissioned. 11% of them are women.

Although there was high rate of decrease in the number of the personnel, the budget was not reduced because more funds were expended for the education of personnel to keep up with the need for the qualified personnel and remaining part has been expended for the ones who choose to resign during that transformation process, they were prepared for the civilian life. It is still possible for every French Citizen who say "I want to serve for the military voluntarily" to be in military service for 10 months.

GERMANY

The military system of Germany can be described as the combination of professional and compulsory systems.

Now according to 2002 numbers:

Officers	: 20.500 (with average 30 years tenure)
Non-commissioned Officers	: 64.000 (with average 15 years tenure)
Contracted Enlisted Specialists and Privates	: 131.000 (with average 8 years tenure)
TOTAL	: 220.000

They targeted to have 9% Officers, 33% NCOs, 58% contracted Enlisted Specialists and Privates.

Every citizen, who has reached the age of 18, has to be armed for 10 months. This compulsory service has been shortened to 9 months at 2000 but there is still an option for the ones who want to stay in army to serve 23 months. It is also possible to serve in public sector up to four years instead of military for the ones who don't want to be called to arms.

Women personnel can only serve as privates, enlisted or in health services. In the near future female officers are planned to be employed but not in combat arms.

Yearly, Germany has 400.000 human resources to recruit and only 100.000 are recruited. To use all the available human resources they are planning of shortening periods to 6 months, which will help to transform the Army into totally professional system.

ISRAEL

For men and women, it is compulsory to serve for Israel Defense Forces (Armed Forces). In the last year of high school, women are recruited for 19 months and men are recruited for 36 months. These men and women are given a survey in psychology and are introduced about military systems.

Today, there have 45% Officers, 49% NCOs, 6% Civilian Personnel and women are not charged in combat arms.

According to law, serving in military between the ages of 18 and 21 is compulsory for men and women. Besides, they are kept as reserved forces until the age of 54 for men and 24 for women. Refreshing training periods for men between the ages of 22 and 48 is 35 days, and 12 days between the ages of 49-54. Refreshing

training periods for women is 29 days until the age of 23. The ones who are asked to participate these trainings are informed at least 1 week before, and the government pays for their losses and accepts these personnel as on leave.

KOREA

They use compulsory service-based system. They have totally 560.000 military personnel as 10% Officers (53.000), 33% Contracted Officers (3700), 10%NCOs (48.000) and 77% Enlisted Specialists and Privates.

Officers are the graduates of the Army Academy, University and the ones that are promoted from NCOs. Compulsory service is 5 years for officers and after that period the ones who chose to stay in the army may serve 5 more years. After the second 5 years the ones who don't resign are appointed in critical duties. Most of the officers are graduates of faculties rather than Army Academy. NCOs are qualified enlisted specialists chosen by Battalion commanders and have educated in NCO schools for 1 year.

Privates and Enlisted men are recruited for 26 months including university graduates. The ones who are voluntary for Navy or Air forces have to enter an exam. The ones who selected Navy serve for 28 months and for Air forces serve 30 months. If the family has only one son, then he may be charged in factories, securities at metro and police departments nearby his home. There are some studies about specialized sergeant recruitments.

In case of any extraordinary condition, they need for 2 million people and these reserved forces are trained periodically.

PAKISTAN

They use professional system so military personnel are paid and chosen voluntarily, for example private gets about \$50. They have 9 Army Corps and comprised of

Land Forces :480.000

Navy : 15.000

Air Forces :25.000

TOTAL :520.000 and only 26.000 (5%) are officers.

However, laws let the government to call for compulsory service incase of any need. After the training periods from 16 to 66 weeks, they can be contracted for the periods of 4, 8 or 15 years. A private may be promoted to enlisted specialist or NCO and there is no other school to train NCOs. Officers may only be the graduates of the Army Academy, Technical or Medical University. Women are recruited as teachers or doctors.

In any case of need, they use color codes to have reserve forces together in 72 hours and every resigned officers are trained once in every two-year.

ENGLAND

It has professional and voluntary based system. Every soldier is paid in the military and contracted for the period of minimum 3.5 years to maximum 9 years. After the end of contraction period, personnel can leave or can go on if he/she has been successful enough and has good records. Normally, they can be recruited maximum 22 years until the age of 55. The minimum age for application is 17.5 and after 18 they can decide to stay or to leave.

If we look over the historical records, we can say that the British were convinced that a large conscript army could be a big threat to their freedoms and security. British Society took into account the geographical position of its country and claimed that the most important branch to keep was Navy. But later some situations as World War I and II forced the British Government to introduce Compulsory service in May 1939. After the World War II, Great Britain retained the conscript army until 1962.

JAPANESE

It has professional and voluntary based system. Every Japanese citizen, who has graduated from secondary school, and who is not older than 25 can be contracted to be soldier. Periods for contractions are three years and there is a 3 months training period at the beginning. The successful ones can be promoted to be officers.

Shortly, types of military systems of some countries can be summarized by the information given below in Table 1:

Country	Populations (millions)	Total Force	System
USA	276	2577300	AVF
Britain	59	515300	AVF
Netherlands	16	84140	AVF
Japan	127	285900	AVF
Canada	29	12400	AVF
France	59	713430	Draft
Turkey	66	988400	Draft
Germany	82	685300	Draft
Greece	11	450170	Draft
Spain	39	613950	Draft
Portugal	10	255580	Draft
Norway	4	248700	Draft

Table 1. The military systems of some countries

Source: The Military Balance 2000/2001 (London: Oxford University Press, 2000)

2.5. ONGOING TRENDS ON MILITARY SYSTEM: AVF, CONSCRIPT OR MIX?

Military conscription has been a controversial institution throughout history. For decades, it has been accepted that the armed forces divided into two mutually exclusive models: Conscription armies like those of France or Germany or non-conscription armies, like Britain or USA. In the European context, only ten years ago, in 1992, Belgium decided to end its conscription system and some other countries have quickly followed: Netherlands in 1993, Spain 1995 and France in 1996.

So, what are the reasons underlying such a radical change?

Mainly of all the basic reason underlying that fact is the accelerating speed of the change and the new environment it brings with. Kisses (2002) states this condition as following, “It is clear that the fall of the Berlin wall and everything that followed paved the ground for this change in the European armed forces. A first logical payoff seemed to be a reduction in size and budget, a common feature of today's reform of the armed forces.” Burk (1992) defines today's environment as “The enormous economic productivity and the high living standards in industrialized modern societies are based on a continuously increasing degree of functional division of labor and professional specialization.” And after than he concludes that “The driving forces of this process are technological progress and market penetration into all spheres of life and society, which imply an increasing degree of individualization and normative pluralization as well as the decreasing importance of traditional values and an erosion of the norm of compulsory military service.”

Haltiner (1998, p. 8) states, "This means that the armed forces of modern societies become leaner in personnel size. They rely on advanced technology and are highly differentiated and complex in their organization and function. Before long, they will first be partly, and then eventually, fully professionalized."

According to Van Doorn, particularly the "large and rich countries" can afford to maintain forces on the basis of volunteers. He states that in societies with economic growth and increasing living standards will decrease, whereas the volunteer format of the military personnel will increase. In other words, there is a negative correlation between the socioeconomic degree of modernization and the extent of compulsion in recruiting personnel for the armed forces.

But very few researchers have tested the concept empirically. Among these, the one by Kelleher stands out. After her study in 1978, "Mass Armies in the 1970s: The Debate in Western Europe," which concentrated on six Western European states, she established that, given technical trends and the ongoing citizenship revolution, mass armies were declining. Assuming no major East-West conflict, no rapid progress toward European integration, and no extended period of economic warfare, it furthermore projected for the period from 1990 to 2000 that Western European armies would:

- Be smaller in size (perhaps by as much as 30 percent);
- Involve far fewer conscripts (if any, but no more than 25-30 percent) in primary military positions;
- Involve far more specialists and technicians in more highly differentiated.

A study by Karl W. Haltiner (1998, p. 32) also supported that decline of mass armies theory. In his study, Haltiner tried to picture the present conditions for 15 NATO countries, including Turkey, concluded that:

- In the past twenty-five years, the armed forces of all Western European nations have become smaller in size, leaner in personnel, and technically and structurally much more differentiated.
- The Western European military organizations base their recruitment to an increasing extent on voluntary personnel, regardless of whether conscription still exists in their countries or not. As a general tendency, the degree of compulsion for recruiting military personnel had decreased remarkably.

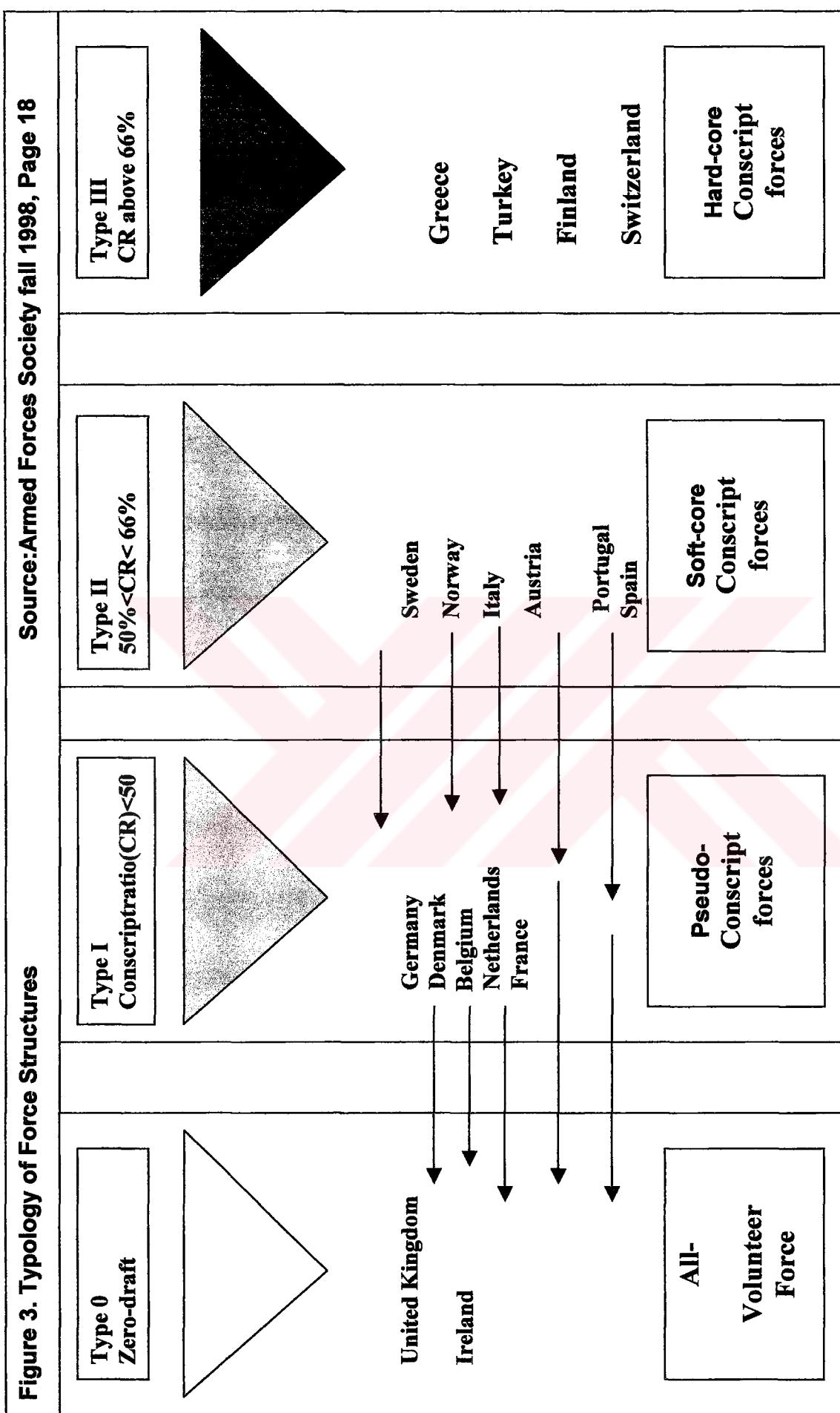
Haltiner pictures the condition in 15 Western NATO countries as depicted in Figure 3.

