

# **PROJECT DEMONSTRATING EXCELLENCE**

**“An Examination Of The Relationship Between Employee  
Turnover And Job Satisfaction At Kirby Forensic Psychiatric  
Center, New York City”**

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# **Project Demonstrating Excellence**

## ***“An Examination Of The Relationship Between Employee Turnover And Job Satisfaction At Kirby Forensic Psychiatric Center, New York City”***

### **Abstract**

This study was conducted to address the problems of job satisfaction and employee turnover at Kirby Forensic Psychiatric Center (KFPC) in New York City. Based on the institutional records, it is generally understood that a staff tenure problem exists at KFPC. With this realization, this study sought to narrow the focus of the employee turnover problem at KFPC by using an employee job satisfaction questionnaire as a tool to answer the following questions: (1) “Is there a measurable pattern of job satisfaction that corresponds with employee turnover at Kirby Forensic Psychiatric Center?” and (2) “Does this pattern indicate that employees who are less satisfied with certain aspects of their jobs are more likely to leave the institution?” Also included in this study was an action plan for workplace improvement at KFPC.

The two groups of participants in this study included current employees at KFPC in 1999 and former staff members who terminated their employment during the year of 1999. Similarities and differences between the two participant groups on various aspects of job satisfaction were determined. T-tests were used to determine differences in means of the two participant groups.

The research findings showed that the former employees expressed greater dissatisfaction than the current employees with regard to the following aspects: (1) opportunities for advancement, (2) their immediate supervisor, (3) the notion that hard work is rewarded and appreciated and (4) the level of acceptance within the organization concerning people from diverse cultural backgrounds. Additionally, there were some seeming anomalies in the findings. The former employees were more satisfied than the current employees with the following aspects: (1) access to needed training, (2) the adequacy of employee orientation and (3) the clarity of rules and regulations at KFPC.

By integrating the findings, it is fair to conclude that there is a pattern of correlation between job satisfaction and employee turnover at KFPC. When individuals are dissatisfied with regard to their supervisors and frustrated by a perception that there is a low level of acceptance of their cultural background throughout the entire institution at KFPC, they begin to search for alternative employment elsewhere. If simultaneously, they enjoy opportunities to access various training programs to strengthen their skills and knowledge, and through experience or knowledge they arrive at an understanding that the institutional rules and regulations will not favorably affect their chances of reward and promotion, they are most likely to have a successful job search and leave KFPC for a better opportunity elsewhere.

# CONTENTS

Abstract .....	<i>i</i>
Chapter 1: Introduction And Research Problem .....	1
Introduction	
The Research Problem	
The purpose of the study	
The scope of the study	
The significance of the study	
Chapter 2: Literature Review .....	15
Employee Turnover	
Definition and nature of employee turnover	
Causes and correlates of employee turnover	
Consequences of employee turnover	
Analyzing employee turnover	
Controlling employee turnover	
Job Satisfaction	
The nature of job satisfaction	
Measurement of job satisfaction	
Antecedents of job satisfaction	
Potential effects of job satisfaction	
Relationship Between Employee Turnover And Job Satisfaction	
Chapter 3: Methodology.....	44
Type Of Research And Method	
Research Design	
Selection And Profile Of Participants	
Research site selection and approval	
Site description and operating procedures	
Profile of participants	
Nature And Sources Of Data	
Instrumentation	
Data Collection	
Data Analysis And Interpretation	
Data Presentation	

Chapter 4: Research Findings .....	75
Introduction	
Analysis Of Response	
Statistical Applications	
Preliminary data analysis and rationale for using t-test	
Statistical results	
Group Comparisons Regarding Job Content And Work Environment	
The organizational context	
The opportunities for promotion and reward	
The access to training	
The institutional rules and regulations	
The nature of the work	
The supervisors	
The relationship with co-workers	
The organizational commitment	
Emergent Patterns Of Turnover Behavior	
The Effectiveness Of The Survey Instrument	
Limitations Of The Study	
Chapter 5: Recommendations For Workplace Improvement .....	103
Introduction	
The Action Plan	
Development of an executive team	
Implementation of organizational development programs	
Evaluation of the feedback and the results of the programs	
Chapter 6: Summary, Recommendations And Conclusions .....	110
Summary Of The Study	
Recommendations For Future Research	
Technical considerations of conducting a survey	
Further investigation of significant factors	
Analyzing a wider range of potential factors	
Expanding the use of demographics in the questionnaire	
Conclusions	
Reference .....	123

