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**A MULTIVARIATE INVESTIGATION OF YOUTH VOLUNTARY TURNOVER**

*North Texas State University*

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A MULTIVARIATE INVESTIGATION OF  
YOUTH VOLUNTARY TURNOVER

DISSERTATION

Presented to the Graduate Council of the  
North Texas State University in Partial  
Fulfillment of the Requirements

For the Degree of

DOCTOR OF PHILOSOPHY

by

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Denton, Texas

May, 1985

A MULTIVARIATE INVESTIGATION OF  
YOUTH VOLUNTARY TURNOVER

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The purposes of this study were twofold. The first was to construct a modified model of the voluntary turnover process that clarifies the antecedents of turnover intentions and turnover behavior. The second was to investigate empirically the proposed model's validity by assessing the influences of nine variables of job satisfaction, organizational commitment, job search, intention to stay in the organization, and six demographic variables as potential predictors of employee voluntary turnover.

To test the relationships hypothesized by the study's proposed model, a predictive research design (in contrast to concurrent and ex post facto designs) was used. Data were taken from two nationwide longitudinal surveys of youth conducted in 1981 and 1982. Data were analyzed using a forward stepwise multiple regression procedure. From the findings of the study, it is concluded that although several of the significant relationships were not predicted by either the study model or hypotheses, at least two points seem to support the study model in its totality. First, the coefficient for global job satisfaction becomes relatively

weaker as the regression analysis moves from job search to intention to stay, and it exhibited no significant effect on actual turnover. A major implication of this finding is that the effect of global job satisfaction on actual turnover is indirect (through other variables) rather than direct as traditionally hypothesized. Second, at each phase of the study model (with the exception of the final phase in which tenure instead of intention to stay exhibited the strongest influence on actual turnover), the immediately preceding dependent variable exhibited, as hypothesized, the strongest effect on the next dependent variable (e.g., the effect of global job satisfaction was strongest on job search and the effect of job search was strongest on employee intention to stay). The importance of this second point is that it lends support to the lineages and sequence of the study model.

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## CHAPTER I

### INTRODUCTION

#### Background

Interest in explaining employee turnover has long been a major concern of personnel researchers, behavioral scientists, organizational scholars, and management practitioners. Pettman (26) notes that since as early as 1910, researchers have attempted to explain why employees leave jobs. The results of such studies suggest various ways to lower turnover rates, which include programs designed to (a) increase favorable attitudes (e.g., 14), (b) choose individuals for the job based on certain attributes (e.g., 32), and (c) change the nature of the job (e.g., 11). Interest in the topic of turnover, however, has never been higher than since the late 1970s (4). In addition to a great deal of empirical study, the development of causal models, which include variables from many different domains, has been a major theoretical activity.

Continued attempts to explain and control turnover more efficiently are understandable due to the financial costs associated with that behavior. Cost of hiring and training a new employee is estimated at \$1,000 for a clerk (14) and can exceed \$300,000 for jet fighter pilots (2). Other

reports, which focus only on the replacement cost directly associated with hiring new employees (and not with training these individuals) found that this expense was \$1,018 for a registered nurse (19), \$800 for a first line supervisor (6), and ranged from \$145 for clerks to \$900 for college graduates in the public sector (7).

The significance of these costs becomes highlighted, according to Sekscenski (34), when consideration is given to a monthly labor review job tenure report which indicates that about 30 per cent of the 91 million Americans employed in January, 1978, were on jobs they had found during the prior year. The Bureau of National Affairs (7) found that employee turnover in companies participating in their 1979 nationwide survey averaged 1.9 per cent per month or 22.8 per cent per year. According to Hall (12), the American Electronics Association, which surveys its member companies annually, reported a turnover rate in 1980 of 33.4 per cent. In the manufacturing industry alone, the turnover rate was estimated to be about 50 per cent in 1975 by the United States Department of Labor (36). Thus, with these high levels of turnover, the significance of the total replacement cost for employees within the private and public sectors becomes substantial. For example, Hall (12) states, such a high cost of employee turnover is often cited as one of the reasons United States industry has failed to compete effectively with foreign industries, particularly that of Japan,

and as one of the factors behind the failure of United States employee productivity rates to keep pace with those of the foreign competitors.

These financial considerations alone underscore the importance of continued attention to understanding determinants of turnover. While attempts to predict and understand this type of employee withdrawal have been made and reported for at least the last seventy years, the proportion of variance in turnover behavior explained in previous studies has been small (23). As a result, there have been numerous recent reviews of literature (e.g., 29) that call for additional in-depth consideration of the subject.

#### Need for the Study

As previously explained, employee turnover is a behavior of interest to many disciplines and is subject to analysis and discussion at many levels. At the macro level, economists have demonstrated the relationship between turnover rates and the aggregate level of economic activity (e.g., 1, 10). At the micro level, behavioral research has established a consistent, although generally weak, correlation between job dissatisfaction and turnover (e.g., 5, 29). According to Mobley and others (23), however, while the economic and job dissatisfaction contributions to turnover are well established, they are conceptually simplistic and

empirically deficient bases for understanding the employee turnover process.

The approach taken in this study is basically psychological, resting on the belief that turnover is an individual choice behavior. Thus, the individual is the primary unit of analysis. Selecting the individual as the primary unit of analysis does not mean that turnover research at the unit, organization, industry, or other aggregate level is not of value and interest. However, to conclude that such studies clarify the individual turnover decision process may be tantamount to what Robinson (31) terms as the ecological fallacy. For example, the relationship between aggregate unemployment levels and turnover rates, although well established (e.g., 1), adds little to an understanding of individual turnover decision. A linking mechanism is needed that considers the individual's perception and evaluation of available alternatives relative to the present position.

At the individual level, job satisfaction is the most frequently studied psychological variable that is believed to be related to turnover. However, as previously mentioned, the job satisfaction-turnover relationship, although consistent, usually accounts for less than 16 per cent of the variance in turnover (29). It is apparent that models of the employee turnover process must move beyond job satisfaction as the sole explanatory variable.

Recent studies of employee turnover have identified organizational commitment and behavioral intentions as critical factors in the decision to terminate employment. These two constructs have been found to be consistently and more strongly related to turnover than job satisfaction (13, 15, 25, 28, 30). While these findings raise questions about the utility of including job satisfaction in future turnover research, conceptual models and related research suggest that job satisfaction, commitment, and intentions are complementary attitudinal components of individual decisions to terminate employment. Empirical evidence suggests that job satisfaction may be a determinant of organizational commitment (20) and may also activate withdrawal intentions (30). Other researchers (13) report results which indicate that commitment predicts behavioral intentions.

In addition to job satisfaction, organizational commitment, and behavioral intentions, there have been numerous recent reviews of the literature which call for the inclusion of available alternative job opportunities and family variables in any model of the individual turnover process (e.g., 23, 35). Finally, on-the-job training and promotion opportunities have been reported recently as two important determinants of voluntary turnover among young workers (8). In this regard it has been argued that high turnover rates and voluntary unemployment are a response to the

unsatisfactory type of job that is available to many young workers. These are often dead-end jobs with neither opportunity for advancement within the firm nor training and experience that would be useful elsewhere (9).

The interrelationships among these constructs point to the need for a multivariate study to assess the relative contribution of different variables to the prediction of voluntary turnover. Such a study would also contribute to a more complete understanding of the turnover process.

#### Purposes of the Study

The two major purposes of this study are (a) to construct a modified model of the voluntary turnover process that clarifies the antecedents of turnover intentions and turnover behavior and (b) to empirically investigate the proposed model's validity by assessing the influences of job satisfaction (with pay, with promotion opportunities, with work content, with co-workers, with supervision, with on-the-job training, with alternative job opportunity, plus global job satisfaction), organizational commitment, job search, intention to stay in the organization, and selected demographic variables (tenure, sex, race, marital status, education, and occupation) as potential predictors of employee voluntary turnover.

The influence of each of the above variables is investigated using the National Longitudinal Survey (NLS)



of youth (see Chapter IV). The youth sample consists initially of 12,686 young men and women who were fourteen to twenty-two years of age at the time they were first surveyed.

According to Blau and Kahn (3, p. 564), young workers provide a particularly important and interesting group for a study of the voluntary turnover phenomenon. First, it is a well-known fact that turnover rates are higher for youth than for older workers. [For example, data from United States surveys comparing turnover among teenagers and adults show that the weekly separation rate in 1974 was 8.3 per cent for male teenagers versus 3.3 per cent for male adults, and 8.9 per cent for female teenagers versus 2.8 per cent for female adults (12).] Second, young workers are at the crucial early stages of their careers when job shifting plays an important role in information gathering and career advancement. Third, since employer investment decisions are also generally made at this time, employer perceptions of a group's potential job stability may have a considerable impact on the group's long-run occupational and earnings opportunities. Fourth, marriage and fertility decisions may be expected to have their largest impact on women's quit behavior among the members of this age cohort. Finally, the current high incidence of youth unemployment strongly suggests that a better understanding of the determinants of job turnover among this group is of considerable importance for policymaking.

### Statement of the Problems

The three problems with which this study is concerned are as follows.

1. Which of the proposed independent variables are significantly related to turnover?
2. Among those variables which are significantly related to turnover, which is more powerful in terms of its ability to explain more variance in the turnover criterion?
3. Regardless of their predictive power, in what way are these variables related to turnover (i.e., direct versus indirect)?

### Theoretical Framework

The theoretical framework of this study is based primarily upon the models of March and Simon (18) and Mobley, Horner, and Hollingsworth (22). March and Simon (18) propose a model that identify two major dimensions which contribute to the decision to withdraw from the organization. These are (a) person's desirability of movement and (b) person's ease of movement. Most typically, desirability of movement and ease of movement have been operationalized in terms of job satisfaction and labor market conditions or the perception of favorable alternatives, respectively. That is, studies based on March and Simon's model usually hypothesize that turnover is the result of the interaction

between satisfaction and the availability of acceptable alternative employment, where dissatisfied individuals will be more likely to leave as alternative employment opportunities increase.

Drawing on the theoretical framework of March and Simon, Mobley (21) went further in 1977 by suggesting several intermediate linkages that intervene between dissatisfaction (desire to leave) and actual turnover, noting in particular the importance of behavioral intentions. In 1978, Mobley, Horner, and Hollingsworth (22) presented a simplified version of Mobley's model, which they attempted to verify empirically. This partial model hypothesizes the following linkages:

(a) age and tenure would lead to both job satisfaction and perceived alternative job opportunities and (b) job dissatisfaction would lead to thinking about quitting, which together with perceived alternatives, would lead to intention of quitting, which would lead to actual turnover. Using a multiple regression procedure, Mobley and his colleagues show that the major linkages did in fact exist.

#### Importance and Contributions of the Study

Despite the long history of research on employee turnover, several shortcomings still exist. The importance of this study derives from its attempt to avoid most of the following shortcomings of current research.

1. A major problem with most of empirical turnover studies is that they focus merely on demographic variables and job satisfaction as correlates of turnover (23, 24, 29). On the basis that continuation of the bivariate empirical research will add relatively little to a further understanding of turnover, a number of authors (10, 17, 21, 29, 30) advocate abandoning further replication of bivariate correlates of turnover, particularly job satisfaction, in favor of well-developed conceptual models of the turnover process. According to Mobley and others (23), multivariate studies are necessary in order (a) to interpret the relative efficacy of numerous variables and constructs thought to be related to turnover, (b) to resolve apparently contradictory bivariate studies, (c) to attempt to account for a greater proportion of the variance in turnover, and (d) to move toward a more complete understanding of the turnover process.

2. Multivariate analyses, in the absence of a strong conceptual base, may enhance the prediction of turnover but will do relatively little to forward the understanding of the process. However, most turnover studies do not specify a theoretical framework to guide the selection of causal factors (37).

3. Much of the research on turnover involves the collection of attitude data from terminating employees either at the point of departure or shortly thereafter through the

use of exit interviews or exit questionnaires. The problems involved in obtaining valid attitude data under such circumstances are obvious and have been demonstrated in a number of studies (e.g., 16, 33). The ex post facto design seems most open to criticism since former employees can intentionally or unintentionally distort their perceptions of work-related factors, thus increasing the likelihood of obtaining fallacious or spurious results. Many of the problems associated with the exit interview or questionnaire can be avoided, of course, by the collection of attitude data while a sample of individuals are currently employed with an organization and then waiting for a period of time to determine which employees subsequently terminate (27). Despite the relative superiority of this type of design, it has been used infrequently compared to post hoc designs.

4. Most turnover studies focus exclusively on one job attitude (namely, job satisfaction) and ignore other attitudes (particularly organizational commitment) that also may be relevant. In view of recent research (35) which indicates that commitment (rather than satisfaction) represents a better predictor of turnover, this omission appears serious.

5. According to Steers and Mowday (35), most turnover studies ignore a host of nonwork influences on staying or leaving, such as family size and responsibilities.

6. Although investigated by few economists, youth turnover has never been studied by personnel and management researchers.

#### Limitations of the Study

Although turnover research can be classified into the two major areas of antecedents and consequences, this study focuses on the former with no intention to explore the latter. The positive and negative consequences of employee turnover are so important that they deserve the complete focus of a study.

The National Longitudinal Survey (see Chapter IV) also has some limitations which should be mentioned. First, the findings of this study can not be generalized to the entire labor force since only a youth sample is studied. Second, the researcher has no control over who was asked to participate in the survey. Third, there is no access to the original data, only to the coded data set. Fourth, the questionnaires change from one time period to another; in fact, questions are added or dropped from one year to another. It is anticipated, however, that none of these limitations should significantly affect the factors upon which this study focuses.

#### Definition of Terms

The following terms that are used throughout the study are defined as follows.

Job satisfaction refers to the extent to which organizational members have a positive affective orientation toward membership in the system. Members who have a positive affective orientation or a negative affective orientation are, respectively, satisfied or dissatisfied.

Organizational commitment refers to the strength of the individual's identification with and involvement in a particular organization and is characterized by (a) a strong belief in and acceptance of an organization's goals and values, (b) a willingness to exert considerable effort on behalf of the organization, and (c) a definite desire to maintain organizational membership.

Behavioral intention refers to the individual's estimation of how long he intends to stay in the employing organization.

Job search refers to whether or not the individual is looking for other work or intends to look for other work in the future.

Available alternative job opportunity refers to the individual's perceived probability of finding a comparable job in the local labor market.

Voluntary turnover refers to the self-initiated termination of employment with an organization.

### Organization of the Study

In Chapter II a review of the literature on employee turnover is presented, including both variable groupings and process models. In Chapter III the proposed model for this study is presented. Chapter IV is concerned with the research design, the data set and sample used, the variables and their measures, the research hypotheses, and the statistical analysis and procedures. Chapter V presents and interprets the findings of the study. Finally, Chapter VI includes a summary of the study, the conclusions drawn, and recommendations for further research.



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## CHAPTER II

### THE LITERATURE REVIEW

#### Introduction

To date six major reviews of the literature on employee turnover have been published. The first three of these reviews are by Brayfield and Crockett (6) in 1955, Herzberg and others (13) in 1957, and Vroom (37) in 1964. The focus of these reviews is on the relationship between job satisfaction and turnover. Their common major finding is that job satisfaction is inversely related to turnover. A common problem with these three reviews, however, is that they are all rather narrow in scope since they restricted their investigations to only one set of predictors.

The fourth review article was published in 1973 by Porter and Steers (29). These authors reviewed a portion of the existing literature on the prediction of both turnover and absenteeism. The fifth review book was published in 1977 by Price (31). The book by Price contains a number of references that are generally not included in the psychological and management turnover literature cited in the United States. Although more comprehensive than previous reviews, the reviews by Porter and Steers and Price are outdated because there has been a large amount of research on turnover conducted in recent years.

The last major review article appeared in 1979 by Mobley and others (26). The four major objectives of this article were (a) to update the last major reviews and analyses of the turnover literature, (b) to attempt to clarify the distinction among various constructs that have recently been suggested as explanatory variables in the turnover process, (c) to develop a conceptual model of the individual-level employee turnover process that is consistent with the research literature, and (d) to suggest areas of further research.

#### Voluntary Turnover Predictor Categories

According to Mobley and others (26), predictors of employee voluntary turnover can be classified into the following seven categories: (a) individual demographic and personal variables, (b) overall job satisfaction, (c) organizational and work environmental factors, (d) job content factors, (e) external environmental factors, (f) occupational groupings, and (g) recently developed constructs. Following this taxonomic schema, research on each of these seven categories is briefly discussed in the following sections. Following the discussion of research on each of these seven categories, the most important previously proposed process models of turnover, as well as their empirical support, are presented.

Individual Demographic and  
Personal Variables

Individual demographic and personal variables have been included as predictors of turnover by several researchers. Included in this category are age, tenure, sex, education, family size, and responsibilities. The data in Table I summarize recent research through 1978 on these variables as compiled by Mobley and others (26, p. 494).