If we turn back to the Turkish case, it is possible to say that throughout the history, the Turkish Military Service had been most of time a mixed system with a minority of professionals and a majority of non-professionals. It still is a mixed system, again with a larger core of professionals and a main body of conscripts.

Today the four services of the TAF have varying levels of professionalization. None of the services is an “All Volunteer Force” or full professional military. Table 2 shows the levels of professionalization across services (Bıcaksız and Varoglu, 2002).

Figure 3. Typology of Force Structures

Source: Armed Forces Society fall 1998, Page 18



<u>Service</u>	<u>Professionals*</u>	<u>Conscripts**</u>
	<u>% of total service</u>	<u>% of total service</u>
Army	16.7	83.3
Navy	47.5	52.5
Air Force	54.4	45.6
Gendarmerie	17.7	82.3

* Professionals include, commissioned officers, non-commissioned officers, specialists, and civilians (officials and workers).

** Non-professionals include conscripted reserve officers, and conscripts (subject to 18 or 8 months of service)

Table 2. Percentage of professionals in Army, Navy, Air Forces and Gendarmerie

2. 6. DEBATES ON: AVF, DRAFT OR MIX?

According to Maulen and Manigart (1997) “The decline of the mass army is a central fact in military sociology. Technological change and socio-cultural evolution are the major variables in bringing about this fundamental change in the recruitment and organization of manpower. Just as in other sectors of society (industry, agriculture) mass is replaced by machine.”

Social scientists who make use of research findings to explain the limitations and strains found in the contemporary all-volunteer military tend to agree on one central conclusion. In general, they accept the premise that adequate economic incentives are of crucial importance. However, Janowitz (2002) points out the fact that economic incentives are an insufficient basis for adapting the all-volunteer military. Although this is the perspective of a variety of historians, psychologists,

political scientists, and sociologists, only the economists remain unmoved in their persistent conviction that higher pay incentives will solve the recruitment, retention, and performance dilemmas of the military services.

So it is possible to say that recruitment and retention dilemma can be considered as the main concern in constituting and keeping the AVF. Gencer (2002, p. 2) states, "While the military's requirement for highly educated personnel has increased in direct proportion to the increase in war-fighting technology, the number of college-educated recruits has diminished. Consequently, recruiting young men and women has become harder than ever before".

Advocates of all-volunteer system generally state that what distinguishes volunteers from others today is partly economics but also cultural attitudes. Young men and women who sign up are likely to be more pro-military, more authority-minded and more traditional in social attitudes. Shortly they point out the fact that the all-volunteer force is made up of "people who want to be there" since it is essential to have motivated people, capable of intensive training, who can work well together in the army. There are also arguments against conscription in peacetime, especially given the diminishing long-term manpower needs of the armed services. Weisberg (1991, p. 17) states "Nations have military forces not to distribute burdens equally in society but to win wars. The military has its own rationale for opposing a draft: Volunteers suffer fewer morale and discipline problems than those pressed into service involuntarily."

On the other hand, critics claim that governments having AVF avoids collecting statistics that demonstrate disproportional class representation in the fighting ranks of the military. For example, the percentage of soldiers who are the

children of lawyers or etc. Barone and Gergen, states (1990, p. 46) "Especially in American case there are some arguments about whether blacks are over presented. Critics of the volunteer force worry that blacks constitute roughly 25 percent, while they account for just 12 percent of the population. Others charge, for example, that blacks suffered an unfair number of deaths in Vietnam."

Kurt (2001, p. 44) groups the objections into five main categories:

1. The mobilization and problem of reserved forces
2. The cost of an AVF
3. The social representation problem
4. AVF decreases patriotism
5. Erosion of civilian respect and isolation of the military

Above all, Kisses (2002) states that the success of the reform of non-conscription armed forces is not a simple matter of technical decision-making. Sorensen (2000, p. 331) points out "The fate of conscription will thus be influenced by the public as much as by the political and military systems." Or Smith (2002) states "...debate centering on the casualty factor will continue. Phrases such as "Another Vietnam or Somalia" will be bandied about..."

Moreover, national circumstances must be taken into consideration, such as the relationship between manpower needs and demographics and the value laid upon the embodiment of citizenship as well as cultural variables. Maulen and Manigart (1997) conclude, "The gap between demand and supply became too big, the ideological justification sounded too weak. The draft as an ideology appeared worn out the moment the draft as a system was no longer suitable."

Finally, the geographical position is another factor to be taken into consideration. Cohen, in his study of Citizen and Soldiers (1985) states that “...perhaps the best predictor of a country’s system of military service are the length of its land borders with potentially hostile neighbors and size of its population relative to that of neighbors...” (p. 25).

III. METHODOLOGY

3.1. FRAMEWORK OF THE STUDY

“Open-System approach” was used to define the factors that effect the transformation into totally professional system. By using this framework, one or two factors were investigated for each component:

1. “Draft System, Specialized Sergeant System, and Contracted Officer System Considerations “ were investigated in the SYSTEM component.
2. “Economical and Cultural considerations” were investigated in the ENVIRONMENTAL FACTORS component.
3. “Provision of Human Resources” was investigated in the INPUT Component.
4. “Battle efficiency” was investigated in the OUTPUT Component.

Also the 5th one tries to capture EXPECTATIONS ABOUT THE SYSTEM.

“Although voting preference polls and surveys of general social attitudes receive most of media attention, surveys have long been used in Army, in the years of World War II.” (Edwards, 1996, p. 2). In the survey, 37 questions were constructed with regard to factors presented above, to get perceptions of managers in defense sector about the transformation process to professional army system. The respondents were asked to elicit their evaluations and perceptions about the sentences.

3.2. SAMPLE

Since the focus of the study was on perceptions of the management people, the data were collected by cluster sampling of the managers of eight institutions, operating in defense sector in Ankara territory. This cluster sampling enabled us to reach more representative of population. In our sample due to the high turnover rate of personnel appointment, it is like microcosms of population.

After administering the 538 questionnaires to the managers, 489 of them answered the questionnaire. 41 participants are upper-level managers; 118 are mid-level and 330 are lower-level managers who are working in Ankara territory. All respondents answered the questionnaire totally.

3.3. MEASURES

Respondents' perceptions were measured by asking them to specify the extent to which they perceive the sentence on a scale with five choices from "strongly agree" to "disagree". The respondents were also asked about their hierarchical level considering the effects of their total work life. The data are interpreted by using SPSS 10.0 Program.

The reliability of the questionnaire has been checked by SPSS (version 10.0) program and Cronbach's alphas for each component were estimated, these Alpha values were given in the following chapter.

In the analysis, mean responses are calculated for each question in the questionnaire. The mean is simply the sum of the individual responses (1= "I don't agree with the idea" to 9 = "I totally agree with the idea") so the average score of

6,0 or more should be interpreted as agreement with the idea expressed and an average score of 4,0 or less should be interpreted as disagreement with the idea expressed. Scores between 4,0 and 6,0 show that respondents don't have any consensus about the item in questionnaire or their indecisiveness.

The questionnaire form was presented in Appendix A.

In order to figure out the differences between 3 sub-groups of upper-level, mid-level, and lower-level managers, Anova table and post-hoc analysis were presented in Appendix B.

Correlations between components were presented in Appendix C. These correlations are not investigated as they only present significant linear relationship but not any cause-effect relation.

RESULTS and FINDINGS

4.1. SYSTEM COMPONENT:

In this section, the following points were discussed;

- (1) What managers think about draft system with regard to performance, motivation, efficiency and effectiveness.
- (2) Whether there is a need to transform into professional system.
- (3) What managers think about the present practice of Specialized Sergeant System.
- (4) What managers expect about the recently accepted Contracted Officer System.

a. Draft System Considerations

In order to capture the perceptions about Draft System, points (1) and (2) above, 5 questions were combined into composite index. The alpha value for this index is 0,6090, which is acceptable. According to our scale, the higher the estimated score the higher the respondent is in favor of professional army system.