## **Appendixes**

*Appendix A: 1998 New York State Office Of Mental Health Staff Tenure Reports*

*Appendix B: Relevant Portions of the Criminal Procedure Law*

*Appendix C: 1999 Kirby Forensic Psychiatric Center Staff Workplace Survey*

*Appendix D: Letter Of Consent To Participate In A Research Study*

*Appendix E: Questionnaire Responses Data Coding Sheets ---- Current Employees*

*Appendix F: Questionnaire Responses Data Coding Sheets ---- Former Employees*

*Appendix G: Survey Results ---- Current Employees*

*Appendix H: Survey Results ---- Former Employees*

*Appendix I: Related T-test Statistical Reports*

## **CHAPTER 1**

### **INTRODUCTION AND RESEARCH PROBLEM**

#### **Introduction**

Many moral, economic and legal developments have combined to cause a sharper focus on employee job satisfaction. One of the most influential forces has been the movement of organizations toward lean operations (i.e. the quest to produce more and better quality output with fewer resources). This trend has made "downsizing" a constant concern of all types of work organizations. The movement toward lean operations has major consequences for both employees who leave the organization and for those who stay. Those who leave will face the many difficulties associated with unemployment, job search and perhaps relocation. Those who stay will be asked to contribute more, as there will be fewer co-workers to assist with more diverse and difficult tasks. As each employee is asked to contribute more for the same pay, job satisfaction will become even more important for both the individuals and the organization. In addition, organizations have the moral responsibility to treat their employees well. Thus, the combined effect of moral, economic and legal issues has made employee job satisfaction a central concern in the everyday life of work organizations.

Scholars agree that organizations have many and diverse effects on the lives of people who work in them. Some of these effects are reflected in how people feel about their work. Negative feelings can be detrimental to the organization's performance and survival and potentially averse to employee physical and psychological well-being. Organizations can do much to enhance employee well-being. Organizational practices that maximize job satisfaction will likely motivate employees to be more productive and cooperative in contributing to the efficiency and effectiveness of the organization. Therefore, continuous attention to employee job satisfaction is imperative for the continued success of work organizations.

Several theories point out that employee job satisfaction is causally related to employee turnover (Mobley, Griffeth, Hand, and Meglino, 1994; Bluedom, 1996). In these theories, it is postulated that people who do not like their jobs will try to find alternative employment, and studies have been reasonably consistent in showing a correlation between job satisfaction and employee turnover (Crampton and Wagner, 1999). Further, a causal relationship has been demonstrated between job dissatisfaction and employee turnover (Spector, 2000). Longitudinal designs have been typically applied in the research studies related to job dissatisfaction which leads to employee turnover. Using the longitudinal design, job satisfaction is measured in a sample of employees at one point in time. At a later time, the researcher determines who has quit, and then compares job satisfaction levels of those who quit with those who did not. From such a design,

it is likely that causality runs from job dissatisfaction to turnover rather than the reverse, because the behavior (i.e. turnover) did not occur until months or years after the job satisfaction assessment. According to Mobley (1997), a greater use of longitudinal research rather than a "snapshot" approach is an ongoing need in employee turnover research.

The causes and correlates of employee turnover have been studied from many different perspectives (Kraut, 1990; Armknecht and Early, 1992; Price, 1992; Hulin, 1993; Mobley, Hornor, and Hollinsworth, 1993; Mowday, Streers, and Porter, 1994; Walker, 1995). Each of these perspectives offers a contribution to a better understanding of employee turnover. However, several caveats must be carefully noted (Mobley, 1997).

First, many studies of employee turnover have been based on aggregate data from groups. Thus, the variables in the relationship between employee turnover rates and group satisfaction have been studied through the related factors of employee turnover. For example, one could compare employee turnover rates by level of unemployment in the economy, by occupational groups, or by average job satisfaction within departments. Therefore, in human resource planning, analysis of the variables within the job satisfaction-turnover relationship may permit a researcher to forecast the employee turnover rates among the various employee groups. Knowing that job dissatisfaction causes employee turnover may be useful in projecting the number of employees who are likely to leave and

the number of required replacements in certain groups of employees. However, it is important to note that *group* analysis does not permit prediction or understanding of which *individual* will leave or stay. Thus, predicting employee turnover requires individual as well as group analyses.

Second, many studies of employee turnover focus on analyzing one or two variables in isolation. There are many potential causes of employee turnover which may be interrelated. Thus, analysis of individual variables in isolation precludes any statement of the importance of relationships between variables within a wider set of variables. Therefore, studies that concurrently assess multiple determinants of employee turnover, such as multivariate analyses, are particularly useful.

Third, some studies of employee turnover are retrospective in that they seek the causes of employee turnover after it has occurred. For example, exit interviews may be useful to elicit the reasons for employee turnover. The interviews can be useful sources of diagnostic information (Lefkowitz and Katz, 1989). However, retrospective exit interview analyses are not substitutes for predictive analyses. With predictive analyses, variables thought to be related to employee turnover are measured in advance and their relationship to subsequent employee turnover is assessed.

The final caveat concerns the measurement of change and its relationship to



employee turnover. Many important determinants of employee turnover are in a constant state of change. Thus, in the analysis of the determinants of employee turnover, researchers need to isolate the change and relate it to turnover. There are few studies which have attempted to focus on the dynamic nature of the employee turnover process via longitudinal analysis (Graen, 1991). Even fewer studies have used a field experimental design to better understand change and its impact on employee turnover (Hulin, 1994; Wanous, 1995). The periodic, re-administering of the survey instrument can also be useful in analysis of change and trends in employee behavior over time.