Table I information shows that the results for age [with the exception of Hellriegel and White (12), who reported no difference], tenure, and family responsibilities have been fairly consistent, with each variable negatively related to turnover. In this regard, Mangione (19) concludes on the basis of a multivariate study that length of service is one of the best single predictors of turnover. However, the results for sex and education are mixed. Of the two studies relating an individual's sex to turnover, Marsh and Mannari (21) observed that female Japanese manufacturing employees had higher turnover than male, whereas Magione (19) found no relationship. Of the recent studies dealing with education, Federico, Federico, and Lundquist (9) found that female credit union employees with higher education have lower tenure, whereas Mangione (19) and Hellriegel and White (12) discovered no differences.

TABLE I

## STUDIES OF RELATIONS BETWEEN PERSONAL FACTORS AND TURNOVER\*

Factor	Population	N	Relation to Turnover
<b>Age</b>			
Federico, Federico, & Lundquist (1976)	Credit union females	96	Younger age at application associated with lower tenure
Hellriegel & White (1973)	Certified public accountants	349	No differences (significance test not reported)
Mangione (1973)	Institute for Social Research diverse occupational sample	294	Chi-square, p .001; younger age associated with higher turnover
Marsh & Mannari (1977)	Japanese electrical company employees	1033	$r = -.22^{***}$ ; younger age associated with higher turnover
Mobley, Horner, & Hollingsworth (1978)	Hospital employees	203	$r = .22^{***}$
Porter, Steers, Mowday, & Boulian (1974)	Psychiatric technicians	60	Stayers significantly older than leavers
Waters, Roach, & Waters (1976)	Insurance company clerical employees	105	$r = -.25^{**}$
<b>Tenure</b>			
Mangione (1973)	Institute for Social Research diverse occupational sample	295	Chi-square, p .001; lower tenure associated with higher turnover
Mobley et al. (1978)	Hospital employees	203	$r = -.25^{***}$
Waters et al. (1976)	Insurance company clerical employees	105	$r = -.30^{***}$
<b>Sex</b>			
Mangione (1973)	Institute for Social Research diverse occupational sample	293	Not significant
Marsh & Mannari (1977)	Japanese electrical company employees	1033	$r = -.31^{***}$ ; women had higher turnover



TABLE I--Continued

Factor	Population	N	Relation to Turnover
Family responsibilities Federico et al. (1976)	Credit union females	96	Higher responsibility associated with higher tenure; factors included marital status, number of children, age of younger child, and age
Mangione (1973)	Institute for Social Research diverse occupational sample	295	Chi-square, $p < .001$ ; single people had higher turnover
Marsh & Mannari (1977)	Japanese electrical company employees	1033	$r = -.22$ ; no or few dependents had higher turnover
Waters et al. (1976)	Insurance company clerical employees	105	Not significant (marital status)
Education Federico et al. (1976)	Credit union females	96	Higher education associated with lower tenure
Hellriegel & White (1973)	Certified public accountants	349	No differences (significance test not reported)
Mangione (1973)	Institute for Social Research diverse occupational sample	294	Not significant

\*W. H. Mobley and others, "Review and Conceptual Analysis of the Employee Turnover Process," Psychological Bulletin, 86 (May, 1979), 493-522.

\*\* $p < .05$ .

\*\*\* $p < .01$ .

### Overall Job Satisfaction

The data in Table II summarize recent research through 1978 on the relationship between overall job satisfaction and turnover as compiled by Mobley and others (26, p. 497). With the exception of Koch and Steers' (16) study, studies cited in Table II indicate a negative relationship between overall job satisfaction and turnover. However, it is important to note that the amount of variance accounted for is consistently less than 14 per cent. As is shown subsequently, when satisfaction is included in multiple regressions with variables such as intention and commitment, its effect on turnover may become nonsignificant (21, 25).

### Organizational and Work Environment Factors

Another often cited area of determinants of turnover behavior is based on factors directly related to the organization and work context. Included in this category are pay, promotion, supervision, and coworkers. The data in Table III summarize recent research through 1978 on each of these variables as compiled by Mobley and others (26, pp. 498-501).

As displayed in Table III, recent studies offer moderate support for the negative relationship between turnover and each of the four variables included. Federico, Federico, and Lundquist (9) found that higher salary was associated with longer tenure, whereas higher expectations and the difference between expected and actual salary were associated with

TABLE II  
STUDIES OF RELATION OF OVERALL JOB SATISFACTION TO TURNOVER\*

Study	Population	N	Relation to Turnover
Ilgen & Dugoni (1977)	Retail clerks; baggers	117	r = .21*** on Minnesota Satisfaction Questionnaire r = -.37*** for overall satisfaction
Koch & Steers (1978)	Nonmanagement entry-level public agency employees	77	Not significant (Job Descriptive Index total)
Mangione (1973)	Institute for Social Research diverse occupational sample	295	r = -.13**; r = -.22***; r = -.25*** (three overall satisfaction measures)
Marsh & Mannari (1977)	Japanese electrical company employees	1033	r = -.19***
Mobley, Horner, & Hollingsworth (1978)	Hospital employees	203	r = -.21***
Newman (1974)	Nursing home employees	108	r = -.16**
Waters & Roach (1973)	Female insurance company clerical employees (in followup study)	80	r = .22**
	(in second study)	117	r = -.27**

\*W. H. Mobley and others, "Review and Conceptual Analysis of the Employee Turnover Process," Psychological Bulletin, 86 (May, 1979), 493-522.

\*\*p < .05.

\*\*\*p < .01.

TABLE III

## STUDIES OF RELATIONS BETWEEN PAY, PROMOTION, SUPERVISION, CO-WORKERS AND TURNOVER\*

Factor	Population	N	Relation to Turnover
Salary, actual and expected Federico, Federico, & Lundquist (1976)	Credit union females	96	Higher salary associated with longer tenure (salary strictly performance based); the greater the difference between expected and actual, the shorter the tenure; the higher the expectations, the lower the tenure
Salary increases Hellriegel & White (1973)	Certified public accountants	349	Turnovers reported 20% increase in pay on new jobs
Satisfaction with pay Hellriegel & White (1973)	Certified public accountants	349	Turnovers more negative than nonturnovers on attitudes toward pay policy and comparability of salary (significance levels not reported)
Koch & Steers (1978)	Nonmanagement entry-level public agency employees	77	Not significant
Kraut (1975)	Salesmen	911	Not significant
Mangione (1973)	Institute for Social Research diverse occupational sample	295	$r = -.16^{**}$
Mobley, Horner, & Hollingsworth (1978)	Hospital employees	203	Not significant

TABLE III--Continued

Factor	Population	N	Relation to Turnover
Newman (1974)	Nursing home employees	108	Not significant
Waters, Roach, & Waters (1976)	Female insurance company clerical employees	105	Not significant
Satisfaction with promotion advancement			
Hellriegel & White (1973)	Certified public accountants	349	Turnovers more negative about opportunities than non-turnovers (significance levels not reported)
Koch & Steers (1978)	Nonmanagement entry-level public agency employees	77	Not significant
Kraut (1975)	Salesmen	911	Not significant
Mobley et al. (1978)	Hospital employees	203	Not significant
Newman (1974)	Nursing home employees	108	Not significant
Waters et al. (1976)	Female insurance company clerical employees	105	Not significant
Perceived chances of promotion			
Marsh & Mannari (1977)	Japanese electrical company employees	1033	$r = -.22^{**}$ ; poorer perceived chances of promotion had higher turnover
Satisfaction with supervision			
Hellriegel & White (1973)	Certified public accountants	349	Turnovers had significantly less favorable attitudes (few significance tests reported)

TABLE III--Continued

Factor	Population	N	Relation to Turnover
Ilgen & Dugoni (1977)	Retail clerks	117	$r = -.23^{**}$
Koch & Steers (1978)	Nonmanagement entry-level public agency employees	77	Not significant
Mobley, Horner, & Hollingsworth (1978)	Hospital employees	203	Not significant
Newman (1974)	Nursing home employees	108	Not significant
Waters, Roach, & Waters (1976)	Insurance company clerical employees	105	Not significant
Coworkers, teamwork, team effectiveness, cohesiveness Hellriegel & White (1973)	Certified public accountants	349	"Generally" more negative for turnovers (few significance tests reported)
Ilgen & Dugoni (1977)	Retail clerks	117	Not significant (co-workers)
Koch & Steers (1978)	Nonmanagement entry-level public agency employees	77	$r = .21^{**}$ (co-workers)
Kraut (1975)	Salesmen	911	Not significant (teamwork)
Mangione (1973)	Institute for social research diverse occupational sample	295	Not significant (co-workers)
Marsh & Mannari (1977)	Japanese electrical company employees	1033	Not significant (cohesiveness)
Mobley, Horner, & Hollingsworth (1978)	Hospital employees	203	Not significant (co-workers)
Newman (1974)	Nursing home employees	108	Not significant (co-workers)
Waters, Roach, & Waters (1976)	Insurance company, clerical employees	105	Not significant (co-workers)

\*W. H. Mobley and others, "Review and Conceptual Analysis of the Employee Turnover Process," Psychological Bulletin, 86 (May, 1979), 493-522.

\*\* $p < .01$ .

shorter tenure. Mangione (19) found a significant negative correlation between pay satisfaction and turnover.

Hellriegel and White (12) discovered that leavers had more negative attitudes toward pay than stayers, and they also reported significant increases in pay on their new jobs. Evidence from five other studies suggests a lack of relationship between pay satisfaction and turnover.

In five of the seven studies relating promotion to turnover, a nonsignificant relationship was found. However, Hellriegel and White (12) did find that leavers had more negative attitudes toward promotion than stayers. Furthermore, Marsh and Mannari (21) reported a significant correlation of  $-.22$  between perceived chances of promotion and turnover.

In four of the six reported studies relating satisfaction with supervision to turnover, a non-significant relationship was found. However, Hellriegel and White (12) and Ilgen and Dugoni (15) found significant negative relationships.

Finally, in seven of the nine studies relating peer group relations to turnover, no significant results were reported. In contrast, Hellriegel and White (12) found that turnovers had more negative attitudes toward co-workers than stayers. Furthermore, Koch and Steers (16) found a significant correlation between satisfaction with co-workers

and turnover, but only 4 per cent of the variance was explained.

#### Job Content Factors

Inspection of the studies previously discussed indicates that job content factors are significantly related to turnover. For example, Koch and Steers (16), Kraut (17), Mobley, Horner, and Hollingsworth (25), and Waters, Roach, and Waters (38) reported that satisfaction with the work itself was significantly related to turnover, although the amount of variance explained was less than 16 per cent.

#### External Environment

The fifth set of variables that has been emphasized as affecting turnover relates to the external environment. Economists and sociologists have investigated the aggregate-level relationships between economic indicators, such as employment levels or job vacancy rates, and turnover rates. Results indicate that when employment is high, quit rates are low (31, 36). Although research on individual-level turnover has infrequently assessed perceived alternatives (11, 18), research in this area indicates that turnover is more likely when the perception of alternative employment is more favorable. The relationship between perceived alternative employment and turnover, however, has not been found to be direct. For example, Dansereau, Cashman, and Graen (7) found that the expectancy of finding an alternative



job moderated the relationship between attitude and turnover. Furthermore, Mobley, Horner, and Hollingsworth (25) found that the expectancy of finding an acceptable alternative position was significantly and positively related to intention to quit but not to actual quitting, although intention to quit was significantly and positively related to actual turnover.

#### Occupational Groupings

Price (31) reviewed research on occupational characteristics and found moderate support for the proposition that blue-collar workers, especially the unskilled, have higher turnover than white-collar workers. He found only weak support for the proposition that nonmanagers have higher turnover than managers, and that higher professionalism is associated with higher turnover.

#### Recently Developed Constructs

As previously mentioned, job satisfaction is the most frequently studied psychological construct thought to be related to turnover. Attempts to predict turnover from job satisfaction have been based on the general notion of consistency (1). It is commonly assumed to be logical or consistent for a person who holds a positive attitude toward some object to perform favorable behaviors and to perform no unfavorable behaviors with respect to that object. Resignation is assumed to have evaluative implications for

the organization or the job, and leaving is assumed to mean that the leaver has a negative evaluation of the job. Hence, job satisfaction is expected to predict termination (14).

However, the relationship between job satisfaction and turnover is seldom strong. Furthermore, when job satisfaction is used to predict turnover, substantial time is needed to develop, administer, and score the attitude survey. As a result of such problems, interest has developed in a variety of additional constructs or variables. The most important of these are behavioral intentions and organizational commitment, which have been described as critical factors in the decision to terminate employment.

Several studies report that the response to a single item or a few items predicted turnover as well as more elaborate devices. The procedure simply involves asking applicants or employees to state how long they plan to work on the job. This type of predictor is called behavior intention, and one study (27) reports that an empirically derived measure of behavior intention was also found to be the most valid predictor of turnover. For example, Atchison and Lefferts (2) report that response to a single behavioral intention item predicted turnover as well as responses to Herzberg's motivator-hygiene questionnaire in a sample of Air Force pilots. Kraut (17) reports that the response from a sample of salesmen to a single-item question dealing with expressed intent to remain with the company predicted both

short and long tenure better than job satisfaction predictors. Waters, Roach, and Waters (38) found that a single-item measurement of intent to remain with the company was a better predictor of turnover than attitudinal and biodata items when used with a sample of female clerical employees. Newman (28) computed a measure of behavioral intention using Fishbein's (10) model that proved to be a better predictor of turnover than job satisfaction measures when used with a sample of nursing home employees.

The second construct that proved to predict turnover better than job satisfaction is organizational commitment. When an employee quits, he ends all formal ties with a particular company. The employee may not necessarily be relinquishing a set of job duties since the same kind of job may be assumed elsewhere. Resignation implies rejection of the organization but not necessarily rejection of the job. Consequently, organizational commitment is regarded as being more directly related to voluntary turnover than job satisfaction. Porter and others (30) tested this hypothesis in a longitudinal design. They compared the predictive power of organizational commitment and job satisfaction in differentiating stayers from leavers in a sample of psychiatric technician trainees. Questionnaires were administered four times during training, and turnover occurred only after the training period concluded.

Organizational commitment predicted voluntary turnover more accurately than overall or facet satisfaction as measured by the seventy-two item JDI instrument across several time periods. The same results were reported by Marsh and Mannari (21) and Mirvis and Lawler (23).

#### Previously Proposed Process Models of Employee Turnover

A new trend in the literature on employee turnover is emerging that is characterized by efforts to develop conceptual models which will provide an understanding of the psychology of the withdrawal process. Such a trend has become apparent since the call by Porter and Steers (29) for modeling the turnover process. Based on their extensive review of the turnover literature they concluded that "much more emphasis should be placed in the future on the psychology of the withdrawal process . . . our understanding of the manner in which the actual decision is made is far from complete" (29, p. 173).

The first published attempt to model the psychological steps leading to turnover, however, appeared fifteen years before the 1973 Porter and Steers review. In 1958, March and Simon (20) proposed a model which hypothesized that turnover is a function of (a) individual desirability of movement and (b) individual ease of movement. Most typically, desirability of movement and ease of movement have been

operationalized in terms of job satisfaction and labor market conditions or the perception of favorable alternatives, respectively.

Expanding upon the theoretical work of March and Simon, Mobley (24) presented a heuristic model in 1977 of the employee turnover process that describes hypothesized linkages between dissatisfaction (desire to leave) and actual leaving. Within this process are several cognitive and behavioral steps that would result in an evaluation of individual ease of movement.

Martin (22) and Price and Mueller (33) have proposed and tested a model that emphasizes the impact of job satisfaction and opportunity (analogous to the availability of alternative jobs) on turnover. In addition to job satisfaction and opportunity, these researchers have investigated macro determinants of turnover including, for example, routinization, participation, and instrumental communication.

In 1983, Steers and Mowday (35) proposed a model developed from existing literature that emphasizes, as do the other models, the procedural steps through which employees decide to stay or leave. Furthermore, they suggest procedures by which employees learn to cope with the participation decision once it has been made.

Although all these foregoing models attempt to develop a more complete understanding of the turnover process, the

three models by March and Simon (20), Mobley (24), and Price (31) are most relevant to the proposes of this study. Each of these three models, as well as their empirical support, is discussed briefly below.

#### The March and Simon Model

As mentioned, the basic hypothesis of the March and Simon (20) model is that turnover is a partial function of the joint effects of (a) individual desirability of movement (job satisfaction) and (b) individual ease of movement (labor market conditions or perceived opportunity). This basic hypothesis has been directly supported by Dansereau, Cashman, and Graen (7), who show that the perception of available alternatives moderated the relationship between job satisfaction and turnover; where the more favorably individuals evaluated the availability of alternatives, the stronger the relationship between job satisfaction and turnover. Indirectly, also, this hypothesis is supported by Woodward (39), among others, who has shown that in periods of high unemployment, voluntary turnover rates decrease. The implication is that the labor market can act to restrict decisions to change jobs, despite the fact that individuals may be dissatisfied with their current jobs.