The histogram for the composite index of draft system considerations is presented below:

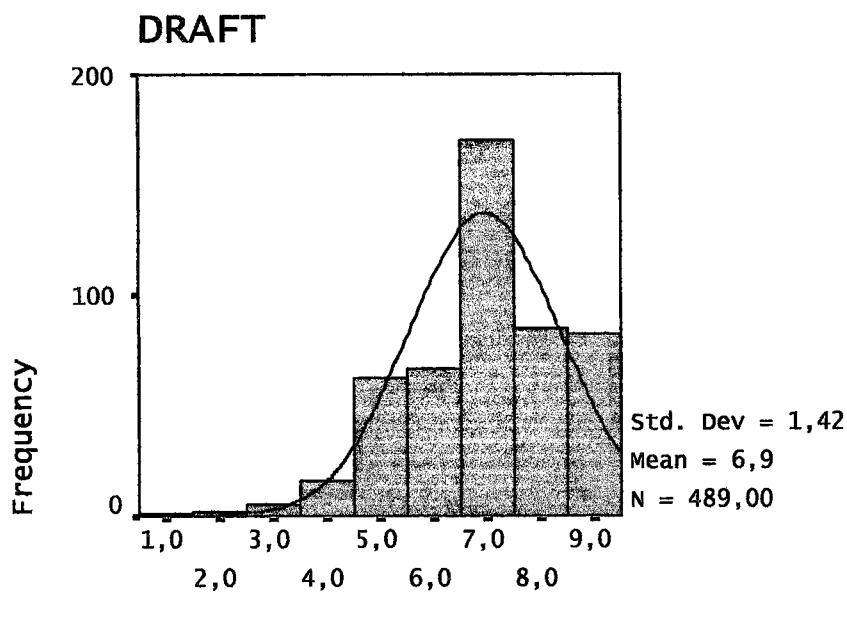


Figure 4. Histogram For Composite Index Of Draft System Considerations

Related component items, detailed statistics and the comments about them were presented below:

Component items	Frequency	Percent (% of total)	Mean*	Std. Deviation
1. Draft personnel are self-motivated enough to be trained and to accomplish their duties.	1,00 3,00 5,00 7,00 9,00 139 193 35 86 36 489	28,4 39,5 7,2 17,6 7,4	3,7198	2,5263
2. Periodical change in draftees has a bad effect on performance.	1,00 3,00 5,00 7,00 9,00 8 26 30 156 269 489	1,6 5,3 6,1 31,9 55,0	7,6667	1,8569

	1,00	13	2,7			
	3,00	44	9,0			
3. Use of vehicles, materials and weapons by draftees decreases efficiency.	5,00	39	8,0	7,3436	2,1569	
	7,00	143	29,2			
	9,00	<u>250</u>	51,1			
		489				
	1,00	26	5,3			
	3,00	86	17,6			
4. Draft system negatively affects the degree of army's readiness for a war.	5,00	63	12,9	6,3333	2,4573	
	7,00	164	33,5			
	9,00	<u>150</u>	30,7			
		489				
	1,00	225	46,0			
5. The problems faced nowadays can be solved in draft system without considering revising the system to totally professional.	3,00	<u>158</u>	32,3			
	5,00	35	7,2	2,8937	2,3129	
	7,00	49	10,0			
	9,00	<u>22</u>	4,5			
		489				

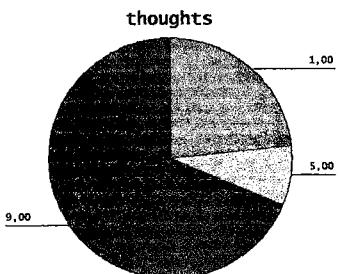
***Scale is 1 to 9 and 9 = “strongly agree”**

Our expectation was that, if respondents have some negative ideas about the motivation, performance, efficiency and effectiveness of draft system than they may think that the draft system should be revised or abolished. As it can be seen from the means and percentages, respondents generally are not in favor of present draft system and believe that,

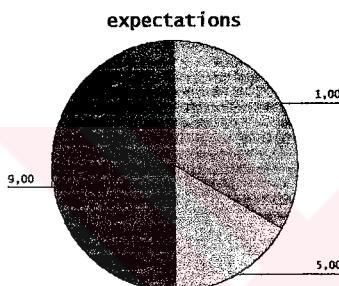
- Conscripts have not enough motivation to accomplish their training.
(Related item number 1)
- Periodical change has bad affects on performance. (Related item number 2)
- Use of vehicles, materials and weapons by draftees decreases efficiency. (Related item number 3)
- Readiness for a possible war affected negatively by draft system, so it decreases battle effectiveness. (Related item number 4)

b. Specialized Sergeant System Considerations

Since Specialized Sergeant and Contracted officer systems are accepted as the last drives toward being a totally professional army, were questioned separately:



% 68.7 of the managers see the Specialized Sergeant System as the first step toward Professional Army.



60.1 % of managers see Contracted Officer System as an important step toward Professional Army.

In order to capture the perceptions about Specialized Sergeant System, considering point (3) in page 25, 5 questions were combined into composite index. The alpha value for this index is 0,6521, which is acceptable. According to our scale, the higher the composite score, the more the respondent is happy with the present practice of Specialized Sergeant System.

The histogram for the composite index of Specialized Sergeant System considerations is presented below:

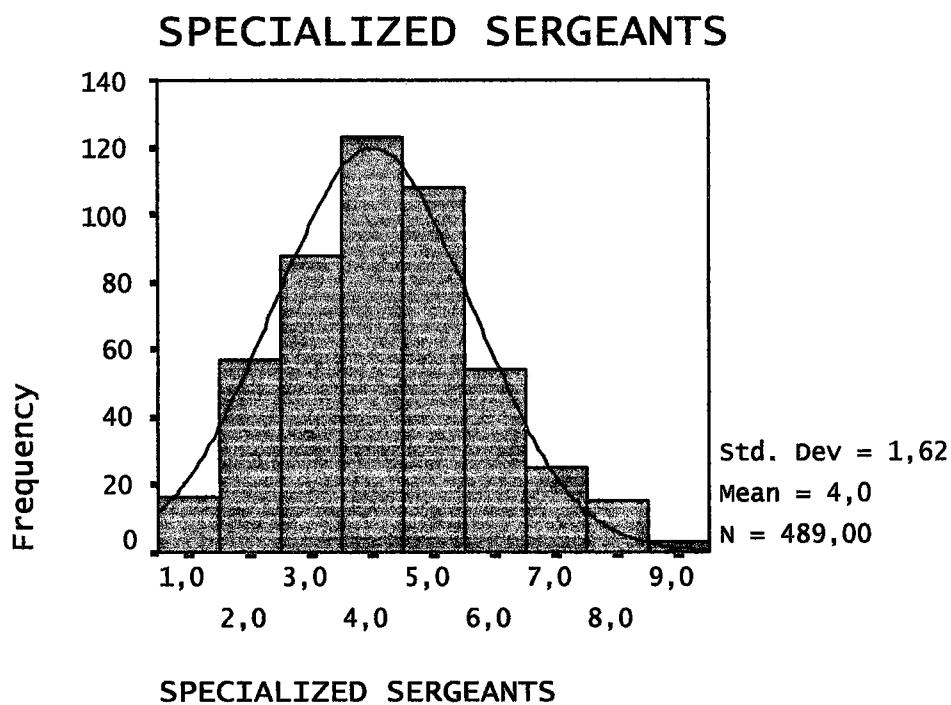


Figure 5. Histogram For Composite Index Of Specialized Sergeant System

Considerations

Mean was found as 4,0, which is low. As a result, it is possible to say that, although in general Specialized Sergeant System is accepted as the first step thorough professionalization, there is a clear dissatisfaction with the present practice.

Although it is not possible to explain all the reasons for unhappiness with the practice, the following finding may be a main reason: More than half of the managers (64.5%) believe that the applicants have not enough capability and qualifications.

Items and other statistics were presented below:

Component items:	Frequency	Percent (% of total)	Mean*	Std. Deviation
6. Specialized Sergeant recruitment is the first step for transforming the army into a professional one.	1,00 3,00 5,00 7,00 9,00	45 69 39 159 <u>177</u> 489	9,2 14,1 8,0 32,5 36,2	6,4479 2,6546
7. Specialized Sergeant System is running well.	1,00 3,00 5,00 7,00 9,00	139 170 72 80 <u>28</u> 489	28,4 34,8 14,7 16,4 5,7	3,7239 2,4275
8. Specialized Sergeant System increases the degree of readiness for war and efficiency in the battle.	1,00 3,00 5,00 7,00 9,00	35 113 71 193 <u>177</u> 489	7,2 23,1 14,5 39,5 15,7	5,6708 2,3936
9. Applicants to become Specialized Sergeant have enough capability and qualifications.	1,00 3,00 5,00 7,00 9,00	124 191 78 78 <u>18</u> 489	25,4 39,1 16,0 16,0 3,7	3,6708 2,2561
10. The present condition of Specialized Sergeant system implementation is enough and there is no need to improve.	1,00 3,00 5,00 7,00 9,00	196 191 42 37 <u>23</u> 489	40,1 39,1 8,6 7,6 4,7	2,9550 2,2042

*Scale is 1 to 9 and 9="strongly agree"

c. Contracted Officer System Considerations

The other side of the coin is Contracted Officer System. Considering point (4) in page 27, 4 questions were combined into a composite index to capture the expectations about recently accepted system of Contracted Officers. The alpha value for the index is 0,8622.

According to our scale, the higher the composite score, the more the respondent are optimistic about the future of practice of Contracted Officers. The histogram for the composite index of Contracted Officer System considerations was presented below:

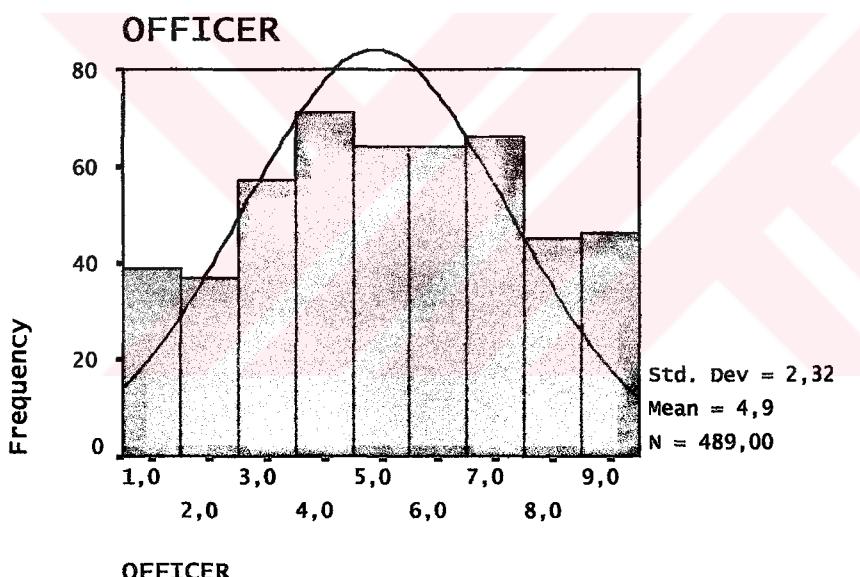


Figure 6. Histogram For Composite Index Of Contracted Officer System Considerations

The mean is 4,9, which is also low but not as much as the Specialized Sergeant System Considerations' mean of 4,0. This shows us that there aren't great expectations for recently constructed system. It may stem from the unhappiness with the present practice of Specialized Sergeant System.