An important conclusion of the research on job satisfaction and labor turnover is that the relationship between job satisfaction and turnover is not particularly strong, yet consistent (Price, 1992; Mobley, Griffeth, Hand, and Meglino, 1994). Anastasi (1999) has argued that in theory, improving job satisfaction will reduce employee turnover, and Mobley (1997) has shown that dissatisfied employees are more likely to leave the organization than satisfied ones.

Hence, even though the relationship between job satisfaction and employee turnover is not particularly strong, job satisfaction can be measured as an important correlate of employee job turnover. Measuring job satisfaction can be integrated with other measures of employee behavior and work conditions to effectively predict and better understand employee turnover. The employee attitude and job satisfaction survey is the most commonly used method of

measuring various aspects of employee well-being and its relationship to job tenure. Surveys can be useful diagnostic tools if they are well designed and professionally conducted. Ideally, surveys must be conducted under conditions where employees feel safe in giving candid responses on the survey instrument.

Another potentially useful technique used by many organizations to compliment job satisfaction surveys is providing feedback to the participants in the survey. Survey feedback has even been demonstrated to be effective in enhancing the job satisfaction of participants (Dunham and Smith, 1999). To further enhance the outcome of job satisfaction surveys, the surveyor or research team should be careful about undertaking diagnostic activities without their commitment to use the results to make positive changes. The job satisfaction survey itself is likely to raise expectations that management is concerned about employees' well-being. Lack of positive action following a survey can be extremely frustrating to those who took the time to share their concerns about the organization (Spector, 2000). On the other hand, a well-designed, properly conducted job satisfaction survey, followed by reasonable interventions to improve the work life of employees, can have tremendous payoffs for both the organization and the employees.

There are several varied dimensions of employee satisfaction which can be measured using the survey method. These dimensions may include employee satisfaction with working conditions, pay and benefit, job content, supervisors, and coworkers. A number of standardized survey instruments are currently

available for measuring these and other related dimensions of employee job satisfaction. These instruments include (1) The Job in General Scale (JIG) (Ironson, et. al., 1999); (2) The Job Satisfaction Survey (JSS) (Spector, 2000); (3) The Job Descriptive Index (JDI) (Smith, Kendall, and Hulin, 1994); and (4) The Minnesota Satisfaction Questionnaire (Weiss, et. al., 1992). The Job Diagnostic Survey (JDS) (Hackman and Oldham, 1991) is a particularly useful instrument for measuring employee perceptions of the content of their jobs. This standardized instrument assesses task variety, task significance, task identity, autonomy, and feedback, as well as several individual differences and satisfaction variables.

Job satisfaction or dissatisfaction is an attitudinal variable that can be a diagnostic indicator of how a person is doing in one of the major domains of his or her life. Many organizational conditions can lead to poor job attitudes and, thus, job dissatisfaction. Job dissatisfaction suggests that a problem exists either in the job, the work environment or within the person. Also, sometimes events and factors outside of work can have negative effects on job satisfaction. Regardless of its source, this attitudinal variable can have both positive and negative consequences ranging from high quality employee performance and organizational commitment to employee violence on the job and high levels of employee turnover. The relationship between employee job satisfaction and turnover is the focus of this study.

## **The Research Problem**

Many organizations conduct periodic job satisfaction surveys, using external consultants or their own in-house resources, to diagnose current employee behavior as well as to predict future employee behavior. Since employee behavior as correlates of job satisfaction is idiosyncratic to each organization and because of the constancy of organizational change, the effectiveness of the survey may vary within the same organization and across similar organizations over time. Thus, it is necessary for each individual organization to periodically assess the effectiveness of its employee job satisfaction survey instrument to validate its efficacy as a tool for diagnosing and/or predicting employee behavior.

Therefore, this study was a comparative analysis of job satisfaction of current and former employees as a basis for better understanding and improving employee turnover at Kirby Forensic Psychiatric Center (KFPC) in New York City in 1999. Also included in this study was an action plan for workplace improvement at KFPC. The research sought to answer the questions: (1) "Is there a measurable pattern of job satisfaction that corresponds with employee turnover at Kirby Forensic Psychiatric Center?" and (2) "Does this pattern indicate that employees who are less satisfied with certain aspects of their jobs are more likely to leave the institution?"

The Kirby Forensic Psychiatric Center (KFPC) is one of the maximum-security psychiatric hospitals in the State of New York. It was established in 1985 to serve and isolate patients requiring forensic evaluations and care under maximum-security conditions in the New York City metropolitan area.

It can be speculated that there are many factors that potentially contribute to employee turnover in this type of setting. Furthermore, a review of the personnel records showed that KFPC particularly had the worst staff tenure in 1997 and 1998 compared to other comparable mental health institutions in the State of New York. For instance, the staff turnover rate of 36% at KFPC in 1998 (Kirby Forensic Psychiatric Center Annual Report, 1999) was much higher than the average of 25% among the other twenty-nine comparable institutions in the State of New York (New York State Office of Mental Health Annual Report, 1998) and the average of 22% among the entire state offices in the State of New York (New York State Statistical Yearbook, 1999). Because the turnover problems at KFPC were significant, it became a valuable setting in which to conduct the study.