#### The Price Model

Price (31) developed a model of the turnover process which portrays this process as beginning with a series of

structural and individual determinants of job satisfaction including, for example, centralization, participation, pay, and communication. The individual's satisfaction level then determines the probability of an individual staying or leaving the organization, contingent upon the state of the economy. That is, satisfaction and the opportunity structure (the state of the economy) should interact, and turnover should be most likely for very dissatisfied people in economies of high opportunity. Another premise of this model is that individual demographic characteristics (e.g., age, length of service, education) should not have independent causal impacts once the variables in the model have been taken into account.

This model has been tested empirically by Bluedorn (4), Dickson (8), Martin (22), Price and Bluedorn (32), and Price and Mueller (34). These five studies (on groups of United States Army officers, nurses, white collar administrative-clerical-professional workers, nurses, and nurses, respectively) have produced a series of uniform results. All five studies reject the interaction between job satisfaction and the opportunity structure. All do, however, support the positioning of opportunity, first suggested by Bluedorn (3), as causally prior to satisfaction in the model, and affecting turnover or turnover intentions indirectly through job satisfaction.

A second uniform finding is that the model does not eliminate the independent effects of demographic variables. Age, tenure, and other demographics frequently retained powerful independent effects, despite the explanatory power of the other variables in the model.

Overall, the basic structure of Price's model is supported in five studies with two fundamental changes. These changes are (a) the elimination of the job satisfaction X opportunity interaction with opportunity now specified as one of a series of determinants of job satisfaction which impact turnover indirectly through that satisfaction and (b) the recognition that the model does not eliminate all demographic variables as important causes of turnover.

#### The Mobley Model

In 1977, Mobley (24) developed a very detailed model of the linkages between job satisfaction and turnover, an area basically undeveloped in either the March and Simon (20) model or the Price (31) model. According to the Mobley model, dissatisfaction is expected to stimulate thoughts of quitting. These thoughts lead to an evaluation of the utility of searching for alternative work, then to search behavior, to evaluation of work alternatives, to intention to quit, and finally to the actual turnover. Conditional causality rather than direct causality is implicit in the



model; that is, job dissatisfaction does not lead directly to turnover, but does so conditionally on favorable search utility, successful search, attractive work alternatives, and action toward resignation.

In 1978, Mobley, Homer, and Hollingsworth (25) presented a simplified version of the Mobley (24) model, which they attempted to verify empirically. In the simplified model, job satisfaction was hypothesized to have a direct affect on thinking of quitting, intention to search, and intention to quit. Thinking of quitting should affect directly intention to search, and intention to search should affect intention to quit. Only intention to quit was proposed to affect turnover directly. In addition, the probability of finding an acceptable alternative job should affect intentions to search and to quit, and a standardized composite of age and tenure should affect directly the probability of finding an acceptable alternative and job satisfaction.

Mobley, Horner, and Hollingsworth (25) tested these hypotheses with a series of regression analyses in which turnover, intention to quit, intention to search, and thinking of quitting were regressed on antecedent variables in the simplified form. Significant regression coefficients, which were consistent with paths specified by the model, were interpreted as providing support for the major linkages of the model. The only exception is that the probability of

finding an acceptable alternative job failed to contribute to intention to search and intention to quit as predicted, which seems to support the Bluedorn (3) suggestion that alternative job opportunity affects turnover indirectly through job satisfaction.

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CHAPTER III  
A PROPOSED MODEL OF EMPLOYEE  
VOLUNTARY TURNOVER

Description of the Model

Figure 1 presents a diagram of the proposed model developed for this study, which modifies and complements the model presented by Mobley, Horner, and Hollingsworth (10) in 1978. The relationships between pay, promotion opportunities, work content, co-workers, supervision and job satisfaction are commonly supported in the job satisfaction literature (e.g., 5, 6). The works of Bluedorn (1), Dickson (3), Martin (8), Price and Bluedorn (13), and Price and Mueller (14) suggest the position of alternative job opportunity. Although there is no empirical evidence regarding the direct relationship between the on-job training and job satisfaction, only one study (2) was found that confirms the relationship between on-the-job training and voluntary turnover. However, it seems logical to assume that on-job training affects turnover through job satisfaction. The position of the individual and selected demographic factors (tenure, sex, race, education, and occupation) was suggested by the 1978 work of Mobley, Horner, and Hollingsworth (10).

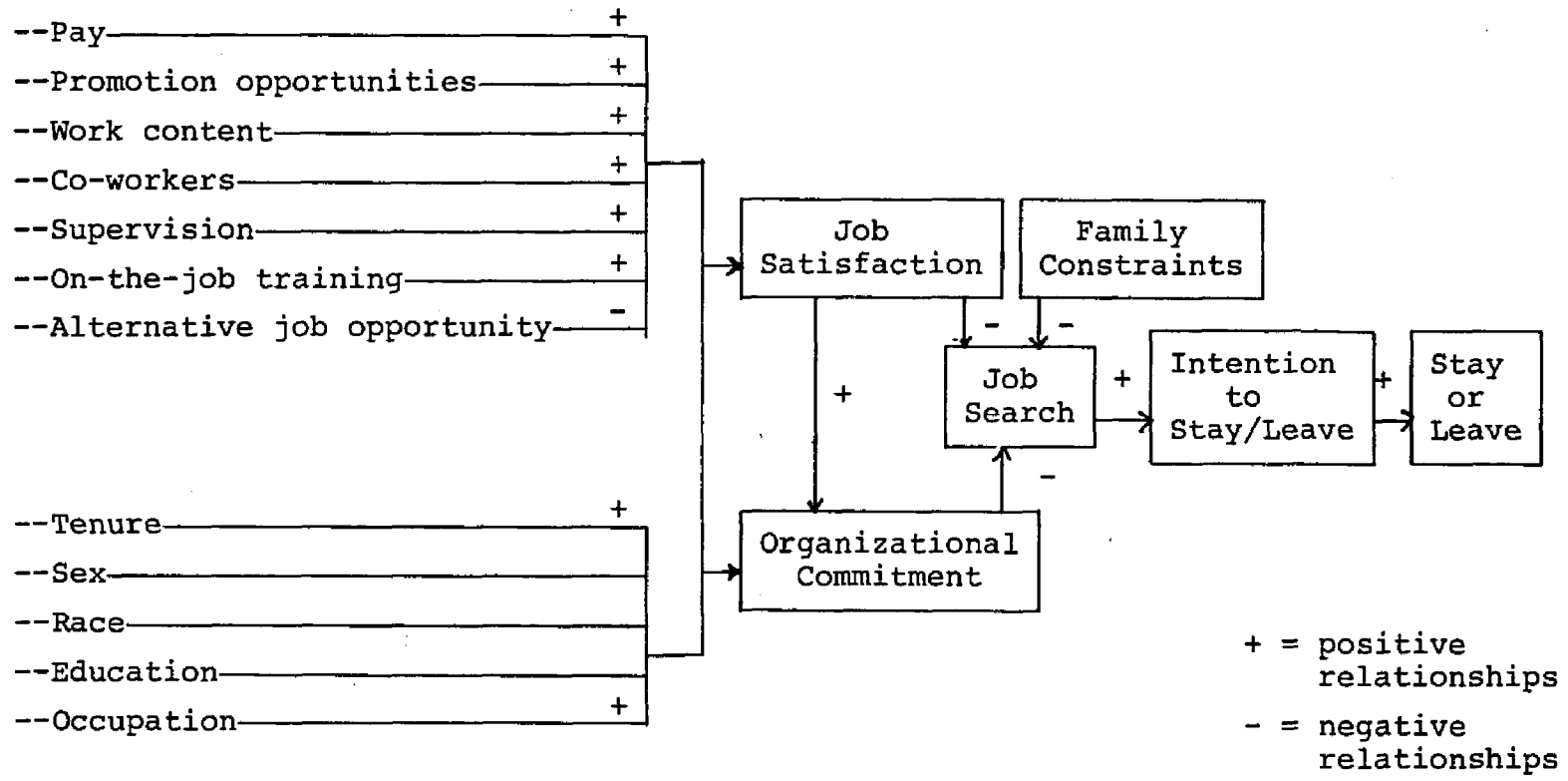


Fig. 1--A Modified Model of Employee Voluntary Turnover



The work of Mobley, Horner, and Hollingsworth (10) also suggests the positions of job satisfaction, job search, and intention to stay or leave. The work of Steers and Mowday (15) suggests the position of family factors. Finally, the works of Marsh and Mannari (7) and Michaels and Spector (9) suggest the position of organizational commitment as well as its relationship with job satisfaction.

#### Relationship to Previously Proposed Models

From the above description, it may be seen that the model for this study is based essentially on the 1978 model of Mobley, Horner, and Hollingsworth (10). However, the model for this study modifies and complements the model of Mobley, Horner, and Hillingsworth in several areas.

1. While the model by Mobley, Horner, and Hollingsworth does not include determinants of job satisfaction, the model for this study does. Such a modification is based on the recommendation by many authors [in particular, Porter and Steers (12)] that the global concept of job satisfaction should be broken down into its components or determinants.

2. The alternative job opportunity variable is positioned as one of the job satisfaction determinants instead of being a determinant of intention to search and quit as hypothesized by Mobley, Horner, and Hollingsworth. This modification is based on (a) the failure of the job opportunity variable to contribute to both intention to

search and intention to quit in the 1978 study of Mobley, Horner, and Hollingsworth (10) and (b) the findings of Bluedorn (1), Dickson (3), Martin (8), Price and Bluedorn (13), and Price and Mueller (14) that alternative job opportunity affects turnover or turnover intentions indirectly through job satisfaction.

3. Included in the model for this study are on-the-job training, family constraints, and organizational commitment, all of which are omitted from the model of Mobley, Horner, and Hollingsworth (10). First, the on-the-job training variable appears to be a major factor in youth turnover (2, 4). Second, Steers and Mowday (15) emphasize the inclusion of family factors in any model of employee turnover on the basis that there are many instances in which an individual may not like a particular job but still does not desire or seek termination for non-work reasons including family factors. Finally, many authors [in particular, Mowday, Steers, and Porter (11)] suggest that organizational commitment might be more likely to predict turnover than job satisfaction.

In summary, the model for this study suggests that pay, promotion opportunities, work content, co-workers, supervision, on-the-job training, alternative job opportunity, tenure, sex, race, education, and occupation are directly related to both job satisfaction and organizational commitment.

Job dissatisfaction and lack of organizational commitment, constrained by family factors, should stimulate the individual to search for an alternative job. Job search then should lead directly to the individual's intention to stay or leave. The employee's intention to stay or leave should be the only variable directly related to actual turnover.

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## CHAPTER IV

### RESEARCH DESIGN AND METHODOLOGY

#### Introduction

As mentioned in Chapter I, the two major purposes of this study are (a) to construct a modified model of the voluntary turnover process that clarifies the antecedents of youth's turnover intentions and behavior and (b) to empirically investigate the validity of the model for this study by assessing the influences of job satisfaction (with pay, with promotion opportunities, with work content, with co-workers, with supervision, with on-the-job training, with alternative job opportunity, plus global job satisfaction), organizational commitment, job search, intention to stay in the organization, and selected demographic variables (tenure, sex, race, marital status, education, and occupation) as potential predictors of employee voluntary turnover.

In line with the above purposes, three research questions for this study are as follows.

1. Which of the seventeen proposed independent variables is significantly related to turnover?
2. Among those which would prove to be significantly related to turnover, which is more powerful in terms of its ability to explain more variance in the turnover criterion?

3. Regardless of their predictive power, in what way are these variables related to turnover (i.e., direct versus indirect).

The research design and methodology used to answer the research questions are presented in this chapter. First, the research design selected is explained and justified. Second, the data set and sample used are described. Third, the variables used and their measures are defined. Fourth, research hypotheses are developed. Finally, the statistical analysis and procedures are discussed.

#### Research Design

In their empirical and methodological assessment of turnover research, Muchinsky and Tuttle (9) conclude that studies seeking correlates of turnover have employed ex post facto, concurrent, and predictive research designs. The ex post facto design seems most open to criticism since former employees can intentionally or unintentionally distort their perceptions of work-related factors, which increases the likelihood of finding fallacious or spurious results. Concurrent designs frequently suffer from "data dredging," which are situations in which investigators can greatly rework concurrent predictor-criterion relationships in search of maximum predictability. Compared to the former two designs, both Muchinsky and Tuttle (9) and Porter and Crampon (12) agree that predictive designs are the most stringent in

terms of methodological rigor and probably have the most to offer in terms of practical value.

Using such a predictive design, data for the current study are taken from two separate national longitudinal surveys (1) which were conducted in 1981 and 1982. Data regarding the independent variables of tenure, sex, race, marital status, education, occupation, pay, promotion opportunities, work content, co-workers, supervision, on-the-job training, alternative job opportunity, global job satisfaction, organizational commitment, intention to search, and intention to stay in the organization are taken from the 1981 National Longitudinal Survey of Youth. Data on the actual turnover (the dependent variable) are taken from the 1982 National Longitudinal Survey of Youth.

Although time between measurement of the independent variables--particularly the attitudinal responses--and actual turnover is an important consideration, the turnover literature does not offer a theoretical basis for determining this time span (8). As a result, time lags are typically determined arbitrarily on a study-to-study basis. For example, some researchers such as Marsh and Mannari (7) collected their turnover data over a four-year period; other researchers such as Newman (11) have looked at turnover over a matter of weeks.

While very long time spans would result in various threats to the internal validity of the research,



particularly history and maturation, very short spans would not allow sufficient variation in the turnover criterion. Accordingly, the one-year span chosen for the present study seems efficient in terms of both (a) minimizing the potential threats to the internal validity of the research and (b) allowing reasonable time for the dependent variable to yield sufficient turnover data for meaningful analysis.

#### Description of the Data

The data for this study are taken from two previously completed national surveys. The purpose of this section is to describe the source of the data, the sampling techniques, and the contents of the survey data.

#### Source of the Data

The data for this study are taken from the National Longitudinal Surveys (NLS). The National Longitudinal Surveys constitute a unique research effort in the manpower field; indeed, Swanson and Michaelson (13) consider this project as a landmark for all the social sciences during the past decade. According to the NLS Handbook (1), some twenty comprehensive reports and about 450 papers, dissertations, and monographs have been written on the basis of NLS data.

The National Longitudinal Surveys were begun early in 1965 when the Office of Manpower Policy, Evaluation, and Research of the United States Department of Labor contracted with the Center for Human Resource Research of Ohio State

University for longitudinal studies of the labor market experience of four population groups in the United States; the groups are composed of men from forty-five to fifty-nine years of age, women from thirty to forty-four years of age, and both young men and women from fourteen to twenty-four years of age. Each of these cohorts was represented by a sample of 5,000 persons, with an over-representation of blacks. The United States Department of Census was responsible for sample design, for conducting the periodic interviews, and for data reduction. The responsibility of the Center for Human Resource Research was to design the survey instruments, analyze the data, prepare reports, and disseminate the data to the public.

These four cohort groups were selected because each faces more or less unique labor market problems that are of special concern to policy makers (1). For the two youth cohorts, these problems revolve around the process of occupational choice and include both the preparation for work and the frequently difficult period of accommodation to the labor market when formal schooling has been completed. The special problems of the middle-aged men stem in part from skill obsolescence, from the increasing incidence of health problems, and from employment discrimination, all of which are reflected in declining labor force participation rates and in longer-than-average duration of unemployment, if it occurs. For the women, the special labor market

problems are those associated with re-entry into the labor force by married women who feel that their children no longer require their continuous presence at home.

A new survey was initiated in 1974 of a sample of about 13,000 males and females fourteen to twenty-one years of age, with over-representation of blacks, poor whites, Hispanics, and members of the armed forces. Responsibility for designing the survey and analyzing the results rests, as with the previous four cohorts, with the Ohio State University Center for Human Resource Research. However, sample design, field work, and data reduction are the responsibility of the National Opinion Research Center at the University of Chicago. Although since 1966 the NLS has surveyed youth populations in the fourteen to twenty-four age range, the new survey has its unique purposes (10). One of these purposes is to gather information that will lead to improvements of opportunities for employment and advancement through the reduction of discrimination and disadvantage arising from poverty, ignorance, or prejudice. Another major purpose of the new youth survey is to explore in depth the complex of economic, social, and psychological causes for variations in the labor force experience of youth (10, pp. 14-16). Since the data for this study are taken from this new survey, the following discussion regarding the sampling procedure and contents is limited to this group.

### Sampling

According to the NLS Handbook of 1983-1984 (1), the target population for the new youth cohort consists of ten groups who were between the ages of fourteen and twenty-one on January 1, 1979; these ten groups include (a) Hispanic males; (b) Hispanic females; (c) black, non-Hispanic males; (d) black, non-Hispanic females; (e) economically disadvantaged, non-black, non-Hispanic males; (f) economically disadvantaged, non-black, non-Hispanic females; (g) all non-black, non-Hispanic males; (h) all non-black, non-Hispanic females; (i) male military personnel; and (j) female military personnel.