Shortly it is possible to talk about a little optimistic approach for newly accepted system. It would be better to reinvestigate this system after implementation is underway.

The component items and detailed statistics were presented below:

Component items:		Frequency	Percent (% of total)	Mean*	Std. Deviat ion
11. Contracted Officer recruitment is an important step for transforming the army into professional one.		1,00 3,00 5,00 7,00 9,00 489	87 76 81 119 <u>126</u> 489	17,8 15,5 16,6 24,3 25,8	5,4949 2,8873
12. Contracted Officer system will be running system.		1,00 3,00 5,00 7,00 9,00 489	99 122 119 106 <u>43</u> 489	20,2 24,9 24,3 21,7 8,8	4,765 2,5000
13. Contracted Officer system will increase the degree of readiness for war and efficiency in the battle.		1,00 3,00 5,00 7,00 9,00 489	103 110 100 101 <u>75</u> 489	21,1 22,5 20,4 20,7 15,3	4,7342 2,7377
14. People having enough capability and qualifications would apply for the Contracted Officer position.		1,00 3,00 5,00 7,00 9,00 489	96 126 77 87 <u>103</u> 489	19,6 25,8 15,7 17,8 21,1	4,8978 2,8740

***Scale is 1 to 9 and 9 = “strongly agree”**

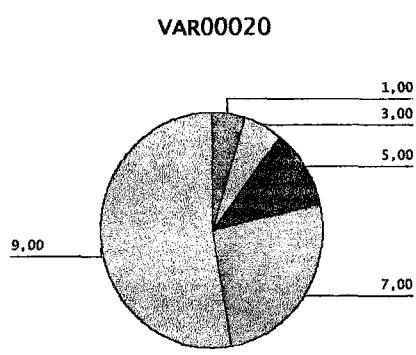
4.2. ENVIRONMENTAL FACTORS COMPONENT:

In this section, the following points were discussed,

- (1) The economy and military expenditures.
- (2) Whether Professional army cost more or less than the present system.
- (3) Whether Professional army system can be applicable in economic crisis.
- (4) What kind of effects the professional army will have on the personnel and maintenance expenditures.
- (5) Whether Turkish society will accept the professional army system.
- (6) Whether recruiting from the multi-resource of workforce (instead of only military schools) could cause some communication or cultural problems within the army.
- (7) The qualifications of applicants for professional.

a. Economical Considerations

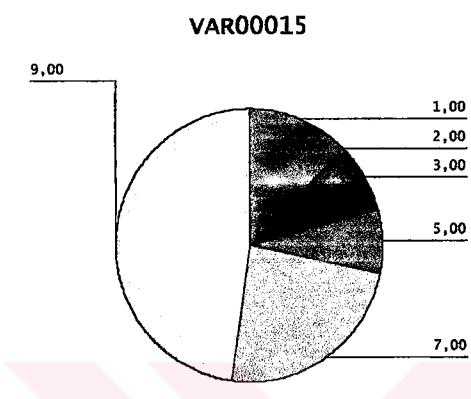
Firstly, the economical considerations were investigated as one of external environment factor. The new structure will not necessarily be less expensive or even equal to the cost of the old structure but it should support significantly greater end results. Most respondents believe professional army would cost less for the country:



20 Totally Professional army would cost less for the country.

	Frequency	Percent
1	23	4,7
3	28	5,7
5	54	11
7	126	25,8
9	258	52,8

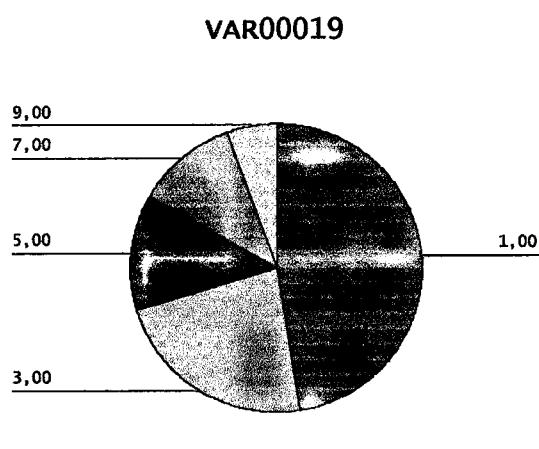
Also military expenditures are an important part of government expenditures. When the respondents were asked about whether governments should decrease their spending on military expenditures to make the economy powerful, they responded as:



15 Nowadays governments have to spend less for military expenditures in order to strength their economies.

	Frequency	Percent
1	61	12,5 %
2	1	0,2 %
3	40	8,2 %
5	36	7,4 %
7	117	23,9 %
9	234	47,9 %

On the other hand, most of the respondents believe that professional army costs not so much to establish even considering today's economical conditions so establishing a professional army will not be luxurious considering today's economical considerations.



19 Nowadays constructing a totally Professional army is a luxury considering the economical conditions of the country.

	Frequency	Percent
1	232	47,4 %
2	111	22,7 %
3	65	13,3 %
4	54	11 %
5	27	5,5 %

In order to capture the perceptions about Cultural considerations, with regard to points (1), (2),(3) and (4) in page 34, 5 questions were combined into composite index. The alpha value for the index is 0,7011, which is acceptable. Considering the economical benefits of professionalization, it is clearly accepted that professional army is accepted to be more economical. The histogram for the composite index of Economical Considerations was presented below:

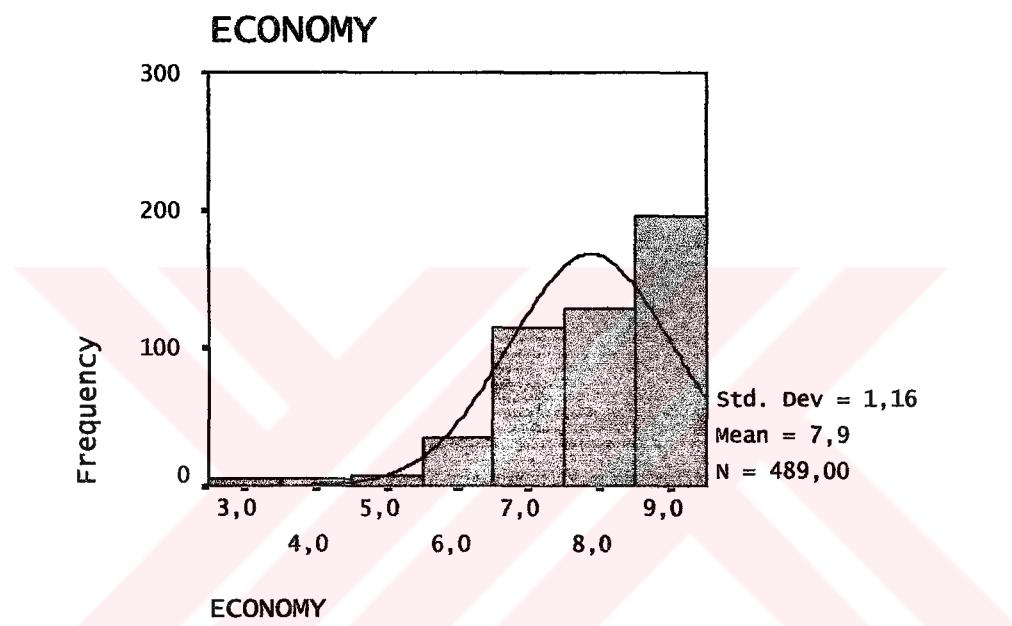


Figure 7. Histogram For Composite Index Of Economical Considerations

Related questionnaire items and descriptive statistics were presented and then the findings were discussed below:

Component items:	Frequency	Percent	Std.
	(% of total)	Mean*	Deviation
16. High-tech weapons and weapon systems have to be used by professional personnel.	1,00	2	0,4
	3,00	21	4,3
	5,00	4	0,8
	7,00	67	13,7
	9,00	<u>395</u>	80,8
		<u>489</u>	

	1,00	4	0,8		
17. Transforming army into totally professional will cause a decrease in personnel expenditures.	3,00	19	3,9		
	5,00	26	5,3	8,0389	1,6597
	7,00	110	22,5		
	9,00	<u>330</u>	67,5		
		489			
	1,00	7	1,4		
18. Transforming army into totally professional will cause a decrease in maintenance expenditures.	3,00	6	1,2		
	5,00	20	4,1	8,2843	1,4942
	7,00	89	18,2		
	9,00	<u>367</u>	75,1		
		489			
	1,00	23	4,7		
20. Totally Professional army would cost less for the country.	3,00	28	5,7		
	5,00	54	11,0	7,3231	2,2511
	7,00	126	25,8		
	9,00	<u>258</u>	52,8		
		489			
21. Transforming army into totally professional will cause private sector personnel, who are not obliged to serve in the army, to contribute country economy more.	1,00	19	3,9		
	3,00	33	6,7		
	5,00	52	10,6	7,2904	2,2004
	7,00	139	28,4		
	9,00	<u>246</u>	50,3		
		489			

***Scale is 1 to 9 and 9 = “strongly agree”**

If the statistics are carefully examined, the following results can be obtained:

- 80,0 % of the respondents expect that transforming army into totally professional will cause a decrease in personnel expenditures number of military personnel due to expected decline in personnel number. (Related item number 17)

- 93,3 % of the respondents wait that transforming army into totally professional will cause a decrease in maintenance expenditures due to professional usage of systems by the professional system. (Related item number 18)
- There is a clear agreement on those high-tech weapons and weapon systems have to be used by professional personnel. (Related item number 16)
- The agreement is also true for the idea that private sector personnel, who are not obliged to serve in the army, to contribute country economy more. (Related item number 21)

b. Cultural Considerations

In order to capture the perceptions about Cultural considerations, with regard to points (5), (6) and (7) 'n page 34, 5 questions were combined into composite index. The alpha value for the index is 0,7011, which is acceptable.

