
The Effects of Activation on Employers of Reserve and National Guard Soldiers

Lee L. Hisey, University of Louisiana at Lafayette

Joe W. Kotrlik, Louisiana State University

EXECUTIVE SUMMARY

This study examined the effects of military deployment or activation of reserve and National Guard soldiers on civilian employers. The sample was randomly selected from the [State] Employer Support of the Guard and Reserve employer database. The majority of organizations were not affected by activation. The distribution of strategies employed by transportation organizations to cope with the absence of the reserve employee was not random. The strategy most used by transportation organizations to cope with the loss of the reserve employee was overtime. Finally, the strategic employment of contract labor was found to reduce the number of months required to return to a normal level of performance.

Keywords: Human resource, Human capital, Turnover, War, Employment