Using the above classifications, a total number of 12,686 youths were interviewed in 1979, 1980, 1981, 1982, and 1983. With regard to the approximate sample breakdown as of the 1979 interview, the new youth cohort includes approximately 2,000 Hispanics, 3,000 blacks, 2,000 whites below the poverty level, and a socioeconomic cross-section of 5,000 whites. The oversampling of minority groups was intended to permit statistically reliable generalizations about those most likely to experience labor market difficulties. For the purpose of this study, the sample is restricted to non-student civilian employed persons in all industries except the self-employed sector, age sixteen and above.

With the exception of individuals on active military duty, all sample selection was accomplished through a

multi-stage, stratified area probability sample of dwelling units and group quarter units. A screening interview was administered at approximately 75,000 dwellings and group quarters distributed among 1,818 sample segments in 202 primary sampling units, where a primary sampling unit is composed of either a single county or group of counties. Included in this screening interview was information that would allow the identification of persons eligible for sample membership.

Approximately 18,000 of the screening interviews were carried out among 918 sample segments in the 102 primary sampling units (PSU) constituting the National Opinion Research Center masters probability sample of the United States. This sample is designed to maximize the statistical efficiency of samples which are "cross-sectional" with respect to the general population. Specifically, through the several stages of sample selection (counties, enumeration districts-block groups, sample listing units), probabilities of selection are based upon either total population or total housing units.

The remaining 57,000 screening interviews were carried out among 900 sample segments in a 100-psu sample that was specifically designed to produce statistically efficient sampling of minority groups. Except for the final stage, all stages of sampling were carried out with the probabilities

proportional to a linear combination of population size for these groups. The effect of this procedure is to produce sample listing segments that vary significantly in terms of total population size but tend toward equality with respect to the target groups.

In the final stage of sample selection (i.e., dwelling units within sample listing units), a moderate degree of over-sampling was employed in order to increase the sample composition with respect to minority groups. Since the use of over-sampling tends to decrease sample efficiency, attempts were made to hold required over-sampling to a minimum.

### Contents

As with the other National Longitudinal Surveys, the new youth survey was designed primarily to analyze the sources of variation in the labor market behavior and experience of the United States youth population represented by the sample. Thus, the information collected from the respondents in the sample relates to variables that either represent significant aspects of labor market activity and labor market status or that are hypothesized to influence, or to be influenced by, such activity or status.

In a more specific language, the major variables included in the data are classified into the following five categories:

1. Labor market experience variables, covering such aspects as labor force participation, unemployment, and job history;

2. Socioeconomic and human capital variables, covering such aspects as education and training, physical condition, marital and family characteristics, and financial characteristics;

3. Attitudinal variables, covering such aspects as job satisfaction, job attachment, organizational and work commitment, work motivation, aspirations, and expectations;

4. Personal and demographic variables, including age, race, sex, and marital status; and

5. Environmental variables, including size of local labor force, local area unemployment rate, and demand for female labor force.

#### Variables and Measures

As shown by the proposed model presented in Chapter III, this study utilizes eighteen variables, one dependent variable and seventeen independent variables. The dependent variable to be studied is employee voluntary turnover. The seventeen independent variables are the respondent's tenure, sex, race, marital status, education, occupation; the respondent's satisfaction with pay; satisfaction with promotion opportunities; satisfaction with work content; satisfaction with co-workers; satisfaction with supervision;

satisfaction with on-the-job training; overall job satisfaction; perception of alternative job opportunity; organizational commitment; job search; and intention to stay.

Presented in Table IV are the operational definitions of the above variables.

TABLE IV  
VARIABLE DEFINITIONS

<u>Variable</u>	<u>Definition</u>
Voluntary turnover . . . . .	Dummy equal to one if the respondent who worked at the 1981 interview date had voluntarily quit his or her 1981 job by the time of the 1982 survey; zero otherwise.
Satisfaction with pay . . . . .	Ordinal equal to one if the individual's response to the statement that "the pay is good" is not all true, two if the response is not too true, three if the response is somewhat true, and four if the response is very true.
Satisfaction with promotion opportunities . . . . .	Ordinal equal to one if the individual's response to the statement that "chances for promotion are good" is not all true, two if the response is not too true, three if the response is somewhat true, and four if the response is very true.
Satisfaction with work content . . . . .	Ordinal equal to one if the individual's response to the statement "you are given a chance to do the things you do best" is not at all true, two if the response is not too true, three if the response is somewhat true, and four if the response is very true.



TABLE IV--Continued

Satisfaction with co-worker . . . .	Ordinal equal to one if the individual's response to the statement that "your co-workers are friendly" is not at all true, two if the response is not too true, three if the response is somewhat true, and four if the response is very true.
Satisfaction with supervision . . . .	Ordinal equal to one if the individual's response to the statement that "your supervisor is competent in doing the job" is not at all true, two if the response is not too true, three if the response is somewhat true, and four if the response is very true.
Satisfaction with on-the-job training . . . . .	Ordinal equal to one if the individual's response to the statement that "the skills you are learning would be valuable in getting a better job" is not at all true, two if the response is not too true, three if the response is somewhat true, and four if the response is very true.
Global job satisfaction . . . .	Ordinal equal to one if the individual's answer to the question "how do you feel about the job you have now?" is dislike it very much, two if the answer is dislike it somewhat, three if the answer is like it fairly well, and four if the answer is like it very much.
Alternative job opportunity . . . .	Ordinal equal to one if the individual's answer to the question "if you were to leave your current job, how difficult do you think it would be to find another job that was just as good?" is extremely difficult, two if the answer is somewhat difficult, and three if the answer is not at all difficult.

TABLE IV--Continued

Organizational commitment . . . .	Ordinal equal to one if the individual's answer to the question "suppose someone in this area offered you a job in the same line of work you are in now, how much would the new job have to pay for you to be willing to take it?" is some amount per hour, two if the answer is some amount per day, three if the answer is some amount per week, four if the answer is some amount bi-weekly, five if the answer is some amount per month, six if the answer is some amount per year, seven if the answer is other, and eight if the answer is would not take it at any conceivable pay.
Job search . . . . .	Ordinal equal to zero if the individual's answer to the question "do you intend to look for work of any kind in the next twelve months?" is no, one if the answer is maybe, and two if the answer is yes.
Intention to stay .	Ordinal equal to zero if the individual's response category to the question "how much longer do you intend to stay at this job?" is that the respondent no longer has a job, one if the answer is less than one year, two if the answer is from one to two years, three if the answer is from three to five years, four if the answer is from six to nine years, and five if the answer is ten years or more.
Tenure . . . . .	The number of years that the respondent has been working for his current employer.
Sex . . . . .	Dummy equal to one if male; zero otherwise.
Race . . . . .	Dummy equal to one if black; zero if otherwise.
Marital status . . .	Dummy equal to one if married; zero otherwise.

TABLE IV--Continued

Education . . . . .	The individually completed years of formal schooling.
Occupation . . . . .	Dummy equal to one if the respondent has a white-collar occupation; zero otherwise.

### Hypotheses

In order to predict or explain the relationships between the dependent and independent variables, the following hypotheses are tested:

H<sub>1</sub>: Employee satisfaction with pay, with promotion opportunities, with work content, with co-workers, with supervision, and with on-the-job training will be directly and positively related to both global job satisfaction and organizational commitment.

H<sub>2</sub>: Employee perception of available alternative job opportunity will be directly and negatively related to both global job satisfaction and organizational commitment.

H<sub>3</sub>: Employee tenure and occupation will be directly and positively related to both global job satisfaction and organizational commitment.

H<sub>4</sub>: Employee sex, race, marital status, and education will be directly related to both global job satisfaction and organizational commitment.

H<sub>5</sub>: Higher levels of employee global job satisfaction will be likely to lead to higher levels of organizational commitment.

H<sub>6</sub>: Job dissatisfaction and lack of organizational commitment, in the absence of any family constraint, will be likely to lead directly to the employee's intention to search for an alternative job.

H<sub>7</sub>: Job search will be directly and negatively related to the employee's intention to stay in the organization.

H<sub>8</sub>: The employee's intention to stay in the organization will be directly and negatively related to his or her actual turnover.

#### Statistical Analysis

The data analysis part of this study proceeds in two steps that include zero-order correlations and path analysis. The purpose of the zero-order correlations is to indicate the strength of relationship among the various components of the model, which in turn can be used to verify the existence of linkages proposed by the model.

Path analysis is a statistical technique that allows for estimating direct and indirect effects for a system of variables for which the causal ordering is known (2, pp. 1-16; 6, pp. 3-37). Accordingly, the technique allows for obtaining estimates of the paths proposed by a given model. Because the model for this study is recursive (one-way causality), ordinary least squares regression analysis can be used to obtain the path estimates, which are standardized partial regression coefficients or betas. The total effect

of each variable causally prior to turnover can be decomposed into a direct effect and an indirect effect through variables that intervene between it and turnover. Although multiple regression requires a continuous dependent variable, its effectiveness when dichotomies are used, as in this study, is well understood and documented (3, 4, 5), and its use can be justified. In short, path analysis, as it is used in the data analysis part of this study, is essentially a several step multiple regression procedure in which each variable is regressed against all those assumed to precede it in the model under investigation.

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## CHAPTER V

### FINDINGS AND DISCUSSION

Employee turnover is a behavior of interest to many disciplines and is subject to analysis at various levels of discourse (e.g., macro, organizational, and individual levels). At the individual level, job satisfaction is the most frequently studied psychological variable thought to be related to employee voluntary turnover. However, the job satisfaction-turnover relationship is seldom strong. As a result, and as discussed in Chapter II, many authors have recently recommended that turnover models and studies should move beyond job satisfaction as the sole explanatory variable if more variance in the turnover criterion is to be explained.

Accordingly, two major purposes of this study are (a) to construct a modified model of the voluntary turnover process that clarifies the antecedents of turnover intentions and turnover behavior and (b) to investigate empirically the proposed model's validity by assessing the influences of job satisfaction (satisfaction with pay, with promotion opportunities, with work content, with co-workers, with supervision, with on-the-job training, with alternative job opportunity, plus global job satisfaction), organizational



commitment, job search, intention to stay, and demographic variables (tenure, sex, race, marital status, education, and occupation) as potential predictors of employee voluntary turnover. The research questions for this study are as follows.

1. Which of the seventeen proposed independent variables is significantly related to turnover?

3. Among those which would prove to be significantly related to turnover, which is more powerful in terms of its ability to explain more variance in the turnover criterion?

3. Regardless of their predictive power, in what way are these variables related to turnover (i.e., direct versus indirect)?

In order to predict or explain the relationship between these seventeen independent variables and the turnover criterion, eight hypotheses were developed. Four of these eight hypotheses are concerned with the first phase of the proposed model (i.e., variables related to employee job satisfaction), and one hypothesis for each of the remaining four phases (i.e., job satisfaction to organizational commitment, organizational commitment to job search, job search to intention to stay, and intention to stay to actual turnover).

To test the research hypotheses, data from the National Longitudinal Survey of Youth were used (see Chapter IV).

The data then were analyzed using the forward stepwise multiple regression procedure from SPSS, the Statistical Package for the Social Sciences (5). Using this technique, five regressions, one for each phase of the study model, were estimated. The stepwise technique indicates the extent to which a set of independent variables produces variations in a criterion or dependent variable. According to the forward-stepwise algorithm, variables are entered into the regression equation one at a time. At each step, the independent variables not yet in the equation are examined for entry. The variable with the smallest probability-of-F value is entered, providing that this value is smaller than the entry criterion (.05) and the variable passes the tolerance test (.01). The tolerance of a variable is the proportion of its variance not accounted for by other independent variables in the equation (5).

In this chapter, the research findings are presented and interpreted. First, the variable correlation matrix is presented and discussed. Second, results from each of the five regressions are given and compared with hypotheses' predictions as well as with previous research findings. Third and finally, the chapter closes with a general summary of the findings for this research. The purpose of the summary section is to draw a general conclusion with regard to whether or not the study model is supported in totality.

### Correlation Analysis

The data in Table V show a summary of the correlation relationships among all of the variables in the model. The data in this table also show the mean and standard deviation for each variable. With only the exception of the  $-.883$  correlation between tenure and turnover, the magnitude of these correlations falls within what could be called the small-to-moderate range. Two implications are suggested by these findings. First and positively, the explanatory variables are largely independent of each other. Based on what has been suggested by many research writers [e.g., Billings and Wroten (1, pp. 477-488)] that extreme collinearity occurs when intercorrelations are above  $.80$ , it may be argued that this study does not suffer from severe multicollinearity. Second but negatively, most of the independent variables are not strongly related to turnover. Thus, although it can be expected that the influence of each of the various explanatory variables on turnover is relatively independent, this influence should not be very strong.

In addition to the above two general implications, several detailed observations may be made. First, global job satisfaction is more strongly correlated with organizational commitment ( $.11$ ) than any other variable used to predict organizational commitment. Second, global job satisfaction is more strongly correlated with job search

TABLE V  
 VARIABLES' CORRELATIONS, MEANS, AND STANDARD DEVIATIONS

Variable	1	2	3	4	5	6
1. Job content	1.00	.411	.246	.166	.229	.302
2. Training Opportunity	. .	1.00	.175	.104	.170	.334
3. Pay	. .	. .	1.00	.128	.187	.335
4. Co-workers	. .	. .	. .	1.00	.353	.147
5. Supervision	. .	. .	. .	. .	1.00	.289
6. Promotion opportunities	. .	. .	. .	. .	. .	1.00
7. Alternative job availability	. .	. .	. .	. .	. .	. .
8. Global job satisfaction	. .	. .	. .	. .	. .	. .
9. Organizational commitment	. .	. .	. .	. .	. .	. .
10. Job search	. .	. .	. .	. .	. .	. .
11. Intention to stay	. .	. .	. .	. .	. .	. .
12. Education	. .	. .	. .	. .	. .	. .
13. Occupation	. .	. .	. .	. .	. .	. .
14. Marital status	. .	. .	. .	. .	. .	. .
15. Tenure	. .	. .	. .	. .	. .	. .
16. Quitting	. .	. .	. .	. .	. .	. .
17. Sex	. .	. .	. .	. .	. .	. .
18. Race	. .	. .	. .	. .	. .	. .
Variable Mean	3.13	3.09	2.82	3.64	3.55	2.83
Variable Standard Deviation	.86	.97	.90	.61	.72	1.00

TABLE V--Continued

7	8	9	10	11	12	13	14	15	16	17	18
.054	.389	.087	-.158	.226	.056	.089	.021	.105	.089	.033	.061
.038	.342	.109	-.139	.180	.054	.219	.020	.076	-.065	-.011	-.084
-.099	.323	.076	-.212	.308	.004	-.007	.003	.116	-.118	.083	-.053
-.002	.216	.048	-.046	.088	-.012	.023	-.032	.031	-.029	.004	-.083
-.033	.263	.083	-.085	.131	.006	.042	-.021	.033	-.005	-.012	-.037
.019	.313	.090	-.182	.295	-.015	.083	-.002	.126	-.125	.109	.009
1.00	-.074	.071	.080	-.132	.102	.104	-.009	-.150	.137	.011	-.059
. .	1.00	.110	-.281	.342	.022	-.081	.025	.142	-.124	-.059	-.088
. .	. .	1.00	-.115	.090	.143	.249	-.011	.016	-.014	-.056	-.054
. .	. .	. .	1.00	-.438	-.002	-.062	-.102	-.167	.164	.051	.100
. .	. .	. .	. .	1.00	-.010	-.033	.100	.313	-.303	.088	-.026
. .	. .	. .	. .	. .	1.00	.217	.024	.044	-.038	-.069	-.028
. .	. .	. .	. .	. .	. .	1.00	-.025	.002	.011	-.354	-.046
. .	. .	. .	. .	. .	. .	. .	1.00	.033	-.033	-.096	-.085
. .	. .	. .	. .	. .	. .	. .	. .	1.00	-.883	.012	-.024
. .	. .	. .	. .	. .	. .	. .	. .	. .	1.00	-.041	.007
. .	. .	. .	. .	. .	. .	. .	. .	. .	. .	1.00	.033
. .	. .	. .	. .	. .	. .	. .	. .	. .	. .	. .	1.00
2.14	3.19	2.02	.72	2.50	12.53	.37	.18	8.65	.43	.51	.20
.69	.72	1.95	.94	1.43	1.88	.48	.38	4.78	.50	.50	.40

(-.28) than any other variable used to predict employee job search behavior. Third, the -.44 correlation between job search and intention to stay is a significantly stronger relationship than any other relationship at the fourth phase of the model. Finally, and more important, the correlation between intention to stay and actual turnover (-.30) is significantly stronger than the correlation between global job satisfaction and actual turnover (-.12). Together, these four findings provide not only a clear support for the model's linkages and sequence but also are consistent with the findings of previous research as reviewed in Chapter II of this study.