### **The purpose of the study**

Although it is widely assumed at Kirby Forensic Psychiatric Center (KFPC) that there is an inverse relationship between employee adverse behavior and job satisfaction, to date there has been no empirical evidence to confirm this

assumption. Therefore, the purpose of this study was to provide empirical evidence to document the relationship (or lack thereof) between job satisfaction and employee turnover at KFPC in New York City in order to assist the institution in dealing more effectively with employee work behavior.

### **The scope of the study**

This study included one mental health facility in the City of New York – Kirby Forensic Psychiatric Center (KFPC). The participants in this study included two groups of people at KFPC. The first group included the entire staff of 324 employees at all levels and departments at KFPC in 1999. The second group included 117 former employees who terminated their employment with KFPC at various levels and positions within the calendar year of 1999.

### **The significance of the study**

Research in the past decade has documented several changes in working conditions that have influenced employee turnover rates. These changes have included an increased emphasis on cognitive skills accompanied by a decreased emphasis on manual skills, added environmental uncertainty in the workplace and an increase in competition as well as an expansion of diversity among the workforce (Moore, 1998). The causes and correlates of employee

turnover have been considered in substantial detail from a wide range of perspectives. Economic variables have been studied; organizational variables have been considered; and individual characteristics have been explored.

In particular, the concept of job satisfaction has been analyzed in great detail and researchers have evaluated how employee job satisfaction has related to the significant issue of employee turnover rates. Job satisfaction has been approached as an attitude; researchers have considered job satisfaction as the extent to which people like, that is, are satisfied with their jobs, or dislike, that is, are dissatisfied with their jobs.

Theoretically, job satisfaction has been approached from a needs-fulfillment perspective. That is, the question to be answered from this perspective is as follows: How well does the job meet the employee's physical and psychological needs in terms of such work-related variables as pay and job advancement? (Herring, 1985; Wolf, 1995). However, with the increased focus on cognitive skills in the workplace and a reduction in manual skill emphasis, in recent years, this needs-fulfillment perspective has been less central in research on the relationship between job satisfaction and employee turnover. Rather, the perspective of job satisfaction as an attitude has become the dominant approach used in current research on job satisfaction and employee turnover; thus, shifting responsibility for job satisfaction from the employer organization to the employee.

Using the attitudinal approach, a number of studies have addressed the relationship between employee job satisfaction and employee retention issues. The findings have demonstrated significant variations in terms of both positive and negative relationships between the same or similar variables tested. With these variations, researchers have appealed to attitudinal theory of job satisfaction (Huff, 2000).

As the results of this study are integrated with findings of other related studies for theory building and decision making, a valuable contribution can be made to the professional literature in human resource management in general and to human resource managers/practitioners in mental health institutions in particular. Personnel decisions based on the results of empirical research not only benefit human resource managers, but can greatly improve the work environment and, thus, the quality of life for both the mental health operative personnel and the psychological patients as well. To the extent that the results of this study are used to make the necessary institutional changes at Kirby Forensic Psychiatric Center (KFPC) to improve the quality of work life for its employees, care for the psychologically ill will also be greatly enhanced; as the unique health needs of the psychologically ill are most likely to suffer with a constant flux of caregivers. In addition, as KFPC becomes a more cost-effective state institution, society in general and tax payers in particular will be the benefactors.



Further, this study has provided opportunity to enhance my knowledge and skills in personnel management in general and in employee satisfaction and turnover in particular. Most importantly, it has provided keen insight into the methodology of empirical research and reporting the results in a professional manner. Special insights and skills have been acquired in the important of clearly defining the research problem and its implications for the research methodology; the difficulty in research design; the role and meaning of statistics in data analysis and interpretation; and the level of scholarship required for professional writing.

Through my extended stay at KFPC, which provided opportunity for one-on-one interactions with the staff members who design and implement the annual employee survey and personal interviews with other employees, I have acquired a better understanding of the impact that the annual survey has on the people in the institution. As a participant in the 1999 annual workplace survey, I had opportunity to experience both the organizational and people sides of KFPC. One of the experiences that I found to be particularly informative was the impact the employee satisfaction survey had on employee morale. I observed that employees became disappointed as the survey continued to be conducted each year and the results reported to them, while management did not seem to use the findings to initiate change. Employees often questioned the motives of management and the usefulness

of the information which they had provided, as nothing seemed to have happened as a consequence of its collection. In some cases, this attitude further polarized the operative and managerial staff at KFPC.

From this experience, I have learned the importance of actually using the results of employee surveys to address critical personnel issues. Both professionally and personally, observing employee reactions and attitude toward the annual employee survey in the absence of perceived, meaningful change was the most valuable aspect of the research project. Therefore, I hope and trust that the findings of this study and the data from the employee annual surveys will encourage the management at KFPC to take appropriate actions to adequately address the personnel problems/issues which have been identified.