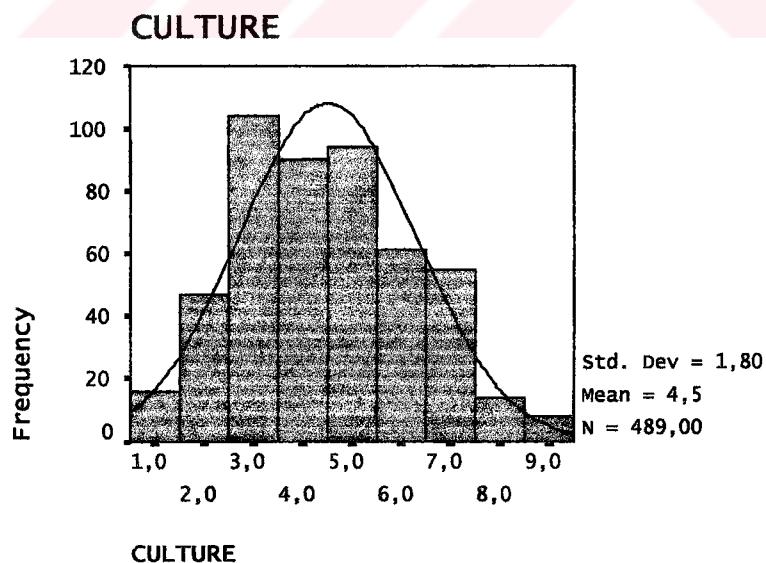


Figure 8. Histogram For Composite Index Of Cultural Considerations

The mean of 4,5 implies the hesitations about the professional army system. It is also interesting that the ones who say that professional army will cause more hierarchy and conflict also say that recruitment of personnel from different resources may cause some adaptation problems. Those people are also pessimist about the expected applicants for these positions. The inter-correlations between these variables were shown below:

Correlations between variables 24, 25 and 26:

		VAR00024	VAR00025	VAR00026
VAR00024	Pearson Correlation	1,000	,566**	,382**
	Sig. (2-tailed)	,	,000	,000
	N	489	489	489
VAR00025	Pearson Correlation	,566**	1,000	,521**
	Sig. (2-tailed)	,000	,	,000
	N	489	489	489
VAR00026	Pearson Correlation	,382**	,521**	1,000
	Sig. (2-tailed)	,000	,000	,
	N	489	489	489

**** Correlation is significant at the 0.01 level (2-tailed).**

Descriptive data were presented and the findings were discussed below:

Component items:	Frequen cy	Percent (% of total)	Std.	
			Mean	Deviation *
22. Army will lost its training and education center property after transformation into totally professional system.	1,00 3,00 5,00 7,00 9,00	131 132 53 105 <u>68</u> 489	26,8 27,0 10,8 21,5 13,9	4,3742 2,8416
23. People would not be happy for abolishing the draft system since they see it as a way of becoming a mature person anymore.	1,00 3,00 5,00 7,00 9,00	152 130 71 86 <u>50</u>	31,1 26,6 17,6 14,5 10,2	3,9857 2,7134

	1,00	64	13,1		
24. Positions as Specialized Sergeant, Contracted Officer etc. will cause more hierarchy and conflict.	3,00	72	14,7		
	5,00	99	20,2	5,7076	2,8426
	7,00	108	22,1		
	9,00	<u>146</u>	29,9		
		489			
	1,00	25	5,1		
	3,00	44	9,0		
25. During transformation process, recruitment of personnel from different resources may cause some adaptation problems.	5,00	85	17,4	6,4765	2,4570
	7,00	174	35,6		
	9,00	<u>161</u>	32,9		
		489			
	1,00	27	5,5		
	3,00	34	7,0		
26. Applicants for a totally professional army largely would be from low-level economic class and unemployed people.	5,00	60	12,3	6,9836	2,4761
	7,00	137	28,0		
	9,00	<u>231</u>	47,2		
		489			

***Scale is 1 to 9 and 9 = “strongly agree”**

If the statistics are carefully examined, the following results can be obtained:

- The doubts about whether society will not accept that new professional army in which not all men are asked for military service is generally rejected and respondents stated that society is ready for transformation. (Related item number is 23)
- Although not so much clear, they also do not agree that the army will lose its training and education center property after transformation into totally professional system. (Related item number is 22)
- Positions as Specialized Sergeant, Contracted Officer etc. will cause more hierarchy so most of the respondents (52%) believe in that recruiting from the multi-resource of workforce (instead of only military schools) could cause higher conflict. 78,5 % of the

respondents also say that during transformation process, recruitment of personnel from different resources may cause some adaptation problems. (Related items are 24 and 25)

- In professional armies, the personnel paid for their military occupation than this may lead society think that only the ones who are in need of money ask for jobs. We see that the expectations are on that way: 77,2 % of respondents believes that applicants for a totally professional army largely would be from low-level economic class and unemployed people. (Related item number is 26)

4. 3. INPUT COMPONENT

In this section, the followings points were discussed,

- (1) What managers think about the human-asset of the organization (especially with regard to country's manpower potential)?
- (2) What they think about army's attractiveness for the ones they want to include in the army?
- (3) If they think that they could select new-recruits whom they are looking for.

In order to capture the perceptions about Provision of Human Resources, with regard to points (1), (2) and (3) above, 5 questions were combined into composite index. The alpha value for this index is 0,6690, which is acceptable.

The histogram for the composite index of draft system considerations was presented below:

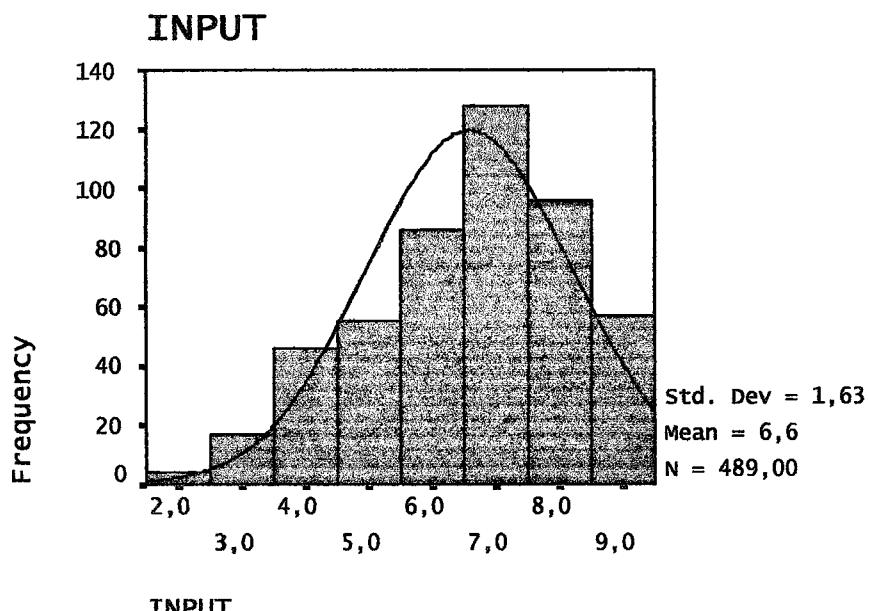


Figure 9. Histogram For Composite Index Of Input Considerations

All these arguments were supported by the 6,6 mean of composite index. Almost all the managers told that Turkish Military Forces could find qualified manpower to recruit within the country. Descriptive statistics were shown below:

Component items:	Frequency	Percent (% of total)	Mean*	Std. Deviation
27. Turkey has enough qualified manpower potential required by the army.	1,00 3,00 5,00 7,00 9,00 <u>489</u>	20 63 27 148 <u>231</u> <u>489</u>	4,1 12,9 5,5 30,3 47,2	7,0736 2,3770
28. Army is an outstanding organization, which is preferred by qualified manpower taking precedence.	1,00 3,00 5,00 7,00 9,00 <u>489</u>	21 86 58 122 <u>202</u> <u>489</u>	4,3 17,6 11,9 24,9 41,3	6,6278 2,5221
29. Army is preferred by qualified manpower taking precedence due to the advantages offered.	1,00 3,00 5,00 7,00 9,00 <u>489</u>	31 72 64 145 <u>177</u>	6,3 14,7 13,1 29,7 16,2	6,4928 2,5229

	1,00	29	5,9		
	3,00	70	14,3		
30. Army's education and training system is good enough to bring up its professional personnel for branches in need.	5,00	57	11,7	6,5624	2,4820
	7,00	156	31,9		
	9,00	<u>177</u>	36,2		
		489			
	1,00	37	7,6		
31. While transforming the army into a totally professional one, the recruitment of qualified manpower will not be a problem.	3,00	78	16,0		
	5,00	75	15,3	6,1493	2,5050
	7,00	165	33,7		
	9,00	<u>134</u>	27,4		
		489			

***Scale is 1 to 9 and 9 = “strongly agree”**

If the statistics are carefully examined, the following results can be obtained:

- Turkey has enough qualified manpower potential required by the army. (Related item number is 27)
- Army is an outstanding organization, which is preferred by qualified manpower taking precedence. (Related item number is 28)
- Army is preferred by qualified manpower taking precedence due to the offered advantages. (Related item number is 29)
- Army has its own military high schools or war academies so bringing up the personnel who are needed is a matter of its own. Respondents believe that army can do that. (Related item number is 30)
- These respondents also believe that during transformation the recruitment of qualified manpower will not be a problem. (Related item number is 31)

4.4. OUTPUT COMPONENT:

In this section, the following points were discussed,

- (1) How will the new professional system affect the overall success with regard to mobilization times?
- (2) Considering the present practice of draft system what effect have conscripts on battle efficiency?
- (3) What the managers guess for the degree of deterrence of the professional army to prevent a possible war?

In order to capture the perceptions about Draft System, with regard to points (1), (2) and (3) above, 3 questions were combined into composite index. The alpha value for this index is 0,5178, which is acceptable.