#### Regression Analysis

For the empirical testing of the study model, five regressions were estimated, one for each phase of the model. In the first phase, global job satisfaction is regressed against the thirteen variables of pay, promotion opportunities, work content, co-workers, supervision, on-the-job training, alternative job opportunity, tenure, sex, race, marital status, education, and occupation. In the second phase, organizational commitment is regressed against all of the above stated thirteen variables plus global job satisfaction. In the third phase, job search is regressed against all of the stated thirteen variables plus global job satisfaction and organizational commitment. In the fourth

phase, intention to stay is regressed against all of the stated thirteen variables plus global satisfaction, organizational commitment, and job search. In the fifth and final phase of the model, employee actual turnover is regressed against the stated thirteen variables plus global job satisfaction, organizational commitment, job search, and intention to stay. The findings from these five regressions, along with interpretations and comparisons with previous research follow.

#### Global Job Satisfaction

This section presents the results of the multiple regression analysis related to the first phase of the study model. Both the global job satisfaction part of hypotheses one through four and the findings are included.

Hypotheses.--In order to predict or explain employee global job satisfaction, the following four hypotheses were developed.

H<sub>1.1</sub>: Employee satisfaction with pay, with promotion opportunities, with work content, with co-workers, with supervision, and with on-the-job training will be directly and positively related to employee global job satisfaction.

H<sub>2.1</sub>: Employee perception of available alternative job opportunity will be directly and negatively related to employee global job satisfaction.

H<sub>3.1</sub>: Employee tenure and occupation will be directly and positively related to employee global job satisfaction.

H<sub>4.1</sub>: Employee sex, race, marital status, and education will be directly related to employee global job satisfaction.

Findings.--The data in Table VI present the standardized regression coefficients (Betas) of thirteen independent variables regressed against global job satisfaction as a dependent variable. Ten of these independent variables were found to have a statistically significant influence on global job satisfaction. These variables are work content (.21), pay (.17), on-the-job training (.16), promotion opportunities (.10), supervision (.09), co-workers (.09), alternative job opportunity (-.07), sex (-.07), tenure (.06), and race (-.04). The remaining three independent variables (education, occupation, and marital status) were found to have no statistically significant influence on employee global job satisfaction.

Among the ten significant variables, work content, pay, and training opportunities show the strongest influence on the global level of employee job satisfaction. Although the remaining seven variables (promotion opportunities, supervision, co-workers, alternative job opportunity, sex, tenure, and race) are also statistically significant, their influence is not as great.



TABLE VI  
 STANDARDIZED REGRESSION COEFFICIENTS FOR GLOBAL  
 JOB SATISFACTION AS A DEPENDENT VARIABLE  
 (N = 2,562)

<u>Independent Variables</u>	<u>Standardized Coefficients</u>
Work content . . . . .	.210**
Pay . . . . .	.170**
On-the-job training . . . . .	.160**
Supervision . . . . .	.090**
Co-workers . . . . .	.090**
Promotion opportunities . . . . .	.100**
Sex . . . . .	-.070**
Alternative job opportunity . . . . .	-.070**
Tenure . . . . .	.060**
Race . . . . .	-.040*
Education . . . . .	.009
Occupation . . . . .	.002
Marital status . . . . .	-.008
 R <sup>2</sup> . . . . .	 .290
F . . . . .	102.85**

\*p < .01.      \*\*p < .001.

The results for the ten significant variables are consistent with the propositions of the model as well as with the study hypotheses related to this phase. Employee global

satisfaction increases with an increase in employee satisfaction with the job's work content, with pay, with on-the-job training, with promotion opportunities, with supervision, and with co-workers. Results for the remaining four significant variables may be interpreted to indicate that (a) employees who have a high perceived alternative job opportunity are less satisfied than those who have less perceived alternative job opportunity, (b) employees who have longer tenure are more satisfied than those who have shorter tenure, (c) females are more satisfied with their jobs than males, and (d) nonblacks are more satisfied with their jobs than blacks.

#### Organizational Commitment

This section presents the results of the multiple regression analysis related to the second phase of the study model. In addition to the findings for this phase of the study model, the organizational commitment part of hypotheses one through four and hypothesis five are included.

Hypotheses.--Five hypotheses were developed to explain and predict the level of employees' organizational commitment, as follows.

H<sub>1.2</sub>: Employee satisfaction with pay, with promotion opportunities, with work content, with co-workers, with supervision, and with on-the-job training will be directly

and positively related to employee level of organizational commitment.

H<sub>2.2</sub>: Employee perception of available alternative job opportunity will be directly and negatively related to employee level of organizational commitments.

H<sub>3.2</sub>: Employee tenure and occupation will be directly and positively related to employee level of organizational commitment.

H<sub>4.2</sub>: Employee sex, race, marital status, and education will be directly related to employee level of organizational commitment.

H<sub>5</sub>: Higher levels of employee global job satisfaction will be likely to lead to higher levels of organizational commitment.

Findings.--The data in Table VII present the standardized regression coefficients for the fourteen independent variables used to predict employee level of organizational commitment. Only six of these variables were found to have a statistically significant influence on employee level of organizational commitment. These variables are global job satisfaction (.07), education (.09), occupation (.22), alternative job opportunity (.05), satisfaction with pay (.05), and satisfaction with supervision (.05).

While the strongest influence is found for occupation and education, global job satisfaction is also relatively

TABLE VII  
 STANDARDIZED REGRESSION COEFFICIENTS FOR ORGANIZATIONAL  
 COMMITMENT AS A DEPENDENT VARIABLE  
 (N = 2,562)

<u>Independent Variable</u>	<u>Standardized Coefficients</u>
Work content . . . . .	.010
Pay . . . . .	.050**
On-the-job training . . . . .	.020
Supervision . . . . .	.050*
Co-workers . . . . .	.008
Promotion opportunities . . . . .	.030
Alternative job opportunity . . . . .	.050**
Tenure . . . . .	.003
Sex . . . . .	.030
Race . . . . .	-.030
Marital status . . . . .	-.008
Education . . . . .	.090***
Occupation . . . . .	.220***
Global job satisfaction . . . . .	.070***
R <sup>2</sup> . . . . .	.090
F . . . . .	39.830***

\*p < .050.      \*\*p < .01.      \*\*\*p < .001.

important. The remaining three variables (alternative job opportunity, satisfaction with pay, and satisfaction with

supervision), although statistically significant, appear to be of no practical importance.

These findings, with the exception of alternative job opportunity, are consistent with the study model and the hypotheses related to this phase of the study model. Employees who are satisfied with their pay, their work content, and who are globally satisfied with their jobs tend to be organizationally committed. Results related to occupation and education may be interpreted to indicate that white-collar workers are more organizationally committed than blue-collar workers, and more educated workers show more organizational commitment than those who have less education. These last two findings seem to be consistent with each other since white-collar workers are usually more educated than blue-collar workers.

The only unexpected finding among the above results is the positive sign for the alternative job opportunity variable. According to the second hypothesis for the second phase of the study model, alternative job opportunity and organizational commitment should be negatively related. This hypothesis was not supported since the resulting positive sign suggests that the two variables are positively related. One possible explanation for this unexpected finding is that employees who conceive that it is easy to find alternative job opportunities may be committed to their

current organizations only because they are satisfied with their current jobs.

### Job Search

This section presents the multiple regression analysis related to the third phase of the study model. The main hypothesis as well as the findings for this phase are presented.

Hypothesis.--In addition to the seven facets of job satisfaction and the six demographic variables, global job satisfaction and organizational commitment are used to predict employee job search behavior. The main hypothesis at this phase of the study model is as follows.

H<sub>6</sub>: Job dissatisfaction and lack of organizational commitment, in the absence of any family constraint, will lead directly to employee intention to search for an alternative job.

Findings.--The data in Table VIII show the standardized partial regression coefficients of the fifteen independent variables used to predict employee job search behavior. Out of these fifteen variables, only nine were found to have a statistically significant influence on employee intention to search for an alternative job. These variables are satisfaction with pay (-.10), satisfaction with promotion opportunities (-.08), alternative job opportunity (.05), global job

TABLE VIII  
 STANDARDIZED REGRESSION COEFFICIENTS FOR  
 JOB SEARCH AS A DEPENDENT VARIABLE  
 (N = 2,562)

<u>Independent Variables</u>	<u>Standardized Coefficients</u>
Work content . . . . .	-.020
Pay . . . . .	-.100***
On-the-job training . . . . .	-.010
Supervision . . . . .	.020
Co-workers . . . . .	.030
Promotion opportunities . . . . .	-.080***
Alternative job opportunity . . . . .	.050**
Global job satisfaction . . . . .	-.190***
Organizational commitment . . . . .	-.080***
Tenure . . . . .	-.110***
Sex . . . . .	.040*
Race . . . . .	.070***
Marital status . . . . .	-.080***
Education . . . . .	.020
Occupation . . . . .	-.010
R <sup>2</sup> . . . . .	.140***
F . . . . .	44.530

\*p &lt; .05.

\*\*p &lt; .01.

\*\*\*p &lt; .001.

satisfaction (-.19), organizational commitment (-.08), tenure (-.11), sex (.04), race (.07), and marital status (-.08).

As predicted by the study model and hypothesis, global job satisfaction has the strongest influence on employee intention to search (-.19). Almost 20 per cent of the change in job search is associated with 1 per cent of the change in global job satisfaction. This result is consistent with the result achieved by Mobley, Horner, and Hollinsworth (3); in their research, there was 25 per cent change in global job satisfaction per 1 per cent change in job search. In addition to global job satisfaction, employee tenure, satisfaction with pay, satisfaction with promotion opportunities, organizational commitment, and marital status had proved to be relatively important. Alternative job opportunity and the employee's sex, although statistically significant, seem to have a very small effect on employee job search behavior.

In general, the findings to this stage of the study model support the main hypothesis that both job-dissatisfied employees and those who lack enough organizational commitment are likely to search elsewhere for another job. Results related to the other seven significant variables may be interpreted to indicate that employees who are satisfied with their current job's pay and promotion opportunities are less likely to search for another job than those who are not



satisfied; employees who have a high perceived alternative job opportunity are more likely to search for another job than those who have a low perceived alternative job opportunity; employees who have a short period of service are more likely to search for another job than those who have a long period of service; married employees are less likely to search for another job than unmarried employees; and nonblacks and males are more likely to search for an alternative job than blacks and females.

One unexpected finding at this stage of the study model is that satisfaction with both co-workers and supervision, which are not statistically significant, are positively related to employee intention to search for another job. One possible explanation to this unexpected result is that some workers, although satisfied with their co-workers and supervision, may still search for another job for another reason, such as a lack of promotion opportunities or pay satisfaction.

#### Intention to Stay

This section presents the results of the multiple regression analysis related to the fourth phase of the study model. The main hypothesis as well as the findings for this phase are presented.

Hypothesis.--Although sixteen independent variables are used to predict employee intention to stay in the organization (six demographic variables, the seven facets of job satisfaction, global job satisfaction, organizational commitment, and job search), the main emphasis at this phase of the study model is on the linkage between the job search and intention to stay. The hypothesis developed to deal with this relationship is as follows.

H<sub>7</sub>: Job search will be directly and negatively related to employee intention to stay in the organization.

Findings.--The data shown in Table IX are the standardized partial regression coefficients of the sixteen independent variables used to predict employee intention to stay in the organization. Only eleven of these sixteen variables were found to have a statistically significant effect on how long the employee intends to stay in the organization. These variables are satisfaction with work content (.05), satisfaction with pay (.11), satisfaction with promotion opportunities (.11), alternative job opportunity (-.06), global job satisfaction (.14), organizational commitment (.03), job search (-.31), tenure (.20), sex (.08), marital status (.06), and occupation (-.05).

As predicted by the study model and hypothesis, job search has the strongest direct effect on employee intention to stay in the organization. More than 30 per cent of the

TABLE IX  
 STANDARDIZED REGRESSION COEFFICIENTS FOR INTENTION  
 TO STAY AS A DEPENDENT VARIABLE  
 (N = 2,562)

<u>Independent Variables</u>	<u>Standardized Coefficients</u>
Work content . . . . .	.050**
Pay . . . . .	.110***
On-the-job training . . . . .	.009
Supervision . . . . .	-.002
Co-workers . . . . .	.0005
Promotion opportunities . . . . .	.110***
Alternative job opportunity . . . . .	-.060***
Global job satisfaction . . . . .	.140***
Organizational commitment . . . . .	.030*
Job search . . . . .	-.310***
Tenure . . . . .	.20***
Sex . . . . .	.080***
Race . . . . .	.020
Marital status . . . . .	.060***
Education . . . . .	-.008
Occupation . . . . .	-.050**
R <sup>2</sup> . . . . .	.35
F . . . . .	123.51***

\*p &lt; .05.

\*\*p &lt; .01.

\*\*\*p &lt; .001.

change in intention to stay is associated with 1 per cent of the change in job search. This finding is in complete agreement with the results achieved by Mobley, Horner, and Hollingsworth (3); in their research, intention to search had the most significant influence on employee intention to quit (.56). In addition to job search, tenure and global job satisfaction also proved to be relatively important. Although global job satisfaction was not found to have a significant affect on employee intention to quit in Mobley, Horner, and Hollingsworth's study, the finding of this study regarding the effect of tenure on employee intention to stay (.20) compares favorably with that achieved by Mobley, Horner, and Hollingsworth (-.12). The remaining statistically significant variables (satisfaction with pay, satisfaction with promotion opportunities, satisfaction with work content, alternative job opportunity, organizational commitment, sex, marital status, and occupation) seem analytically to have a minor effect on employee intention to stay in the organization.

Regardless of the predictive power of each independent variable used to predict employee intention to stay in the organization, results at this phase of the study model may be interpreted to indicate that employees who are satisfied with their work content, with pay, with promotion opportunities, and those who are globally job satisfied are likely to intend to stay longer than those who are less or not

satisfied. Furthermore, employees who have lower or no perceived alternative job opportunity are likely to intend to stay longer than those with a high opportunity; organizationally committed employees are more likely to intend to stay in the organization than those who are not organizationally committed; employees who have a strong intention to search for another job are more likely to intend to stay shorter periods of time than those who have a weak or no search intention; employees who have a long period of service are more likely to intend to stay in the organization than those who have a short period of service, males and married employees are likely to intend to stay longer than female and unmarried employees; and white-collar workers are likely to intend to stay a shorter period of time than blue-collar workers.

#### Actual Turnover

This section presents the results of the multiple regression analysis related to the fifth and final phase of the study model. The main hypothesis as well as the findings for this phase are presented.

Hypothesis.--In the final phase of the study model, seventeen independent variables are used to predict employee actual turnover. These variables are employee satisfaction with work content, employee satisfaction with pay, employee satisfaction with on-the-job training, employee satisfaction

with supervision, employee satisfaction with co-workers, employee satisfaction with promotion opportunities, employee perception of alternative job opportunity, global job satisfaction, organizational commitment, job search, intention to stay in the organization, tenure, sex, race, marital status, education, and occupation. The primary interest at this stage, however, is the linkage between employee intention to stay in the organization and actual employee turnover. The hypothesis developed to deal with this linkage states,

H<sub>8</sub>: Employee intention to stay in the organization will be directly and negatively related to employee actual turnover.

Findings.--The data in Table X list the standardized partial regression coefficients (Betas) for the seventeen independent variables used to predict employee actual turnover. Only four of these seventeen variables were found to have a statistically significant influence on employee actual turnover. These variables are tenure (-.87), sex (-.03), intention to stay in the organization (-.03), and satisfaction with supervision (.03). Together, these four significant variables account for 78 per cent ( $R = .88$ ) of the variance in turnover. This finding compares favorably with the finding ( $R = .51$ ) by Mobley, Horner, and Hollingsworth (3) in their 1978 study.

TABLE X  
 STANDARDIZED REGRESSION COEFFICIENTS FOR ACTUAL  
 TURNOVER AS A DEPENDENT VARIABLE  
 (N = 2,562)

<u>Independent Variables</u>	<u>Standardized Coefficients</u>
Work content . . . . .	.003
Pay . . . . .	-.011
On-the-job training . . . . .	.001
Supervision . . . . .	.027*
Co-workers . . . . .	-.009
Promotion opportunities . . . . .	-.013
Alternative job opportunity . . . . .	.002
Global job satisfaction . . . . .	.001
Organizational commitment . . . . .	-.001
Job search . . . . .	.001
Intention to stay . . . . .	-.031*
Tenure . . . . .	-.874**
Sex . . . . .	-.027*
Race . . . . .	-.012
Marital status . . . . .	-.003
Education . . . . .	-.001
Occupation . . . . .	.001
R <sup>2</sup> . . . . .	.780
F . . . . .	2284.670**

\*p &lt; .01.

\*\*p &lt; .001.

One unexpected result, however, is that employee intention to stay, though directly and negatively related to actual turnover as predicted, has a significantly smaller influence on employee actual turnover than the influence of tenure on actual turnover. One possible explanation for this unexpected result is probably the relatively high correlation between tenure and intention to stay (.31). Tenure seems to work as a proxy for intention to stay in the sense that employees who have long periods of service are those who usually intend to stay longer in the organization.