Finally, this research experience has made me humble as a developing scholar and management practitioner.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter presents a review of the literature on employee turnover and job satisfaction. It begins with a consideration of employee turnover from psychological as well as social perspectives. A definition of employee turnover is provided; issues surrounding various aspects of the definition are discussed. Job satisfaction is then explored, beginning with a consideration of the importance of studying job satisfaction. A definition of job satisfaction is given, ways to assess job satisfaction are discussed and antecedents of job satisfaction are categorized. And, finally, studies on the relationship between employee turnover and job satisfaction are reviewed. Different perspectives that impact the relationship of the two variables – employee turnover and job satisfaction – are presented, and notions of causation and correlation are covered. A model of employee turnover as a function of job satisfaction is offered, accompanied by relevant findings from previous research.

## **Employee Turnover**

### **Definition and nature of employee turnover**

Employee turnover – people leaving organizations – is a major organizational phenomenon. In recognition of this fact, turnover is included in many definitions of “organizational effectiveness” (Steers, 1992). However, it would be simplistic to view turnover only from a negative perspective since there are occasions when turnover has positive organizational implications (Staw, 1995). It would be further simplistic to view turnover only from the organization’s perspective, as it is an important behavior from the individual and societal perspectives as well (Dalton and Todor, 1994; Mobley, Griffeth, Hand, and Meglino, 1994; Muchinsky and Tuttle, 1994). Additionally, it is important to consider the consequences of turnover for the individuals who remain – a frequently over-looked perspective (Mowday, 1996; Steers and Mowday, 1996).

Understanding and effectively managing certain types of employee turnover require some knowledge and special skills. This includes, but is not limited to, skills in integrating individual, organizational, and environmental perspectives; recognizing both the positive and the negative potential consequences of turnover; basing strategies for dealing with turnover on economic and cost

data, employee perceptions, attitudinal and behavioral data, and individual and organizational evaluative data; recognizing that turnover, with its multiple causes and consequences, is an ongoing process, not a static event; and adopting a proactive rather than reactive posture in managing turnover.

The general definition of employee turnover is “the cessation of membership in an organization by an individual who received monetary compensation from the organization” (Mobley, 1997). Several aspects of this general definition require comment. First, the focus is on cessation or separation from an organization and not on the related but distinct issues of accession, transfer, or other internal movements within an organization. Second, the focus is on employees, those who receive monetary compensation from the organization as a condition of membership. Finally, this general definition of turnover is applicable to any type of organization – manufacturing, service, government, and others – and is applicable to any type of employee-organization relationship arrangement, including part-time or full-time as well as hourly or periodic salary arrangements. The controlling part of this definition is that the individuals receive monetary compensation for their membership in the organization (Price, 1992).

Given this general definition of employee turnover, it is possible to distinguish among various types of cessation. A frequently used distinction is between voluntary separations (employee-initiated) and involuntary separations

(organization-initiated, plus death and mandatory retirement). The U.S. Bureau of Labor Statistics classifies separations in three ways: "quit", "layoff", and "other" (The U.S. Bureau of Labor, 1995). These distinctions are deceptively simple. More definitive categories are needed since the understanding and effective management of employee turnover require definitive and reliable schema for measuring and classifying types of turnover.

Early employee turnover research established correlational relationships between personal variables, job satisfaction, organizational commitment, intentions to quit, alternative job opportunities and turnover. More recent research developments have considered multivariate models that conceptualized turnover as a dynamic process occurring over time (Sofer, 1994). Researchers documented significant trends in the workplace in the 1990s as compared to working conditions in previous decades. These trends include the following: an increasing emphasis on cognitive rather than manual skills, increasingly complex organizational systems, increasing competition and environmental uncertainty, advancements in technology that quicken the pace of information transference as well as the speed of the work itself, increasing diversity in the workforce, and global interdependence (Moore, 1998).

There are several important points to consider about employee turnover from previous research. First, turnover can have positive and negative implications

for individuals, their careers, and their self-concept. It affects the “stayers” as well as the “leavers” (Sheehan, 1988; Hall, 1994). For example, the remaining employees may have to accept a larger caseload to accomplish work formally done by the departing employees. On the other hand, the remaining employees would likely increase their internal mobility opportunities and possible promotions.

Second, turnover is potentially costly and organizations need to document these costs carefully (Gaudet, 1990). Excess turnover imposes additional costs in terms of recruitment and training, which makes additional demand upon the organization's unpredicted extra budget.

Third, turnover can positively impact organizations. In many cases, turnover can create opportunities for promotion, infusing new ideas and technology via replacements, stimulating changes in policy and practice, and removing poor performers (Staw, 1995).

Fourth, lack of turnover can create its own set of problems, such as blocking career-development paths, entrenching dated methods, and accumulating poor performers (Dalton and Todor, 1994).

Fifth, turnover can have societal implications in health-care delivery, military readiness, corporate productivity and industrial development (Bluedorn,

1996). For instance, because health-care has a direct impact on patients' health or mortality, turnover among their health care providers has been demonstrated to create unpredictable consequences for patients' health.