The histogram for the composite index of draft system considerations was presented below:

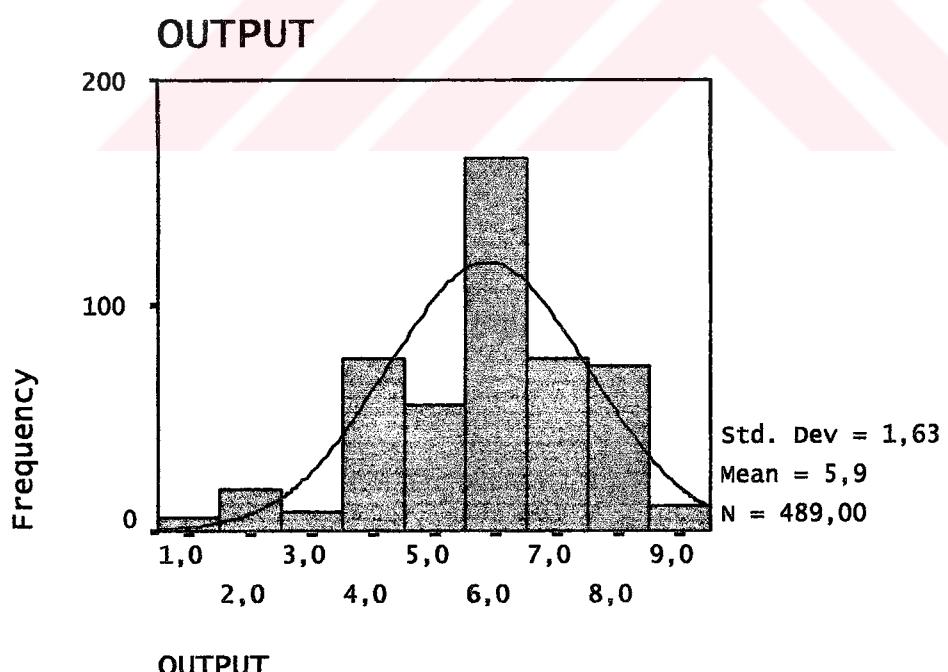


Figure 9. Histogram For Composite Index Of Input Considerations

Descriptive statistics were presented below:

Component items	Frequency	Percent (% of total)	Mean	Std. Deviation
32. Totally professional army is not appropriate system considering mobilization times and the need for reserve forces and their training	1,00 3,00 5,00 7,00 9,00 61 125 96 112 95 489	12,5 25,6 19,6 22,9 19,4	5,2249	2,6470
33. Draft personnel negatively affect the degree of army's battle efficiency.	1,00 3,00 5,00 7,00 9,00 62 99 80 138 110 489	12,7 20,2 16,4 28,2 22,5	5,5521	2,6975
34. Professional Army system makes the army more deterrent	1,00 3,00 5,00 7,00 9,00 31 26 49 127 256 489	6,3 5,3 10,0 26,0 52,4	7,2536	2,3611

At first we asked the opinions of participants think about the chance of success in the conditions of professional Army in a war that the whole country must participate rather than the small war in regional area. As you may notice:

- There is no general agreement whether professional army causes only some of the citizens to be trained since compulsory service will be over and only professionally will get training. (Related item number is 32)
- There is again no general agreement will result in a decrease at the chance of success considering a war that need all men to be soldiers. (Related item number is 33)

- But there is a clear agreement about the idea that the professional army system makes the army more deterrent. (Related item number is 34)

Above all, although there was no doubt about the idea that “Professional Army system makes the army more deterrent”, the conscripts cannot be seen as the only reason for battle inefficiency considering the low mean for the idea “Draft personnel negatively affect the degree of army’s battle efficiency”.

4.5. FUTURE EXPECTATIONS ABOUT THE SYSTEM:

However, it is still questionable whether personnel want transformation to professional system or not? There is a possibility of resistance to change.

So we have given 3 choices in questionnaire as totally professional system, semi professional system or none of two but the old system. It is found that managers believe that in the future army must transform into totally professional system. On the other hand, there are still arguments about whether the semi professional system could be much more useful or not. exact percentages about the system expectations were presented below:

- (1) 61,3 % says that in the end we should transform into totally professional system.
- (2) Only 13,7 % believes in that the current system is not enough to solve problems.
- (3) 58,7 % believe that semi-professional system can be a more useful solution when 30% do not believe and 11,2% has no idea.

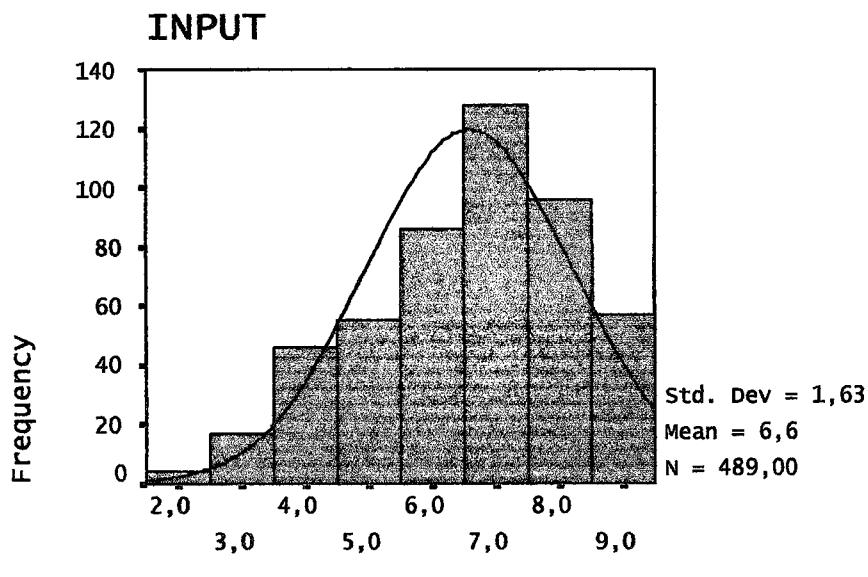


Figure 9. Histogram For Composite Index Of Input Considerations

All these arguments were supported by the 6,6 mean of composite index. Almost all the managers told that Turkish Military Forces could find qualified manpower to recruit within the country. Descriptive statistics were shown below:

Component items:	Frequency	Percent (% of total)	Mean*	Std. Deviation
27. Turkey has enough qualified manpower potential required by the army.	1,00 3,00 5,00 7,00 9,00 <u>489</u>	20 63 27 148 <u>231</u> 47,2	4,1 12,9 5,5 30,3 47,2	7,0736 2,3770
28. Army is an outstanding organization, which is preferred by qualified manpower taking precedence.	1,00 3,00 5,00 7,00 9,00 <u>489</u>	21 86 58 122 <u>202</u> 41,3	4,3 17,6 11,9 24,9 41,3	6,6278 2,5221
29. Army is preferred by qualified manpower taking precedence due to the advantages offered.	1,00 3,00 5,00 7,00 9,00 <u>177</u>	31 72 64 145 16,2	6,3 14,7 13,1 29,7	6,4928 2,5229

Table 2. Differentiation Within Subgroups According To Draft System Considerations

DRAFT SYSTEM CONSIDERATIONS	General score:	Upper-level	Mid-level	Lower-level	F	Sig.
1. Draft personnel are self-motivated enough to be trained and to accomplish their duties.	6,2802	5,6829	6,2542	6,3636	1,334	0,264
2. Periodical change in draftees has a bad effect on performance.	7,667	7,1463	7,7797	7,6709	1,863	0,156
3. Use of vehicles, materials and weapons by draftees decreases efficiency.	7,3436	7,3415	7,2373	7,3818	0,195	0,823
4. Draft system negatively affects the degree of army's readiness for a war.	6,3333	5,878	6,2881	6,4061	0,868	0,421
5. The problems faced nowadays can be solved in draft system without considering revising the system to totally professional.	7,1063	6,8049	7,3220	7,0667	0,910	0,403
Estimated total scores:	6,946	6,5707	6,9763	6,9818	1,566	0,210

(*Significant differentiation was demonstrated by **)

No significant differentiation was found between respondents according to their management levels for draft system considerations.

Table 3. Differentiation Within Subgroups According To Specialized Sergeant System Considerations

SPECIALIZED SERGEANT SYSTEM CONSIDERATIONS	General score:	Upper - level	Mid-level	Lower - level	F	Sig.
6. Specialized Sergeant recruitment is the first step for transforming the army into a professional one.	6,4479	6,0244	6,4576	6,497	0,578	0,561
7. Specialized Sergeant System is running well.	3,7239	3,5854	4,2203	3,5636	3,284*	0,038
8. Specialized Sergeant System increases the degree of readiness for war and efficiency in the battle.	5,6708	4,7561	5,6102	5,8061	3,596*	0,028
9. Applicants to become Specialized Sergeant have enough capability and qualifications.	3,6708	3,7805	3,6949	3,6485	0,071	0,931
10. The present condition of Specialized Sergeant system implementation is enough and there is no need to improve.	2,955	2,8537	2,8983	2,9879	0,119	0,888
Estimated total scores:	4,001	3,7439	4,1059	4,0015	1,566	0,210

*(Significant differentiation was demonstrated by *)*

- Lower-level and upper-level managers are more dissatisfied with the execution of the Specialized Sergeant System than the mid-level managers.
- Upper-level managers are more suspicious than the lower-level managers considering the idea that the Specialized Sergeant System increases the degree of readiness for war and battle efficiency in the battle.

Table 4. Differentiation Within Subgroups According To Contracted Officer**System Considerations**

CONTRACTED OFFICER SYSTEM CONSIDERATIONS	General score	Upper-level	Mid-level	Lower-level	F	Sig.
11. Contracted Officer recruitment is an important step for transforming the army into professional one.	5,4949	5,0488	6,4576	5,2061	8,985*	0,000
12. Contracted Officer system will be running well.	4,4765	4,561	5,3051	4,1697	9,295*	0,000
13. Contracted Officer system will increase the degree of readiness for war and efficiency in the battle.	4,7342	4,2683	5,661	4,6606	9,310*	0,000
14. People having enough capability and qualifications would apply for the Contracted Officer position.	4,8978	4,2195	5,8136	4,6545	8,572*	0,000
Estimated total scores	4,9008	4,5244	5,8093	4,6227	12,561*	0,000

(*Significant differentiation was demonstrated by *)*

- Mid-level managers give more importance to the recently accepted Contracted officer System when compared to upper and lower-level managers.
- Mid-level managers are relatively more optimistic considering the idea that the Contracted Officer System would be executed healthily.
- Mid-level managers are more optimistic than the upper and lower-level managers considering the idea that the Contracted Officer system will increase the degree of readiness for war and efficiency in the battle.

- Mid-level managers are again more optimistic than the upper and lower-level managers considering the idea that qualified people would apply for the Contracted officer position.