Another unusual finding is that one of the significant variables (satisfaction with supervision) and three of the insignificant variables (satisfaction with work content, satisfaction with on-the-job training, and global job satisfaction) show a positive impact on employee actual turnover. A similarly surprising result was also found by Mobley, Horner, and Hollingsworth (3); in their 1978 study, global job satisfaction had an insignificant but positive influence on employee actual turnover (Beta = .01). One may also argue, following Porter and others (4), that job satisfaction is not a sufficient condition to prompt individuals to terminate their employment with the organization. Porter and others support this assumption by arguing that job dissatisfaction reflects an unfavorable evaluation



of the job but not necessarily of the organization as a whole.

In short, results achieved at the final stage of the study model suggest the following implications. Employees who have long periods of service are less likely to turnover than those who have short periods of service; employees who intend to stay longer in the organization are less likely to turnover than those who intend to stay for a short period of time; and females are more likely to turnover than males.

#### Summary

The data presented in Table XI summarize the multiple regressions for global job satisfaction, organizational commitment, job search, intention to stay, and actual turnover. For each successive dependent variable, the standard partial regression coefficients for all preceding variables in the model are reported in the table. According to Kerlinger and Pedhazur (2), examination of the magnitude and significance of the standardized regression coefficients within each equation permits assessment of the direct effect on the dependent variable of each independent variable in the equation while holding all other variables constant; examination of the standardized regression coefficients for a given independent variable across equations facilitates understanding the indirect effects the variable may be having. Thus, for example, can the frequently replicated negative correlation

TABLE XI

SUMMARY OF REGRESSION RESULTS  
(Standardized Regression Coefficients)

Independent Variables	Global Job Satisfaction	Organizational Commitment	Job Search	Intention to Stay	Actual Turnover
Work content	.210***	.010	-.020	.050**	.003
Pay	.170***	.050**	-.100***	.110***	-.011
On-the-job training	.160***	.020	-.010	.009	.001
Supervision	.090***	.050*	.020	-.002	.027**
Co-workers	.090***	.008	.030	.001	-.009
Promotion opportunities	.100***	.030	-.080***	.110***	-.013
Alternative job opportunity	-.070***	.050**	.050***	-.06***	.002
Global job satisfaction	. . .	.070**	-.190***	.140***	.001
Organizational Commitment	. . .	. . .	-.080***	.030***	-.001
Job search	. . .	. . .	. . .	-.310***	.001
Intention to stay	. . .	. . .	. . .	. . .	-.031**
Tenure	.060***	.003	-.110***	.200***	-.874***
Sex	-.070***	.030	.070*	.080***	-.027**
Race	-.040**	-.030	.070***	.020	-.012
Marital status	-.008	-.008	-.080***	.060***	-.003
Education	.009	.090***	.020	-.008	-.001
Occupation	.002	.220***	-.010	-.050**	.001

\*p &lt; .05.

\*\*p &lt; .01.

\*\*\*p &lt; .001.

between global job satisfaction and turnover be shown to be a direct link, or is the effect of global job satisfaction indirect through other variables?

As can be seen from data in Table XI, the six facets of job satisfaction (work content, pay, training, supervision, co-workers, and promotion), perception of alternative job opportunity, and three of the demographic variables (tenure, sex, and race) are--as hypothesized--significantly related to global job satisfaction. In the second regression equation, pay, supervision, alternative job opportunity, global job satisfaction, education, and occupation are found to be significantly related to organizational commitment. In the third regression equation, while global job satisfaction exhibits the strongest influence on job search, eight other variables (pay, promotion, alternative job opportunity, organizational commitment, tenure, sex, race, and marital status) exhibit a relatively weaker but significant effect. In the fourth regression equation, while job search exhibits the strongest effect on employee intention to stay, ten other variables (work content, pay, promotion, alternative job opportunity, global job satisfaction, organizational commitment, tenure, sex, marital status, and occupation) exhibit a relatively weaker but significant effect. In the fifth and final regression equation, while tenure exhibits the strongest effect on employee actual turnover, intention

to stay and sex have a relatively weaker but negatively significant effect.

From the above summary of the study's findings, it is noteworthy that although several of the significant relationships were not predicted by the study model, at least two points seem to support the model in its totality. First, the coefficient for global job satisfaction, as hypothesized, becomes relatively weaker as the regression analysis moves from job search (-.19) to intention to stay (.14), and it exhibited no significant direct effect on actual turnover. Second, at each phase of the study model, the immediately preceding dependent variable exhibited, as hypothesized, the strongest effect on the next dependent variable (e.g., the effect of global job satisfaction was strongest on job search, and the effect of job search was strongest on employee intention to stay). The only exception to this second point is the effect of intention to stay on actual turnover, which was found to be substantially weaker than the effect of tenure on turnover. One reasonable explanation to this unexpected relationship is that tenure works as a proxy for intention to stay in the sense that employees who have long tenure are those who have a high probability of intention to stay.

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## CHAPTER VI

### SUMMARY AND CONCLUSIONS

#### Importance of the Study

Interest in explaining employee turnover has long been a major concern of personnel researchers, behavioral scientists, organizational scholars, and management practitioners. Since 1910, researchers have attempted to explain why employees leave jobs. The results of such studies suggest various ways to lower turnover rates including programs designed to (a) increase favorable attitudes, (b) choose individuals for the job based on certain characteristics, and (c) change the nature of the job.

Interest in the topic of turnover, however, has never been higher than has been demonstrated over the last decade. In addition to a great deal of empirical study, the development of causal models, which include variables from many different domains, has been a major theoretical activity. Continued attempts to explain and control turnover more effectively are understandable due to the financial costs associated with that behavior. Such a cost of employee turnover is often cited as one of the reasons why United States industry has failed to compete effectively with foreign industries, particularly that of Japan, and as a

factor behind the failure of United States employee productivity rates to keep pace with those of foreign competitors.

#### Purpose of the Study

Although employee turnover is a behavior of interest to many disciplines and is subject to analysis at various levels of discourse (e.g., macro, organizational, and individual levels), the approach taken in this study is basically psychological, resting on the belief that turnover is an individual-choice behavior; therefore, the individual is the primary unit of analysis. Selecting the individual as the primary unit of analysis does not mean that turnover research at the unit, organization, industry, or other aggregate level is not of value and interest. However, to conclude that such studies clarify the individual turnover decision process may be tantamount to what has been termed the ecological fallacy. For example, the relationship between aggregate unemployment levels and turnover rates, although well established, adds little to an understanding of the individual turnover decision.

At the individual level, job satisfaction is the most frequently studied psychological variable which is thought to be related to employee voluntary turnover. However, the relationship between job satisfaction and turnover is seldom strong. As a result, many authors have recently recommended that turnover models and studies should move

beyond job satisfaction as the sole explanatory variable if more variance in the turnover criterion is to be explained. In response to such recommendations, recent studies have identified organizational commitment, behavioral intentions, on-the-job training, promotion opportunities, and family variables as potential predictors of employee voluntary turnover.

Using a multivariable individual approach, the major purpose of this study was to investigate American youth voluntary turnover behavior. Youth provide a particularly important and interesting group among which to study the voluntary turnover phenomenon. First, it is a well known fact that turnover rates are higher for youth than for older workers. Second, young workers are at the crucial early stages of their careers when job shifting plays an important role in information gathering and career advancement. Third, employer investment decisions are also generally made at this time and, thus, employer perceptions of a group's potential job stability may have a considerable impact on the group's long-term occupational and earnings opportunities. Fourth, marriage and fertility decisions may be expected to have their largest impact on the quit behavior among female members of this age group. Finally, the current high incidence of youth unemployment makes it of considerable importance to reach a better understanding of the



determinants of job turnover among this group for the purpose of policy making.

Specifically, the two major subpurposes of this study were (a) to construct a modified model of the voluntary turnover process that clarifies the antecedents of youth's turnover intentions and behaviors and (b) to investigate empirically the validity of the model designed for this study by assessing the influences of job satisfaction (with pay, with promotion opportunities, with work content, with co-workers, with supervision, with on-the-job training, with alternative job opportunity, plus global job satisfaction), organizational commitment, job search, intention to stay, and selected demographic variables (tenure, sex, race, marital status, education, and occupation) as potential predictors of employee voluntary turnover.

#### Statement of the Problem

The problems of this study were threefold, as follows.

1. To discover which of the seventeen specified independent variables would be significantly related to the turnover criterion.
2. To determine which variables, from among those that prove to be significantly related to turnover, would be more powerful in terms of their ability to explain more variance in the turnover criterion.

3. To determine, regardless of relative power, in what way these variables would be related to turnover (i.e., direct versus indirect).

### Hypotheses

In order to predict or explain the relationships between the seventeen independent variables and the turnover criterion, eight hypotheses were developed. Four of these eight hypotheses are concerned with the first phase of the study (i.e., variables related to employee job satisfaction), and one hypothesis for each of the following four phases (i.e., job satisfaction to organizational commitment, organizational commitment to job search, job search to intention to stay, and intention to stay to actual turnover).

### Method and Findings

To test the research hypotheses, data from the National Longitudinal Survey of Youth were used. The data then were analyzed by the use of a forward stepwise multiple regression procedure from the Statistical Package for the Social Sciences (SPSS). The stepwise technique indicates the extent to which a set of independent variables produces variations in a criterion or dependent variable.

Utilizing such a forward-stepwise algorithm, five regressions were estimated, one for each phase of the study model.

1. In the first regression, the six facets of job satisfaction (work content, pay, training, supervision, co-workers, and promotion), employee perception of alternative job opportunity, and three of the demographic variables (tenure, sex, and race) were, as hypothesized, found to be significantly related to global job satisfaction.

2. In the second regression, pay, supervision, alternative job opportunity, global job satisfaction, education, and occupation were found to be significantly related to organizational commitment.

3. In the third regression, global job satisfaction exhibited the strongest influence on job search, with eight other variables (pay, promotion, alternative job opportunity, organizational commitment, tenure, sex, race, and marital status) exhibiting a significant but relatively weaker effect.

4. In the fourth regression, job search exhibited the strongest effect on employee intention to stay, with ten other variables (work content, pay, promotion, alternative job opportunity, global job satisfaction, organizational commitment, tenure, sex, marital status, and occupation) exhibiting a significant but relatively weaker effect.

5. In the fifth and final regression, tenure exhibited the strongest effect on the employee's actual turnover, with intention to stay and sex showing a negatively significant but relatively weaker effect.

### Conclusions

From the findings of this study, it may be concluded that although several of the significant relationships were not predicted by either the study model or hypotheses, at least two points seem to support the study model in its totality. First, the coefficient for global job satisfaction, as hypothesized, becomes relatively weaker as the regression analysis moves from job search to intention to stay, and it exhibited no significant effect on actual turnover. A major implication of this finding is that the effect of global job satisfaction on actual turnover is indirect (through other variables) rather than direct as traditionally hypothesized. Second, at each phase of the study model (with one exception to be discussed subsequently), the immediately preceding dependent variable in the regression analysis exhibited, as hypothesized, the strongest effect on the next dependent variable (e.g., the effect of global job satisfaction was strongest on job search, and the effect of job search was strongest on employee intention to stay). The importance of this second point is that it lends support to the linkages and sequence of the study model. The one exception to this second point is the effect of intention to stay on actual turnover, which was found to be very much weaker than the effect of tenure on turnover. One explanation for such an unpredictable result is that tenure tends to work as a proxy

for intention to stay in the sense that employees with a long tenure are those with a high probability of intention to stay.

#### Implications of the Findings of this Study

Several implications for future research may be drawn from this study. These implications are related to the role of feedback loops in turnover antecedents' process models, the consequences of turnover process, and the antecedents as well as consequences of involuntary turnover.

First, although the current study represents a positive response to a newly emerging trend in the turnover literature, which is characterized by efforts to develop conceptual models explaining the psychology of the withdrawal process, a major oversimplification in this study is the assumption of unidirectional influence (i.e., no reciprocal or feedback loops). Feedback loops, as suggested by several authors, probably do exist and need to be examined for a fuller understanding of the withdrawal decision process. For example, what is the effect of unsuccessful search on job satisfaction and turnover intentions? Research designs using longitudinal repeated measures would be particularly useful in this instance.

Second, various authors have noted for years the need to guard against viewing turnover as a necessarily negative

phenomenon. More recently, turnover research has been criticized for focusing disproportionately on antecedents of turnover to the neglect of consequences. The argument that antecedents have been over studied is, perhaps, overstated. There is a great deal yet to be learned about the antecedents and interrelationships involved in the turnover process. However, there is little question that the positive and negative consequences of turnover deserve greatly increased conceptual and empirical research efforts.

Third, a neglected variable, which can be viewed from both antecedent and consequence perspectives, is the performance of stayers and leavers. Although it seems clear that the organizational consequences of turnover are closely associated with the performance level of the leavers, the literature exhibits a lack of conceptual or empirical treatment of performance either as an antecedent or as a consequence in the turnover process. One, therefore, may recommend that future turnover research should distinguish between effective and ineffective leavers.

Finally, compared to the extensive research effort devoted to voluntary turnover, involuntary turnover has been relatively ignored as a topic of study. The variables and the causal process that produce involuntary separations are probably different from the variables and process that produce voluntary separations. An interesting and needed

research study, therefore, would be to compare voluntary turnover and involuntary turnover in terms of both causes and consequences.

**APPENDICES**



## Appendix A

## National Longitudinal Survey of Youth

## Section 6: On Current Labor Force Status (CPS Questions)

1. Now I'd like some information on what you were doing last week. What were you doing most of last week--working, going to school, or something else? RECORD VERBATIM AND CODE ONE ONLY.

CODE SMALLEST # MENTIONED	Working . . . (SKIP TO Q. 3) . . .	01
	With a Job But Not at Work . . . .	02
	Looking for Work . . . . .	03
	Keeping House . . . . .	04
	Going to School . . . . .	05
	Unable to Work . (SKIP TO Q. 32) .	06
	Other (Specify) _____	07

2. Did you do any work at all last week, not counting work around the house? (INTERVIEWER NOTE: THIS DOES NOT INCLUDE VOLUNTEER WORK OR WORK DONE IN PRISON. IF FARM OR BUSINESS OPERATOR IN HH, ASK R ABOUT UNPAID WORK.)

Yes . . . . . 1  
No . . . . (SKIP TO Q. 8) . . . . 0

3. How many hours did you work last week at all jobs?

ENTER # OF HOURS

--	--

4. INTERVIEWER, CODE FROM Q. 3. RESPONDENT WORKED:

1 - 34 HOURS . . . (ASK Q. 5) . . .	1
35 - 48 HOURS . . . (ASK Q. 6) . . .	2
49 OR MORE HOURS (SKIP TO Q. 13) . . .	3

5. Do you usually work 35 hours or more a week at this job?

Yes . . . . . (ASK A) . . . . .	1
No . . . . . (ASK B) . . . . .	0

A. IF YES: What is the reason you worked less than 35 hours last week? RECORD VERBATIM AND CODE ONE ONLY.

IF MORE THAN ONE REASON GIVEN, PROBE: What is the one main reason you worked less than 35 hours last week?

SLACK WORK . . . . .	01
MATERIAL SHORTAGE . . . . .	02
PLANT OR MACHINE REPAIR . . . . .	03
NEW JOB STARTED DURING WEEK . . . . .	04
JOB TERMINATED DURING WEEK . . . . .	05
COULD FIND ONLY PART-TIME WORK . . . . .	06
HOLIDAY--LEGAL OR RELIGIOUS . . . . .	07
LABOR DISPUTE . . . . .	08
BAD WEATHER . . . . .	09
OWN ILLNESS . . . . .	10
ILLNESS OF OTHER FAMILY MEMBER . . . . .	11
ON VACATION . . . . .	12
ATTENDS SCHOOL . . . . .	13
TOO BUSY WITH HOUSEWORK, PERSONAL BUSINESS, ETC. . . . .	14

5. Continued

DID NOT WANT FULL-TIME WORK . . . 15  
 FULL-TIME WORK WEEK UNDER  
 35 HOURS . . . . . 16  
 OTHER REASON . . (SPECIFY) \_\_\_\_\_ 17

NOW SKIP TO Q. 13

B. IF NO: What is the reason you usually work less than 35 hours last week?

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SLACK WORK . . . . . 01  
 MATERIAL SHORTAGE . . . . . 02  
 PLANT OR MACHINE REPAIR . . . . . 03  
 COULD FIND ONLY PART-TIME WORK . . 06  
 BAD WEATHER . . . . . 09  
 OWN ILLNESS . . . . . 10  
 ILLNESS OF OTHER FAMILY MEMBER . . 11  
 ATTENDS SCHOOL . . . . . 13  
 TOO BUSY WITH HOUSEWORK, PERSONAL  
 BUSINESS, ETC. . . . . 14  
 DID NOT WANT FULL-TIME WORK . . . 15  
 FULL-TIME WORK WEEK UNDER  
 35 HOURS . . . . . 16  
 OTHER REASON . . (SPECIFY) \_\_\_\_\_ 17

NOW SKIP TO Q. 13

---

ASK Q. 6 ONLY IF "35 - 48" HOURS IN Q. 4.