Sixth, turnover is important in strategic corporate planning, such as periods of rapid staff turnover would cause corporations to emphasize short-term management plans instead of long-term corporate goals (Walker, 1995).

Finally, by identifying the key precursors to turnover, organizations can intervene to control unwanted turnover and further to reduce of entrenched conflict (Moore, 1998).

### **Causes and correlates of employee turnover**

Although the various determinants of turnover are interrelated, for clarity of discussion it is presented here in terms of each of the general classes previous researchers have provided. This includes economic variables (Price, 1992, Schein, 1993; Hulin, 1994; Wachter and Kim, 1994; Drucker, 1995; Nollen, 1995; Walker, 1995); organizational variables (Dalton and Todor, 1994; Muchinsky and Tuttle, 1994); and individual variables (Bartol, 1994; Decker and Corneilius, 1994; Muchinsky and Tuttle, 1994; Schuler, 1995; Wanous, 1995; Martin, Price and Mueller, 1996; Mobley, 1997).



Table 2.1 provides an interpretive summary of research on variables related to turnover. Variables are classified in terms of the support for a strong generalization linking the variable to turnover. Every variable listed in this table is potentially related to turnover. However, the variables listed in the “consistent” and “moderate” support columns appear to support the strongest generalizations and thus should receive particular attention in an organizational study. It is important that multiple variables are studied in combination and over time, and that the multiple consequences of turnover are evaluated.

There were several studies addressed on this issue. In a study, a survey instrument was used which assessed different distinct areas of the workplace to determine the factor of staff turnover problem in a government office in the State of Georgia (Herring, 1985). The results showed that participants who quit for organizational reasons were most dissatisfied with pay and promotional opportunities. It was indicated that pay levels showed a significant correlation to staff turnover. In comparison, the satisfaction with promotion opportunities was only moderately related to staff turnover. This study also showed that participants who terminated employment due to personal reasons exhibited significantly greater satisfaction than those participants who quit their jobs because of organizational reasons (Herring, 1985).

**Table 2.1**

*An interpretive summary of research on causes and correlations of turnover*

	Consistent	Moderate	Inconclusive
Labor Market	* Level of unemployment		* Inflation
Organizational Variables	* Pay levels	* Supervisory style * Work-unit size * Routinization, task repetitiveness * Autonomy/Responsibility * Centralization/Integration * Communication	* Type of industry * Organization size
Individual Variables	* Age * Tenure * Satisfaction with job content	* Family responsibility * Interests * Aptitude and ability * Satisfaction of pay * Satisfaction of promotion * Satisfaction of coworkers * Satisfaction of supervisor * Satisfaction of conditions of work * Expectancy of finding an alternative	* Personality * Education * Professionalism * Performance * Career expectations * Absenteeism
Integrative Variables	* Overall satisfaction * Behavioral intentions to quit * Organizational commitment		* Stress

Source:

James L. Price. (1992). *The Study Of Turnover*. Iowa State University Press, IO. pp. 112.

In another study, researchers investigated the relationship of transformational and transactional leadership on employee turnover intentions. The research was performed at two large organizations in the State of Florida (Russell, 1996). The findings indicated a moderate relationship between the transactional leadership and employee turnover intent. The relationship was shown to be negative. In other words, higher transformational leadership behavior was related to lower turnover intent (Russell, 1996).

### **Consequences of employee turnover**

Relative to causes of turnover, consequences have been under-emphasized. A number of scholars have begun to address more systematically the conceptual and empirical issues associated with turnover consequences (e.g., Hall, 1994; Price, 1992; Schein, 1993; Dalton and Todor, 1994; Staw, 1995; Wanous, 1995; Steers and Mowday, 1996; Staw and Oldham, 1997). Table 2.2 summarizes the possible positive and negative consequences of turnover from these studies.

This table is not exhaustive, the cells are not mutually exclusive, and a given consequence is contingent on a number of other variables. However, this table and the preceding discussion serve to illustrate that it is simplistic to think of turnover in terms of any single consequence.

**Table 2.2**

*Examples of possible positive and negative consequences of employee turnover*

Organization	Individual (leavers)	Individual (stayers)	Society
<b>Possible Negative Consequences</b>			
* Costs (recruiting, hiring, assimilation, training)	* Loss of seniority and related perquisites	* Disruption of social and communication patterns	* Increased costs of production
* Replacement costs	* Loss of non-vested benefits	* Loss of functionally valued coworkers	* Regional inability to keep or attract industry
* Out-processing costs	* Disruption of family and social support systems	* Decreased satisfaction	
* Disruption of social and communication structures	* Inflation-related costs (e.g., mortgage cost)	* Increased workload during and immediately after search for replacement	
* Productivity loss (during replacement search and retraining)	* Transition-related stress	* Decreased cohesion	
* Loss of high performers	* Disruption of spouse's career path	* Decreased commitment	
* Decreased satisfaction among stayers	* Career-path regression		
<b>Possible Positive Consequences</b>			
* Displacement of poor performers	* Increased earnings	* Increased internal mobility opportunity	* Mobility to new industry
* Infusion of new knowledge/technology via replacements	* Career advancement	* Stimulation, cross-fertilization from new coworkers	* Reduced income inequities
* Stimulate changes in policy and practice	* Better "person-organization fit"	* Increased satisfaction	* Reduced unemployment and welfare costs in a declining labor market
* Increased internal mobility opportunities	* Renewed stimulation in new environment	* Increased cohesion	* Decreased job stress-related costs
* Increased structural flexibility	* Attainment of non-work	* Increased commitment	
* Decreased in other "withdrawal" behaviors	* Enhanced self-efficacy perceptions		
* Opportunities for cost reduction, consolidation			
* Reduction of entrenched conflict			