Generally ideas of mid-level managers are different from upper and lower-level managers concerning the Contracted Officer System. They have more optimistic expectations about the future of the Contracted Officer System.

Table 5. Differentiation Within Subgroups According To Economical Considerations

ECONOMICAL CONSIDERATIONS	General score:	Upper-level	Mid-level	Lower-level	F	Sig.
16 High-tech weapons and weapon systems have to be used by professional personnel.	8,4029	8,1707	8,7119	8,3212	3,713*	0,025
17 Transforming army into totally professional will cause a decrease in personnel expenditures.	8,0389	7,9268	8,2542	7,9758	1,327	0,266
18 Transforming army into totally professional will cause a decrease in maintenance expenditures.	8,2843	8,122	8,5593	8,2061	2,712	0,067
20 Totally Professional army would cost less for the country.	7,3231	7,0976	7,4915	7,2909	0,569	0,567
21 Transforming army into totally professional will cause private sector personnel, who are not obliged to serve in the army, to contribute country economy more.	7,2904	6,9024	7,4237	7,2909	0,853	0,427
Estimated total scores:	8,8681	7,6439	8,0881	7,8113	3,248*	0,004

(*Significant differentiation was demonstrated by *)*

- Upper-level managers seek professional personnel for operating high-tech weapon systems relatively more than the mid and lower-level managers.
- Generally mid-level managers believe in economical utility of the professional army system relatively more, when compared to upper and lower-level managers.

Table 6. Differentiation Within Subgroups According To Cultural Considerations

CULTURAL CONSIDERATIONS	General score	Upper-level	Mid-level	Lower-level	F	Sig.
22 Army will lost its training and education center property after transformation into totally professional system.	4,3742	4,3659	5,678	5,7636	4,502*	0,012
23 People would not be happy for abolishing the draft system since they see it as a way of becoming a mature person.	3,9857	4,0244	3,9322	4,000	0,032	0,969
24 Positions as Specialized Sergeant, Contracted Officer etc. will cause more hierarchy and conflict.	5,7076	5,4878	5,2881	5,8848	2,058	0,129
25 During transformation process, recruitment of personnel from different resources may cause some adaptation problems.	6,4765	7,8293	6,1525	6,5273	2,035	0,132
26 Applicants for a totally professional army largely would be from low-level economic class and unemployed people.	6,9836	6,8049	6,8644	7,0485	0,356	0,701
Estimated total scores	4,495	4,2098	4,6881	4,4606	1,251	0,287

(*Significant differentiation was demonstrated by *)*

The only significant differentiation is between upper-level managers and others: Upper-level managers hesitate less concerning the idea that army will lost its training and education center property after transformation into totally professional one.

Table 7. Differentiation Within Subgroups According To Input (Provision Of Human Resources) Considerations

INPUT CONSIDERATIONS	General score:	Upper-level	Mid-level	Lower-level	F	Sig.
27. Turkey has enough qualified manpower potential required by the army.	7,0736	7,439	7,2203	6,9758	0,989	0,373
28. Army is an outstanding organization, which is preferred by qualified manpower taking precedence.	6,6278	6,1220	6,2034	6,8424	3,731*	0,025
29. Army is preferred by qualified manpower taking precedence due to the advantages offered.	6,4928	6,1701	6,0169	6,7030	3,617*	0,028
30. Army's education and training system is good enough to bring up its professional personnel for branches in need.	6,5624	7,1463	6,1356	6,6424	3,077*	0,047
31. While transforming the army into a totally professional one, the recruitment of qualified manpower will not be a problem.	6,1493	6,1707	6,2203	6,1212	0,069	0,933
Estimated total scores:	6,5812	6,6098	6,3593	6,657	1,462	0,233

(Significant differentiation was demonstrated by *)

Table 9. Differentiation Within Subgroups According To Military System Preferences

OUTPUT CONSIDERATIONS	General score:	Upper-level	Mid-level	Lower-level	F	Sig.
35. The draft system should be implemented without considering revising the system to totally professional	7,2781	7,1951	7,4579	7,2247	0,463	0,63
36. Semi-professional system that has higher number of professionals and fewer periods for draftees would be much more beneficial than the present system..	5,9775	6,2683	6,4237	5,7818	2,269	0,105
37. Abolishing draft personnel and recruiting all-professional army would be more beneficial.	6,3006	6,1707	5,9327	6,4485	1,578	0,208

No significant differentiation was found between respondents according to their military system preferences

V. CONCLUSION & RECOMMENDATIONS

5.1. Conclusions and Implications

Change has always been very difficult for military institutions and decisions about change have always been risky. History abounds with examples of armies that lost because they did not change or they made the wrong changes. The Turkish Army has begun to transform itself from a Cold War-oriented force into a more rapidly deployable and responsive force in order to meet the diverse defense challenges of the future.

More importantly, the task of maintaining the Army's effectiveness is becoming increasingly more difficult due to the fact that we must now make choices about change at an accelerating rate against a wide sort of uncertainties. The far-reaching organizational and operational changes that the Army plans will virtually affect every element of the Army.

This study tried to assess the Turkish Army's management of transformation efforts with a survey on the key components of an open-system model. There are several implications of the findings from the survey:

- (1) Recruiting people for the Army is an important factor to be taken into account when constituting professional army, and respondents are sure that the army can find qualified people to recruit.
- (2) Moreover, respondents largely believe that there might be some adaptation problems and conflicts between the personnel from military schools and the personnel from other backgrounds when new system is established.
- (3) Although almost everybody believe that the draft system should be revised, there is no consensus on whether it should be totally a professional or a semi-professional system. The evaluation of Specialized Sergeant and Contracted Officer Systems, which are considered as steps toward professionalization, is not very positive reveals the hesitations of the respondents.
- (4) There is no general agreement on whether professional army may cause problems at mobilization times, especially considering a national war when reserve forces are needed. But there is a common consensus on the idea that becoming professional makes the Army more deterrent than now.
- (5) Most respondents believe that a cut in military expenditures will help the economy and a professional army may cost less for the country. There is also clear agreement that personnel and maintenance expenditures would decrease in a professional system. So we can say that respondents believe that professionalization is seen as more economical and cost saving.
- (6) The doubts about whether society may accept the new professional army in which not all men are required to serve for military service are clearly rejected as respondents stated that society is ready for transformation of the Turkish Army.

So these findings should be taken into consideration when planning a transformation of the Army into a professional system.

5.2. Limitations of the current study

It should be noted that the aim of this study is not to support any kind of military systems. Rather, it aims to find out the ideas and attitudes of managers toward being a totally professional army. Based on this aim, the survey on the perceptions toward the professional army system was evaluated only through the information given by respondents to close-ended questions.

This survey had to leave out some of the issues that may be relevant. Although there is no ideal length for a survey, it is preferred that it should not be too long considering the probability that the respondent will be bored so that he or she might answer carelessly. A number of factors affect the transformation process, such as cost concerns, legal and administrative issues. Hence it was not possible to analyze all aspects of the subject. We do not think that a shorter questionnaire could be prepared for the research, but each factor can be researched separately from the others, which will heavily expand the coverage of this study. Thus, more questions about each factor will yield more reliable results. Some of these factors to be studied are discussed in the following section.

The generalization of the findings from a study of the sample to the population is dependent on its representativeness. We have a sample size of 489, which is quite large. However, another limitation may be the cluster sampling used in the study. Sekeran (1999) notes: "While using cluster sampling, there is always a possibility of not reaching a cluster containing heterogeneous elements in the

population." (p. 275). So by further replicating the study with other cluster-samples, it can be seen if the conditions of intro-cluster heterogeneity or inter-cluster homogeneity are met.

In order to reach a more comprehensive view of perceptions about professional army system, additional data from several different segments of the society may be needed. The present study only reflects perceptions of a single sector. Many people (especially males who are at the age cohort of military conscription and organizations in Turkey such as administrators, economists and academicians are concerned about the topic. A thorough awareness of their opinions will provide decision makers with better information.

5.3. Recommendations for further studies

Perceptions can change as time passes. Repeating the study during and after the transformation to professional army will be valuable in understanding the change in the perceptions of the participants. To give an example, we found that according to respondents, AVF is more economical than the present system. When we investigate their ideas about the economics of AVF after the transformation is underway, we may easily see whether their perceptions will change or not by comparing with our present findings.

A broadening of the research perspective may also draw attention to some neglected areas of study such as cost concerns, administrative and legal dimensions as well as social ones. Future research would be worthwhile on these subjects and deserves further study. For example, especially a cost-effectiveness analysis for the expected professional army would be valuable. Another area for future research is to

diagnose the perceptions of administrators, since they have the authority to end the conscription. Also there are some points to argue since our subject has legal constraints. Compulsory military service is embedded in the Constitution of Turkish Republic. Every male citizen has a right and duty to serve in the military, though it does not exactly specify conscription, draft or any other method. The constitution leaves the description of the manner in which this service is rendered to the subordinate laws.

Finally, civilians generally feel that military people can better solve military issues. However, in today's environment, every agency needs independent studies that will help to find most efficient policies. In the absence of scientific analysis, nobody can evaluate decision alternatives in a healthy manner. Therefore, civilian and military officials should encourage universities, research agencies, and academicians to study national defense, which will eventually lead to construct more detailed surveys to capture all aspects of the subject discussed in the study.

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APPENDIX A: THE QUESTIONNAIRE

DO NOT WRITE YOUR NAME OR SURNAME TO KEEP SECRECY AND
ONLY CIRCLE ONE CHOICE.

Use the following to indicate how much you agree or disagree with the following statements:

- A To a very great extent**
- B To a great extent**
- C Neither agree nor disagree**
- D To a small extent**
- E To no extent**

A. SYSTEM CONSIDERATIONS

1. DRAFT SYSTEM CONSIDERATIONS

- (1) Draft personnel are self-motivated enough to be trained and to accomplish their duties.
- (2) Periodical change in draftees has a bad effect on performance.
- (3) Use of vehicles, materials and weapons by draftees decreases efficiency.
- (4) Draft system negatively affects the degree of army's readiness for a war.
- (5) The problems faced nowadays can be solved in draft system without considering revising the system to totally professional.

2. SPECIALIZED SERGEANT SYSTEM CONSIDERATIONS

- (6) Specialized Sergeant recruitment is the first step for transforming the army into a professional one.
- (7) Specialized Sergeant System is running well.
- (8) Specialized Sergeant System increases the degree of readiness for war and efficiency in the battle.
- (9) Applicants to become Specialized Sergeant have enough capability and qualifications.
- (10) The present condition of Specialized Sergeant system implementation is enough and there is no need to improve.