6. Did you lose any time or take any time off last week for any reason such as illness, holiday, or slack work?

Yes . . . . (ASK A & B) . . . . . 1  
 No . . . . (GO TO Q. 7) . . . . . 0

IF YES, ASK A & B. OTHERWISE, GO TO Q. 7.

A. How many hours did you take off?

ENTER # OF HOURS

--	--

B. You told me earlier that you worked (# OF HOURS IN Q. 3) hours last week. In saying that you worked (# OF HOURS IN Q. 3) hours, had you already subtracted the (# OF HOURS IN A) hours that you took off last week?

Yes . . . . (SKIP TO Q. 13) . . . . . 1  
 No . . . . (ASK C & D) . . . . . 0

IF "NO" TO B, ASK C & D. OTHERWISE, GO TO Q. 13.

C. Thinking of the (# OF HOURS IN A) hours that you took off last week, how many hours did you end up working last week, at all jobs?

ENTER # OF HOURS

--	--

D. INTERVIEWER CODE FROM C: RESPONDENT WORKED . . .

1 - 34 HOURS . . (ASK E) . . . . . 1  
 35 OR MORE HOURS .(SKIP TO Q. 13). 2

E. IF "1-34" HOURS IN D: What is the reason you worked less than 35 hours last week? RECORD VERBATIM AND CODE ONE ONLY.

## 6. E. Continued

IF MORE THAN ONE REASON GIVEN, PROBE: What is the one main reason you worked less than 35 hours last week?

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SLACK WORK . . . . .	01
MATERIAL SHORTAGE . . . . .	02
PLANT OR MACHINE REPAIR . . . . .	03
NEW JOB STARTED DURING WEEK . . . . .	04
JOB TERMINATED DURING WEEK . . . . .	05
COULD FIND ONLY PART-TIME WORK . . . . .	06
HOLIDAY--LEGAL OR RELIGIOUS . . . . .	07
LABOR DISPUTE . . . . .	08
BAD WEATHER . . . . .	09
OWN ILLNESS . . . . .	10
ILLNESS OF OTHER FAMILY MEMBER . . . . .	11
ON VACATION . . . . .	12
ATTENDS SCHOOL . . . . .	13
TOO BUSY WITH HOUSEWORK, PERSONAL BUSINESS, ETC. . . . .	14
DID NOT WANT FULL-TIME WORK . . . . .	15
FULL-TIME WORK WEEK UNDER 35 HOURS . . . . .	16
OTHER REASON . . (SPECIFY) _____	17

NOW SKIP TO Q. 13
-------------------

---

7. Did you work any overtime or at more than one job last week?

Yes . . . . . (ASK A) . . . . .	1
No . . . . . (SKIP TO Q. 13) . . . . .	0

IF "YES" ASK A. OTHERWISE, SKIP TO Q. 13.

A. How many extra hours did you work?

ENTER # OF  
EXTRA HOURS

--	--

(ASK B)

OR

NO EXTRA HOURS . (SKIP TO Q. 13) . 00

B. You told me earlier that you worked (# OF HOURS IN Q. 3) hours last week. In saying that you worked (# OF HOURS IN Q. 3) hours, had you already included those extra hours you just told me about?

Yes . . . . (SKIP TO Q. 13) . . . . 1

No . . . . (ASK C) . . . . . 0

C. IF "NO" TO B: Think of the (# OF HOURS IN A) hours that you worked extra last week. How many hours altogether, did you end up working last week?

ENTER # OF HOURS  
AND SKIP TO Q. 13

--	--

ASK Q. 8 ONLY IF "NO" TO Q. 2

8. A. INTERVIEWER, LOOK AT Q. 1. WAS CATEGORY 02 "WITH A JOB BUT NOT AT WORK" CODED?

Yes . . . . (GO TO Q. 9) . . . . . 1

No . . . . (ASK B) . . . . . 0

B. IF NO: Did you have a job or business from which you were temporarily absent or on layoff last week?

Yes . . . . (ASK Q. 9) . . . . . 1

No . . . . (SKIP TO Q. 25) . . . . 0

ASK Q. 9 ONLY IF "YES" TO Q. 8A OR 8B.

9. Why were you absent from work last week? RECORD  
VERBATIM AND CODE ONE ONLY.

IF MORE THAN ONE REASON GIVEN, PROBE: What was the main  
reason why you were absent from work last week?

---



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OWN ILLNESS . . (SKIP TO Q. 11) . . . . .	01
ILLNESS OF OTHER FAMILY MEMBER (SKIP TO Q. 11) . . . . .	02
ON VACATION . . (SKIP TO Q. 11) . . . . .	03
BAD WEATHER . . (SKIP TO Q. 11) . . . . .	04
LABOR DISPUTE . (SKIP TO Q. 11) . . . . .	05
NEW JOB TO BEGIN . (ASK A) . . . . .	06
ON LAYOFF . . . (GO TO Q. 10) . . . . .	07
SCHOOL INTERFERED (SKIP TO Q. 11) . . . . .	08
OTHER . . . (SPECIFY BELOW AND SKIP TO Q. 11) . . . . .	09

- A. IF "NEW JOB IS TO BEGIN": Is your new job  
scheduled to begin within 30 days from today, or  
sometime after that?

Within 30 days . (SKIP TO Q. 27) . . . . .	1
Some time after that . . (SKIP TO Q. 25B) . . . . .	2

ASK Q. 10 IF "ON LAYOFF" IN Q. 9.

10. A. When you were laid off, were you given a definite date on which to report back to work, or were you not given such a date?

Was given a definite date to report back to work .(ASK B) . 1

Was not given such a date to report back to work .(GO TO C). 2

B. IF "WAS GIVEN A DEFINITE DATE": Altogether, will your period of layoff last 30 days or less, or will it last more than 30 days?

30 days or less . . . . . 1

More than 30 days . . . . . 2

C. How many weeks age were you laid off?

ENTER # OF WEEKS

--	--

D. Is the job from which you were laid off a full-time or a part-time job?

Full-time . . . . . 1

Part-time . . . . . 2

NOW SKIP TO Q. 31
-------------------

11. Are you getting wages or salary for any of the time off last week?

Yes . . . . . 1

No . . . . . 0

IF VOL: SELF-EMPLOYED . . . . . 3



12. Do you usually work 35 hours or more a week at this job?

Yes . . . . .	1
No . . . . .	0

13. A. For whom did you work? IF MORE THAN ONE EMPLOYER,  
PROBE: For whom did you work for the most hours last week?

B. INTERVIEWER: ALSO ENTER NAME OF EMPLOYER ON THE COVER OF AN EMPLOYER SUPPLEMENT.

C. In what town or city and state is this employer located?

\_\_\_\_\_ )  
TOWN OR CITY

(IF NO TOWN OR CITY,  
RECORD COUNTY BELOW:

\_\_\_\_\_ )

\_\_\_\_\_ )  
STATE

14. What kind of business or industry is this? (FOR EXAMPLE: TV AND RADIO MFG., RETAIL SHOE STORE, STATE LABOR DEPT., FARM.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

15. A. What kind of work were you doing for this job? RECORD VERBATIM. IF MORE THAN ONE KIND OF WORK,  
PROBE: What kind of work were you doing for the most hours last week?

\_\_\_\_\_  
\_\_\_\_\_

B. What were your most important activities or duties?  
 RECORD VERBATIM.

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C. Some jobs are odd jobs--that is, work done from time to time; like occasional lawnmowing or babysitting. Others are regular jobs--that is, jobs done on a more or less regular basis. Is this a job that was done on a more or less regular basis or is it an odd job?

Regular job . . . . . 1  
 Odd job . . . . . 2

16. Were you . . . (READ CATEGORIES BELOW)

HAND CARD H
-------------------

An employee of a private company, business or individual for wages, salary, or commission, or . . . (GO TO Q. 17) . . . . . 1  
 A government employee, or (ASK A). 2  
 Self-employed in own business, professional practice, or farm, or . . (ASK B) . . . . . 3  
 Working without pay in family business or farm? . (SKIP TO Q. 22) . . . . . 4

IF CODE 2 IN Q. 16, ASK A:

A. Were you an employee of the federal government, state government, or local government?

Federal government employee . . . . . 1  
 State government employee . . . . . 2  
 Local government employee . . . . . 3  
 Don't know . . . . . 8

GO TO Q. 17
-------------

IF CODE 3 IN Q. 16, ASK B:

B. Is your business incorporated or unincorporated?

Business incorporated . . . . .	1
Business unincorporated . . . . .	2
Don't know . . . . .	8

17. A. How many hours per week do you usually work at this job?

ENTER # OF HOURS

--	--

B. INTERVIEWER: IS NUMBER OF HOURS 20 OR MORE?

YES . . . . .	1
NO . . . . . (SKIP TO Q. 23)	0

18. How much longer do you intend to stay at this job--less than one year, 1 to 2 years, 3 to 5 years, 6 to 9 years, or 10 years or more?

HAND CARD I
-------------------

Less than 1 year . . . . .	1
1 to 2 years . . . . .	2
3 to 5 years . . . . .	3
6 to 9 years . . . . .	4
10 years or more . . . . .	5

OR

R NO LONGER HAS THIS JOB . . . . .	0
------------------------------------	---

19. INTERVIEWER: IS R SELF-EMPLOYED IN A BUSINESS WHICH IS UNINCORPORATED? (Q. 16B CODED 2 or 8)

YES . . . . . (SKIP TO Q. 21)	1
NO . . . . .	0

20. We would like to know how well or poorly each of the following statements describes your job. (First/Next), (READ CATEGORY). Thinking of your present job, would you say this is very true, somewhat true, not too true, or not at all true? READ CATEGORIES A-J AND CODE FOR EACH.

HAND CARD J
-------------------

	Very true	Some-what true	Not too true	Not at all true
A. You are given a chance to do the things you do best.	4	3	2	1
B. The physical surroundings are pleasant.	4	3	2	1
C. The skills you are learning would be valuable in getting a better job.	4	3	2	1
D. The job is dangerous.	4	3	2	1
E. You are exposed to unhealthy conditions.	4	3	2	1
F. The pay is good.	4	3	2	1
G. The job security is good.	4	3	2	1
H. Your co-workers are friendly.	4	3	2	1
I. Your supervisor is competent in doing the job.	4	3	2	1
J. The chances for promotion are good.	4	3	2	1

NOW SKIP TO Q. 22
-------------------

ASK Q. 21 ONLY IF R IS SELF-EMPLOYED IN A BUSINESS WHICH IS UNINCORPORATED (SEE Q. 16B).

21. We are interested in your opinion, as a self-employed person, of your job.

We would like to know how well or poorly each of the following statements describes your job. (First/Next), (READ CATEGORY). Thinking of your present job, would you say this is very true, somewhat true, not too true, or not at all true? READ CATEGORIES A-G AND CODE FOR EACH.

HAND CARD J
-------------------

Very true	Some- what true	Not too true	Not at all true
--------------	-----------------------	--------------------	-----------------------

A. You have the chance to do the things you do best.	4	3	2	1
<hr/>				
B. The physical surroundings are pleasant.	4	3	2	1
<hr/>				
C. The experiences you are gaining would also be valuable in getting another job or business.	4	3	2	1
<hr/>				
D. The job is dangerous.	4	3	2	1
<hr/>				
E. The business is stable.	4	3	2	1
<hr/>				
F. You are exposed to unhealthy conditions.	4	3	2	1
<hr/>				
G. The income is good.	4	3	2	1
<hr/>				

22. I'd like to get some idea of the kind of job you'd most like to have. If you were free to go into any type of job you wanted, what would you do? Would you take another job or keep the same job as you have now?

Take another job . . . . . 1  
 Keep the same job . . . . . 2  
 IF VOLUNTEERED:  
 WOULD NOT WORK AT ALL . . . . . 3

23. What hours do you usually work? Is it the regular day shift, the regular evening shift, the regular night shift, a split shift, or do your hours vary? CODE ONE ONLY.

Regular day shift . . . . . 1  
 Regular evening shift . . . . . 2  
 Regular night shift . . . . . 3  
 A split shift . . . . . 4  
 Hours vary . . . . . 5

24. A. How do you feel about the job you have now? Do you like it very much, like it fairly well, dislike it somewhat, or dislike it very much? CODE ONE ONLY.

Like it very much . . . . . 1  
 Like it fairly well . . . . . 2  
 Dislike it somewhat . . . . . 3  
 Dislike it very much . . . . . 4

- B. INTERVIEWER: IS R CURRENTLY ON ACTIVE DUTY IN THE ACTIVE FORCES? (SECTION 5, Q. 47 = YES)

YES . (SKIP TO SECTION 7) . . . . . 1  
 NO . . . . . 0

READ: We'll be asking some more questions later on in the interview about this job. Right now, we have some different questions.

NOW SKIP TO Q. 34
-------------------

ASK Q. 25 ONLY IF "NO" TO Q. 8B.

25. A. INTERVIEWER: SEE Q. 1. WAS CATEGORY 3, "LOOKING FOR WORK" CODED?

YES . . . . (GO TO Q. 26) . . . . 1  
 NO . . . . . (ASK B) . . . . . 0

IF NO TO Q. 25 A, OR IF CODE 2 IN Q. 9A, ASK B:

B. Have you been looking for work during the past 4 weeks?

Yes . . . . . 1  
 No . . . . . (SKIP TO Q. 32) . . . . 0

26. What have you been doing in the last 4 weeks to find work? RECORD VERBATIM AND CODE ALL THAT APPLY.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

NOTHING . . (SKIP TO Q. 32) . . . . 01  
 CHECKED WITH:  
     STATE EMPLOYMENT AGENCY . . . . 02  
     PRIVATE EMPLOYMENT AGENCY . . . . 03  
     EMPLOYER DIRECTLY . . . . . 04  
     FRIENDS OR RELATIVES . . . . . 05  
     PLACED OR ANSWERED ADS . . . . . 06  
     LOOKED IN THE NEWSPAPER . . . . . 07  
     SCHOOL EMPLOYMENT SERVICE . . . . 08  
     OTHER . . (SPECIFY) \_\_\_\_\_ 09

27. Why did you start looking for work? Was it because you lost or quit a job at that time (PAUSE) or was there some other reason? RECORD VERBATIM AND CODE ONE ONLY.

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LOST JOB . . . . .	01
QUIT JOB . . . . .	02
LEFT SCHOOL . . . . .	03
CHILDREN ARE OLDER . . . . .	04
ENJOY WORKING . . . . .	05
HELP WITH FAMILY EXPENSES . . . . .	06
WANTED TEMPORARY WORK . . . . .	07
HEALTH IMPROVED . . . . .	08
NEEDED MONEY . . . . .	09
TO SUPPORT MYSELF . . . . .	10
PROGRAM ENDED . . . . .	11
OTHER . . (SPECIFY) _____	12

- 
28. INTERVIEWER: CODE: ANSWER CODED IN Q. 9 IS:

NEW JOB TO BEGIN . (ASK Q. 29) . . . . .	1
BLANK--Q. 9 NOT ASKED (SKIP TO Q. 30) . . . . .	2

---

IF CODE 1 IN Q. 28, ASK Q. 29.

29. A. How many weeks ago did you start looking for work?

ENTER # OF WEEKS

--	--



29. Continued

B. Is your new job a full-time or a part-time job?

- Full-time . . . . . 1
- Part-time . . . . . 2

C. Is there any reason why you could not take a job last week?

- Yes . . . (ASK D) . . . . . 1
- No . . . . (SKIP TO SECTION 7) . . . 0

D. IF YES TO C: What was the reason? RECORD VERBATIM AND CODE ONE ONLY.

---



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---

- ALREADY HAD A JOB . . . . . 1
- TEMPORARY ILLNESS . . . . . 2
- GOING TO SCHOOL . . . . . 3
- NEEDED AT HOME . . . . . 4
- OTHER . . (SPECIFY) . . . . . 5

NOW SKIP TO SECTION 7

---

IF CODE 2 IN Q. 28, ASK Q. 30.

30. A. How many weeks have you been looking for work?

ENTER # OF WEEKS

--	--

## 30. Continued

B. Have you been looking for full-time or part-time work?

Full-time . . . . .	1
Part-time . . . . .	2

31. Is there any reason why you could not take a job last week?

Yes . . . . . (ASK A) . . . . .	1
No . . . . . (SKIP TO Q. 40) . . . . .	0

A. IF YES: What was the reason? RECORD VERBATIM AND CODE ONE ONLY.

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ALREADY HAD A JOB . . . . .	1
TEMPORARY ILLNESS . . . . .	2
GOING TO SCHOOL . . . . .	3
NEEDED AT HOME . . . . .	4
OTHER (SPECIFY BELOW) . . . . .	5

NOW SKIP TO Q. 40

32. Do you want a regular job now, either full- or part-time?

Yes . . . . . (ASK A) . . . . .	1
No . . . . . (ASK B) . . . . .	0
MAYBE, IT DEPENDS (ASK A) . . . . .	3
DON'T KNOW . . . . (ASK B) . . . . .	8

A. IF YES OR MAYBE:

What are the reasons  
you are not looking  
for work? RECORD  
VERBATIM AND CODE  
ALL THAT APPLY.