Source:

Frank J. Gaudet. (1990). *Labor Turnover: Calculation And Cost*. American Management Association, NY. pp. 32.

Progress toward understanding turnover consequences and integrating such understanding into more effective turnover management requires further development in at least two areas. First, additional conceptual and empirical research on specifying organizational, individual, and societal consequences and processes such as that initiated by many scholars, respectively, is needed. Second, further development of human resource accounting and human resource planning technology is required so that the various positive and negative consequences can be integrated into some form of net utility index (Mirvis and Lawler, 1992; Martin, Price and Mueller, 1996; and Gustafson, 2000). However, more attention to measuring and integrating costs and consequences, and to relating such utility estimates to predictors of turnover is required for effective management of turnover.

### **Analyzing employee turnover**

There are a number of general approaches that analyze of turnover rates, causes and consequences within the organization (Price, 1992; Landy and Farr, 1995; Staw, 1995). From these general approaches, it can be recognized that meaningful analysis requires more than computation of aggregate turnover rates and exit interviewing –perhaps the primary analytic procedure utilized by many organizations. In addition, and more importantly, these general approaches indicate the need for further analysis of turnover,

for example in relation to position, performance, tenure, location, supervisor, reason, and other classification categories such as the ones presented in Table 2.3. Therefore, the need for this study is warranted to clarify the relationships of these significant variables.

Analysis should include both separation and wastage rates. Sources of data on causes include personnel records, regular employee surveys, exit interviews, follow-up surveys of employee who leave, and competitive analyses to include factors in addition to monetary compensation. Tracking cohorts that enter the organization at the same time through periodic surveys or interviews and comparing “Stayers” and “Leavers” can be particularly useful diagnostic techniques. Surveys and interviews should assess not only present job perceptions and attitudes, but also expectations regarding the individual’s career, perceptions of alternative jobs, non-work values, and intentions to stay.

Only after valid diagnostic information on the causes, correlates, and consequences of turnover has been gathered, can effective turnover management and control strategies be designed.

**Table 2.3**

*A major organization's reason for turnover categories*

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**DISSATISFACTION:**

Wages-amount  
Wages-equity  
Benefits  
Hours or shift  
Working conditions  
Supervision-technical  
Supervision-personal  
Coworkers  
Job security  
Job meaningfulness  
Use of skills and abilities  
Career opportunities  
Policies and rules  
Other: \_\_\_\_\_

**ALTERNATIVES:**

Returning to school  
Military service  
Government service  
Starting own business  
Similar job: same industry  
Similar job: other industry  
Different job: other industry  
Voluntary early retirement  
Voluntary transfer to subsidiary  
(loss of seniority)  
New position:  
    Organization  
    Position  
    Location  
    Earnings

**LIVING CONDITIONS:**

Housing  
Transportation  
Child care  
Health care facilities  
Leisure activities  
Physical environment  
Social environment  
Education opportunities  
Other: \_\_\_\_\_

**ORGANIZATION INITIATED:**

Resignation in lieu of dismissal  
Violation of rules, policy  
Unsatisfactory probation period  
Attendance  
Performance  
Layoff  
Layoff: downgrade refused  
Layoff: transfer refused  
End of temporary employment

**PERSONAL:**

Spouse transferred  
To be married  
Illness or death in family  
Personal illness  
Personal injury  
Pregnancy

**OTHER:**

Transfer to: \_\_\_\_\_  
Leave of absence from: \_\_\_\_\_  
On loan to: \_\_\_\_\_  
Retirement  
Death

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Source:

William H. Mobley. (1997). *Employee Turnover: Cause, Consequences, and Control*. Addison-Wesley, MI. pp. 38.

## **Controlling employee turnover**

There are some ways management can effectively control turnover. "Control" does not mean undifferentiated attempts to minimize turnover, since there are a variety of instances where turnover can have positive organizational and individual consequences. Therefore, "control" should be defined as effectively managing turnover; encouraging turnover where it will have net positive consequences, and seeking to minimize turnover where it will have net negative consequences.