3. CONTRACTED OFFICER SYSTEM CONSIDERATIONS

- (11) Contracted Officer recruitment is an important step for transforming the army into professional one.
- (12) Contracted Officer system will be running well.
- (13) Contracted Officer system will increase the degree of readiness for war and efficiency in the battle.
- (14) People having enough capability and qualifications would apply for the Contracted Officer position.

B. ENVIRONMENTAL FACTORS

EXTERNAL ENVIRONMENT: ECONOMICAL CONSIDERATIONS

- (15) Nowadays governments must spend less for military expenditures in order to strength their economies.
- (16) High-tech weapons and weapon systems have to be used by professional personnel.
- (17) Transforming army into totally professional will cause a decrease in personnel expenditures.
- (18) Transforming army into totally professional will cause a decrease in maintenance expenditures.
- (19) Nowadays constructing a totally professional army is a luxury considering the economical conditions of the country.
- (20) Totally Professional army would cost less for the country.
- (21) Transforming army into totally professional will cause private sector personnel, who are not obliged to serve in the army, to contribute country economy more.

2. INTERNAL ENVIRONMENT: CULTURAL CONSIDERATIONS

- (22) Army will lost its training and education center property after transformation into totally professional system.
- (23) People would not be happy for abolishing the draft system since they see it as a way of becoming mature person.
- (24) Positions as Specialized Sergeant, Contracted Officer etc. will cause more hierarchy and conflict.
- (25) During transformation process, recruitment of personnel from different resources may cause some adaptation problems.
- (26) Applicants for a totally professional army largely would be from low-level economic class and unemployed people.

C. SYSTEM EXPECTATIONS

1. ABOUT PROVISION OF HUMAN RESOURCES

- (27) Turkey has enough qualified manpower potential required by the army.
- (28) Army is an outstanding organization, which is preferred by qualified manpower taking precedence.
- (29) Army is preferred by qualified manpower taking precedence due to the advantages offered.
- (30) Army's education and training system is well enough to bring up its professional personnel for branches in need.
- (31) While transforming the army into a totally professional one, the recruitment of qualified manpower will not be a problem.

2. ABOUT BATTLE EFFICIENCY

- (32) Totally professional army is not appropriate system considering mobilization times and the need for reserve forces and their training
- (33) Draft personnel negatively affect the degree of army's battle efficiency.
- (34) Professional Army system makes the army more deterrent.

3. ABOUT SYSTEM PREFERENCES

- (35) The draft system should be implemented without considering revising the system to totally professional.
- (36) Semi-professional system that has higher number of professionals and fewer periods for draftees would be much more beneficial than the present system
- (37) Abolishing draft personnel and recruiting all-professional army would be more beneficial.

PUT X TO THE POSITION THAT IS APPROPRIATE FOR YOU:

- Up-Level Manager**
- Mid-Level Manager**
- Low-Level Manager**

APPENDIX B: ANOVA TABLE AND POST-HOC MULTIPLE COMPARISONS FOR MANAGEMENT LEVELS

Sample was coded as 1 for up-level managers, 2 for mid-level managers and 3 for low-level managers. Then one-way ANOVA test was used to identify if there is any perception differences considering draft system, Specialized Sergeant system, Contracted Officer system, economical and cultural factors, manpower potential as input, battle efficiency as output. These dimensions and mean comparison test scores were presented below:

ANOVA TABLE

		Sum of Squares	df	Mean Square	F	Significance
DRAFT	Between Groups	6,305	2	3,153	1,566	,210
	Within Groups	978,509	486	2,013		
	Total	984,815	488			
SERGEANT	Between Groups	4,357	2	2,178	,871	,419
	Within Groups	1215,073	486	2,500		
	Total	1219,430	488			
*OFFICER	Between Groups	128,725	2	64,362	12,561	,000
	Within Groups	2490,215	486	5,124		
	Total	2618,940	488			
ECONOMY	Between Groups	8,626	2	4,313	3,248	,040
	Within Groups	645,436	486	1,328		
	Total	654,062	488			
CULTURE	Between Groups	8,128	2	4,064	1,251	,287
	Within Groups	1578,267	486	3,247		
	Total	1586,395	488			
INPUT	Between Groups	7,737	2	3,869	1,462	,233
	Within Groups	1286,330	486	2,647		
	Total	1294,067	488			
*OUTPUT	Between Groups	20,519	2	10,260	3,884	,021
	Within Groups	1283,821	486	2,642		
	Total	1304,340	488			

According to table, there are some perception differences within the sub-groups of up-level, mid-level, high-level managers. These dimensions are about Contracted officer System and the output. Subgroup differences were discussed in detail below:

Multiple Comparisons [(Scheffe) 95% ConfidenceInterval]

Dependent Variable	(I) VAR00038	(J) VAR00038	(I-J) Mean Difference	Significance	Lower Bound	Upper Bound
DRAFT	1	2	-,4055	,290	-1,0371	,2261
		3	-,4111	,217	-,9880	,1658
	2	1	,4055	,290	-,2261	1,0371
		3	-5,5470E-03	,999	-,3792	,3681
	3	1	,4111	,217	-,1658	,9880
		2	5,547E-03	,999	-,3681	,3792
	1	2	-,3763	,423	-1,0801	,3275
		3	-,3006	,518	-,9435	,3423
	2	1	,3763	,423	-,3275	1,0801
SERGEANT		3	7,567E-02	,905	-,3408	,4921
	3	1	,3006	,518	-,3423	,9435
		2	-7,5665E-02	,905	-,4921	,3408
	1	2	-1,2849*	,008	-2,2925	-,2774
		3	-9,8337E-02	,966	-1,0187	,8220
	2	1	1,2849*	,008	,2774	2,2925
		3	1,1866*	,000	,5905	1,7827
	3	1	9,834E-02	,966	-,8220	1,0187
		2	-1,1866*	,000	-1,7827	-,5905
OFFICER	1	2	-,4442	,105	-,9572	6,872E-02
		3	-,1734	,662	-,6419	,2952
	2	1	,4442	,105	-6,8723E-02	,9572
		3	,2709	,092	-3,2635E-02	,5744
	3	1	,1734	,662	-,2952	,6419
		2	-,2709	,092	-,5744	3,264E-02
	1	2	-,4784	,343	-1,2805	,3237
		3	-,2508	,703	-,9835	,4818
	2	1	,4784	,343	-,3237	1,2805
ECONOMY		3	,2275	,501	-,2471	,7021
	3	1	,2508	,703	-,4818	,9835
		2	-,2275	,501	-,7021	,2471
	1	2	,2504	,698	-,4737	,9746
		3	-4,7214E-02	,985	-,7087	,6142
	2	1	-,2504	,698	-,9746	,4737
		3	-,2976	,234	-,7261	,1308
	3	1	4,721E-02	,985	-,6142	,7087
		2	,2976	,234	-,1308	,7261
CULTURE	1	2	-,6131	,116	-1,3365	,1104
		3	-,1640	,831	-,8248	,4968
	2	1	,6131	,116	-,1104	1,3365
		3	,4490*	,037	2,100E-02	,8771
	3	1	,1640	,831	-,4968	,8248
		2	-,4490*	,037	-,8771	-2,0996E-02
	1	2	-,2709	,092	-,5744	3,264E-02
		3	-,4784	,343	-1,2805	,3237
	2	1	,2275	,501	-,3237	1,2805
INPUT		3	,2508	,703	-,2471	,7021
	1	2	,2504	,698	-,4737	,9746
		3	-4,7214E-02	,985	-,7087	,6142
	2	1	-,2504	,698	-,9746	,4737
		3	-,2976	,234	-,7261	,1308
	3	1	4,721E-02	,985	-,6142	,7087
		2	,2976	,234	-,1308	,7261
	1	2	-,6131	,116	-1,3365	,1104
		3	-,1640	,831	-,8248	,4968
OUTPUT	2	1	,6131	,116	-,1104	1,3365
		3	,4490*	,037	2,100E-02	,8771
	3	1	,1640	,831	-,4968	,8248
		2	-,4490*	,037	-,8771	-2,0996E-02
	1	2	-,2709	,092	-,5744	3,264E-02
		3	-,4784	,343	-1,2805	,3237
	2	1	,2275	,501	-,3237	1,2805
		3	,2508	,703	-,2471	,7021
	3	1	,2504	,698	-,4737	,9746

* The mean difference is significant at the .05 level.

APPENDIX C: CORRELATIONS BETWEEN DIMENSIONS

		DRAFT	SERGEANT	OFFICER	ECONOMY	CULTURE	INPUT	OUTPUT
DRAFT	Pearson Correlation	1.000	-.190*	-.085	.359*	.158*	-.018	.292*
	Sig. (2-tailed)	.	.000	.062	.000	.000	.691	.000
	N	489	489	489	489	489	489	489
SERGEANT	Pearson Correlation	-.190*	1.000	.260*	-.010	-.011	.151*	-.122*
	Sig. (2-tailed)	.000	.	.000	.824	.801	.001	.007
	N	489	489	489	489	489	489	489
OFFICER	Pearson Correlation	-.085	.260*	1.000	.182*	.357*	.061	-.008
	Sig. (2-tailed)	.062	.000	.	.000	.000	.176	.862
	N	489	489	489	489	489	489	489
ECONOMY	Pearson Correlation	.359*	-.010	.182*	1.000	.158*	.145*	.303*
	Sig. (2-tailed)	.000	.824	.000	.	.000	.001	.000
	N	489	489	489	489	489	489	489
CULTURE	Pearson Correlation	.158*	-.011	.357*	.158*	1.000	-.036	.058
	Sig. (2-tailed)	.000	.801	.000	.000	.	.429	.200
	N	489	489	489	489	489	489	489
INPUT	Pearson Correlation	-.018	.151*	.061	.145*	-.036	1.000	.254*
	Sig. (2-tailed)	.691	.001	.176	.001	.429	.	.000
	N	489	489	489	489	489	489	489
OUTPUT	Pearson Correlation	.292*	-.122*	-.008	.303*	.058	.254*	1.000
	Sig. (2-tailed)	.000	.007	.862	.000	.200	.000	.
	N	489	489	489	489	489	489	489

* Correlation is significant at the 0.01 level (2-tailed).