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- BELIEVE NO WORK  
AVAILABLE IN LINE OF  
WORK OR AREA . . . . . 01
- COULDN'T FIND ANY  
WORK . . . . . 02
- LACKS NECESSARY  
SCHOOLING, TRAINING,  
SKILLS, OR  
EXPERIENCE . . . . . 03
- EMPLOYERS THINK TOO  
YOUNG . . . . . 04
- OTHER PERSONAL  
HANDICAPS IN  
FINDING JOB . . . . . 05
- CAN'T ARRANGE CHILD  
CARE . . . . . 06
- FAMILY  
RESPONSIBILITIES . . . . . 07
- IN SCHOOL OR OTHER  
TRAINING . . . . . 08
- ILL HEALTH, PHYSICAL  
DISABILITY . . . . . 09
- PREGNANCY . . . . . 10
- SPOUSE OR PARENT  
AGAINST MY WORKING . . . . . 11
- DOES NOT WANT TO WORK . . . . . 12
- CAN'T ARRANGE  
TRANSPORTATION . . . . . 13
- DON'T KNOW WHERE TO  
LOOK . . . . . 14

B. IF NO OR DON'T KNOW:

What are the reasons  
you do not want a  
regular job now?  
RECORD VERBATIM AND  
CODE ALL THAT APPLY.

---



---



---

- BELIEVE NO WORK  
AVAILABLE IN LINE OF  
WORK OR AREA . . . . . 01
- COULDN'T FIND ANY  
WORK . . . . . 02
- LACKS NECESSARY  
SCHOOLING, TRAINING,  
SKILLS, OR  
EXPERIENCE . . . . . 03
- EMPLOYERS THINK TOO  
YOUNG . . . . . 04
- OTHER PERSONAL  
HANDICAPS IN  
FINDING JOB . . . . . 05
- CAN'T ARRANGE CHILD  
CARE . . . . . 06
- FAMILY  
RESPONSIBILITIES . . . . . 07
- IN SCHOOL OR OTHER  
TRAINING . . . . . 08
- ILL HEALTH, PHYSICAL  
DISABILITY . . . . . 09
- PREGNANCY . . . . . 10
- SPOUSE OR PARENT  
AGAINST MY WORKING . . . . . 11
- DOES NOT WANT TO WORK . . . . . 12
- CAN'T ARRANGE  
TRANSPORTATION . . . . . 13
- DON'T KNOW WHERE TO  
LOOK . . . . . 14

32. A. Continued	B. Continued
OTHER (SPECIFY) _____ 15	OTHER (SPECIFY) _____ 15
OR	OR
DON'T KNOW . . . . . 98	DON'T KNOW . . . . . 98

NOW GO TO Q. 33
-----------------

33. Do you intend to look for work of any kind in the next 12 months?

Yes . . (SKIP TO Q. 41) . . . . .	1
No . . (SKIP TO SECTION 7) . . . . .	0
OR	
IT DEPENDS . (SKIP TO SECTION 7) . . . . .	3
OR	
DON'T KNOW . (SKIP TO SECTION 7) . . . . .	8

34. Have you been looking for other work in the last 4 weeks?

Yes . . . (ASK A) . . . . .	1
No . . . (ASK QS. 35 AND 36) . . . . .	0

A. IF YES: What have you been doing in the last four weeks to find work? RECORD VERBATIM AND CODE ALL THAT APPLY.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

NOTHING . (ASK QS. 35 AND 36) . . . . .	01
CHECKED WITH:	
STATE EMPLOYMENT AGENCY . (SKIP TO Q. 37) . . . . .	02

34. A. Continued

- PRIVATE EMPLOYMENT AGENCY (SKIP TO Q. 37) . . . . . 03
- EMPLOYER DIRECTLY . (SKIP TO Q. 37) . . . . . 04
- FRIENDS OR RELATIVES . (SKIP TO Q. 37) . . . . . 05
- PLACED OR ANSWERED ADS . (SKIP TO Q. 37) . . . . . 06
- LOOKED IN THE NEWSPAPER . (SKIP TO Q. 37) . . . . . 07
- SCHOOL EMPLOYMENT SERVICE (SKIP TO Q. 37) . . . . . 08
- OTHER (SPECIFY AND SKIP TO Q. 37) . . . . . 09

IF NO TO Q. 34 OR "NOTHING" IN Q. 34A, ASK Q. 35 & 36, OTHERWISE SKIP TO Q. 37.

35. Do you intend to look for work of any kind in the next 12 months?

- Yes . . . . . 1
- No . . . . . 0
- OR
- IT DEPENDS . . . . . 3
- OR
- DON'T KNOW . . . . . 8

36. A. Suppose someone in this area offered you a job in the same line of work you're in now. How much would the new job have to pay for you to be willing to take it? PROBE IF NECESSARY: Is that per hour, day, week, or what?

						Per hour . . .	01
DOLLARS . CENTS						Per day . . .	02

36. A. Continued

- Per week . . . 03
- Bi-weekly  
(every 2  
weeks) . . . 04
- Per month . . . 05
- Per year . . . 06
- OTHER (SPECIFY)  
\_\_\_\_\_ 07

OR, IF VOLUNTEERED:

- ANY PAY . . . . . 08
- WOULDN'T TAKE IT AT ANY  
CONCEIVABLE PAY (SKIP TO  
SECTION 7) . . . . . 09

B. How many days per week would you want to work?

ENTER # OF DAYS PER WEEK

C. How many hours per day would you want to work?

ENTER # OF HOURS PER DAY

NOW SKIP TO SECTION 7

37. What was the main reason you were looking for a new job during the past 4 weeks? RECORD VERBATIM AND CODE ONE ONLY.

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- LITTLE CHANCE FOR ADVANCEMENT IN  
CURRENT JOB . . . . . 01
- PAY INADEQUATE AT CURRENT JOB . . . . . 02

37. Continued

WORKING CONDITIONS BAD AT  
 CURRENT JOB . . . . . 03

CURRENT JOB IS PART-TIME OR  
 SEASONAL, DESIRE FULL-TIME  
 WORK . . . . . 04

CURRENT JOB DOES NOT MAKE  
 GOOD USE OF MY EXPERIENCE  
 OR SKILLS . . . . . 05

WISH TO LIVE IN A NEW  
 LOCATION . . . . . 06

WANT JOB IN A DIFFERENT  
 FIELD . . . . . 07

NEEDED MONEY . . . . . 08

LAI D OFF, JOB ENDED . . . . . 09

OTHER (SPECIFY) \_\_\_\_\_ 10

38. For how many weeks have you been looking for a new job?

ENTER # OF WEEKS

--	--

39. A. What type of work are you looking for? RECORD  
 VERBATIM.

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B. INTERVIEWER: EXAMINE R'S ANSWER TO A AND CODE  
BELOW:

ONE TYPE OF WORK MENTIONED (SKIP TO  
 Q. 42) . . . . . 1

MORE THAN ONE TYPE OF WORK  
 MENTIONED . (ASK C) . . . . . 2

ANYTHING . . (SKIP TO Q. 42) . . . . . 3

39. Continued

C. IF CODE 2: Which one would you prefer? RECORD  
VERBATIM AND SKIP TO Q. 42.

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40. A. Earlier you said that you have been looking for work.  
What type of work are you looking for? RECORD  
VERBATIM.

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B. INTERVIEWER: EXAMINE R'S ANSWER TO A AND CODE  
BELOW:

- ONE TYPE OF WORK MENTIONED (SKIP TO  
Q. 42) . . . . . 1
- MORE THAN ONE TYPE OF WORK  
MENTIONED . (ASK C) . . . . . 2
- ANYTHING . . (SKIP TO Q. 42) . . . . . 3

C. IF CODE 2: Which one would you prefer? RECORD  
VERBATIM AND SKIP TO Q. 42.

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41. A. Earlier you said that you intend to look for work in  
the next 12 months. What type of work will you be  
looking for? RECORD VERBATIM.

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41. Continued

B. INTERVIEWER: EXAMINE R'S ANSWER TO A AND CODE BELOW:

- ONE TYPE OF WORK MENTIONED (GO TO Q. 42) . . . . . 1
- MORE THAN ONE TYPE OF WORK MENTIONED . (ASK C) . . . . . 2
- ANYTHING . . (GO TO Q. 42) . . . . . 3

C. IF CODE 2: Which one would you prefer? RECORD VERBATIM.

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42. What would the wage or salary have to be for you to be willing to take it? PROBE IF NECESSARY: Is that per hour, day, week, or what?

			.			Per hour . . . 01
DOLLARS				CENTS		Per day . . . 02
						Per week . . . 03
						Bi-weekly (every 2 weeks) . . 04
						Per month . . . 05
						Per year . . . 06
						OTHER (SPECIFY) _____ 07
OR, IF VOLUNTEERED						
						ANY PAY . . . . . 08

---

43. A. How many days per week (do/would) you want to work?

ENTER # DAYS PER WEEK

--	--

43. Continued

B. How many hours per day (do/would) you want to work?

ENTER # OF HOURS PER  
DAY

--	--

## Appendix B

## Summary of the Research Data:

## Variable Frequency of Distributions

	Code	Frequency	Percent
1. <u>Satisfaction with pay</u>			
<u>The pay is good</u>			
1. Not at all true	1	261	10.6
2. Not too true	2	459	18.7
3. Somewhat true	3	1,195	48.6
4. Very true	4	544	22.1
	Total	2,459	100.00
2. <u>Satisfaction with promotion opportunities</u>			
<u>The chances for promotion are good</u>			
1. Not at all true	1	309	12.6
2. Not too true	2	543	22.2
3. Somewhat true	3	842	34.4
4. Very true	4	753	30.8
	Total	2,447	100.00
3. <u>Satisfaction with work content</u>			
<u>You are given a chance to do the things you do best</u>			
1. Not at all true	1	150	6.1
2. Not too true	2	319	13.0
3. Somewhat true	3	1,050	42.7
4. Very true	4	939	38.2
	Total	2,458	100.00
4. <u>Satisfaction with co-workers</u>			
<u>Your co-workers are friendly</u>			
1. Not at all true	1	37	1.5
2. Not too true	2	57	2.3
3. Somewhat true	3	659	27.1
4. Very true	4	1,685	69.1
	Total	2,438	100.00

	Code	Frequency	Percent
5. <u>Satisfaction with supervision</u>			
<u>Your supervisor is competent in doing the job</u>			
1. Not at all true	1	59	2.4
2. Not too true	2	147	6.1
3. Somewhat true	3	641	26.2
4. Very true	4	1,596	65.3
	Total	2,443	100.00
6. <u>Satisfaction with on-the-job training</u>			
<u>The skills you are learning would be valuable in getting a better job</u>			
1. Not at all true	1	217	8.8
2. Not too true	2	407	16.6
3. Somewhat true	3	775	31.6
4. Very true	4	1,055	43.0
	Total	2,454	100.00
7. <u>Alternative job opportunity</u>			
<u>If you were to leave your current job, how difficult do you think it would be to find another job that was just as good?</u>			
1. Extremely difficult	1	436	17.7
2. Somewhat difficult	2	1,240	50.4
3. Not at all difficult	3	785	31.9
	Total	2,461	100.00
8. <u>Global job satisfaction</u>			
<u>How do you feel about the job you have now?</u>			
1. Dislike it very much	1	64	2.5
2. Dislike it somewhat	2	279	11.0
3. Like it fairly well	3	1,314	51.6
4. Like it very much	4	888	34.9
	Total	2,545	100.00

	Code	Frequency	Percent
9. <u>Organizational commitment</u>			
<u>Suppose someone in this area offered you a job in the same line of work you are in now. How much would the new job have to pay for you to be willing to take it?</u>			
1. Per hour	1	1,493	72.9
2. Per day	2	22	1.1
3. Per week	3	196	9.6
4. Bi-weekly	4	17	.8
5. Per month	5	155	7.6
6. Per year	6	98	4.8
7. Other	7	6	.3
8. Not at any pay	8	60	2.9
	Total	2,047	100.00
10. <u>Job search</u>			
<u>Do you intend to look for work of any kind in the next 12 months?</u>			
1. No	0	1,271	62.3
2. Maybe	1	81	4.0
3. Yes	2	689	33.7
	Total	2,041	100.00
11. <u>Intention to stay</u>			
<u>How much longer do you intend to stay at this job?</u>			
1. No longer has a job	0	16	.7
2. Less than a year	1	702	28.8
3. 1 - 2 years	2	747	30.6
4. 3 - 5 years	3	450	18.5
5. 6 - 9 years	4	75	3.0
6. 10 or more years	5	449	18.4
	Total	2,439	100.00

	Code	Frequency	Percent
12. <u>Quitting</u>			
1. Did not quit	0	1,468	57.3
2. Quit	1	<u>1,094</u>	<u>42.7</u>
	Total	2,562	100.00

	Number of Months	Frequency	Percent
13. <u>Tenure in months</u>			
	0	142	5.5
	1	193	7.5
	2	167	6.5
	3	120	4.7
	4	86	3.4
	5	89	3.5
	6	73	2.8
	7	60	2.3
	8	43	1.7
	9	57	2.2
	10	91	3.6
	11	269	10.5
	12	509	19.9
	13	496	19.4
	14	<u>167</u>	<u>6.5</u>
	Total	2,562	100.00

	Code	Frequency	Percent
14. <u>Sex</u>			
1. Female	0	1,249	48.8
2. Male	1	<u>1,313</u>	<u>51.2</u>
	Total	2,563	100.00

15. <u>Race</u>			
1. Non-black	0	2,060	80.4
2. Black	1	<u>502</u>	<u>19.6</u>
	Total	2,562	100.00

16. <u>Marital status</u>			
1. Non-married	0	1,876	82.5
2. Married	1	<u>397</u>	<u>17.5</u>
	Total	2,273	100.00

	Frequency	Percent
17. <u>Education</u>		
1. 4th grade	1	.14
2. 6th grade	1	.14
3. 7th grade	1	.14
4. 8th grade	9	1.27
5. 9th grade	26	3.66
6. 10th grade	39	5.49
7. 11th grade	48	6.76
8. 12th grade	329	46.34
9. 1st year college	82	11.55
10. 2nd year college	65	9.15
11. 3rd year college	17	2.39
12. 4th year college	90	12.68
13. 5th year college	1	.14
14. 7th year college	1	.15
Total	710	100.00

	Code	Frequency	Percent
18. <u>Occupation</u>			
1. Blue collar	0	1,601	63.0
2. White collar	1	941	37.0
Total		2,542	100.00

Appendix C  
List of Formulas

$$1. \quad r = \frac{N\sum X_i Y_i - (\sum X_i)(\sum Y_i)}{\sqrt{[N\sum X_i^2 - (\sum X_i)^2][N\sum Y_i^2 - (\sum Y_i)^2]}}$$

Where:

$r$  = the simple (zero-order) correlation coefficient

$N$  = the sample size

$X_i, Y_i$  = the correlated variables

$$2. \quad Y^1 = \alpha + bX_1 + \dots + b_k X_k$$

Where:

$Y^1$  = predicted values of the dependent variable

$\alpha$  = a constant representing the intercept of the regression function

$b$  = unstandardized partial regression coefficient representing the rate of change in  $Y$  per unit change in a particular  $X$  holding the effects of other  $X$ 's constant

$$3. \quad \text{Beta} = B_j = b_j \frac{S_j}{S_y}$$

Where:

$B_j$  = standardized partial regression coefficient representing the standardized rate of change in  $y$  per unit change in a particular  $y$  holding the effects of other  $y$ 's constant

$S_y$  = standard deviation of  $y$

$S_j$  = standard deviation of variable  $j$



$$4. \quad R^2 = \frac{SS_{reg}}{SS_t}$$

Where:

$R^2$  = multiple regression coefficient of determination estimating the proportion of the variance of the dependent variable (y) accounted for by the independent variables (x's) in the regression equation

$SS_{reg}$  = sum of squares due to regression =  
 $b_1 \sum X_1 Y + \dots + b_k \sum X_k Y$

$SS_t$  = total corrected sum of squares =  
 $SS_{reg} + SS_{res}$

$SS_{res}$  = residual sum squares =  $SS_t - SS_{reg}$

$$5. \quad F = \frac{SS_{reg}/k-1}{SS_{res}/N-k}$$

Where:

F = a ratio compared with a critical F-value to assess the overall significance of the estimated regression

$k-1$  = degrees of freedom associated with sum of squares due to regression with k being the number of independent variables

$N-k$  = degrees of freedom associated with sum of squares of the residuals with N being the sample size

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