Therefore, effective management of turnover requires examination of the entire human resource management process, including recruitment, selection, and early socialization (Porter, Lawler, and Hackman, 1990; Horner, 1994; Arvey, 1994; Wanous, 1995); job content and design (Hackman and Oldham, 1995; Sherbert, 2001); compensation (Borman, 1994; Landy and Farr, 1995; Lawler, 1996); leadership and supervision (Grean, 1991; Latham and Wexley, 1996); career planning and development (Schein, 1993; Walker, 1995; Reddy, 1996); and working conditions and schedules (Drucker, 1995; Wachter, 1995; Nollen, 1995; Peters, Jackofsky, and Salter, 1996). In addition, there are several opportunities for effective management of turnover, such as security, team building, centralization, communications,



organizational commitment, and encouraging turnover (Minton, 1988; Price, 1992; Mowday, Steers and Porter, 1994; Woodman and Sherwood, 1995).

## **Job Satisfaction**

### **The nature of job satisfaction**

Job satisfaction is a topic of wide interest to employees, organizations, and scholars who study the subject. It is a central topic of interest in both empirical research and within the theory of organizational phenomena ranging from job design to supervision. Job satisfaction is simply how people feel about their jobs in general and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As it is generally assessed, job satisfaction is an attitudinal variable. In the past, job satisfaction was approached by some researchers from the perspective of need fulfillment – that is, whether or not the job meet the employee's physical and psychological needs for the things provided by work, such as pay (Herring, 1985; Wolf, 1995). However, this approach has been de-emphasized because today most researchers tend to focus attention on cognitive processes rather than on underlying needs. Therefore, the

attitudinal perspective has become the predominant one in the study of job satisfaction.

Job satisfaction traditionally defined as a job attitude or summated feelings toward the job from previous research has indicated a relationship with a variety of organizationally relevant outcomes. These outcomes include employee performance, absenteeism and turnover (Huff, 2000). Although significantly related, the relationships between job satisfaction and outcomes variables have demonstrated modest findings from previous research ( $r = + .20$ ). Furthermore, the strength of the relationship between satisfaction and each outcome can vary greatly from study to study, demonstrating both positive and negative relationships between the same variables (Huff, 2000).

From these inconclusive findings, it continues to be imperative to further research the relationship between job satisfaction and the spectrum of outcome variables. More complete understanding of the various influences and complex interaction pattern between job satisfaction and outcome variables is seen as an important and valuable tool for the development of effective employment intervention strategies that can deal with the damaging impact of employee turnover.

There are several important reasons why it is necessary to be concerned with job satisfaction. They can be classified according to the focus on the

employee or the organization. First, from a humanitarian perspective, it can be argued that people deserve to be treated fairly and with respect and job satisfaction is to some extent a reflection of good treatment. It also can be considered an indicator of emotional well-being or psychological health. Second, the utilitarian perspective is that job satisfaction can lead to behavior by employees that affect organizational functioning. There are important implications of employees' feelings, which can lead to both positive and negative behavior. Furthermore, job satisfaction can be a good indicator of organizational functioning. Differences among organizational units in job satisfaction can indicate potential trouble spots. Recognizing these reasons for differences in job satisfaction among various organizational units can help to focus on and use relevant factors in constructing an intervention in the employment setting that would optimally result in a reduction of negative behavior and increase of job satisfaction. This would ultimately create a more positive and more productive work environment for both employees and the employer.

### **Measurement of job satisfaction**

Job satisfaction is usually measured using interviews or questionnaires administered to the job incumbents in question. Although interviews are used in some cases, most research is done by using the questionnaire to collect

data. This is primarily because the interview is expensive and time-consuming to conduct (Spector, 2000).

Perhaps the easiest and most popular way to assess job satisfaction is to use one of the existing scales. Several have been carefully developed, and in many studies, their reliability and validity has been established. For example: the Job Satisfaction Survey (JSS), the Job Descriptive Index (JDI), the Minnesota Satisfaction Questionnaires (MSQ), and the Job Diagnostic Survey (JDS) are facet measures of job satisfaction (Hackman and Oldham, 1991; Weiss, Dawis, England and Lofquist, 1992; Smith, Kendall, and Hulin, 1994). Each of these instruments has been applied in a great number of research studies. There are also two examples of general job satisfaction scales including the Job in General Scale (JIG) and the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins and Klesh, 1994; Ironson, Smith, Brannick, Gibson and Paul, 1999).

### **Antecedents of job satisfaction**

Antecedents of job satisfaction can be classified into two major categories. The first category is environmental antecedents of job satisfaction, and the second category is personal antecedents of job satisfaction (Kristof, 1996).

The job environment itself and factors are thought to be associated with the job are important influences on job satisfaction. This includes how people are treated, the nature of job tasks, relations with other people in the workplace, and rewards. There are several theories in this category, including the job characteristics and job characteristics theory (Hackman and Oldham, 1995; Griffin, 1996; Wall and Martin, 1997; Campion, 1998); organizational constraints (Peter, O'Connor and Rudolf, 1995; Jex and Gudunowski, 1997); work-family conflict (Beatty, 1996; Hugick and Leonard, 1996; Stewart and Barling, 1996; Rice, Frone, and Moffett, 1997; Thomas and Ganster, 2000); pay (Herring, 1985; Rice, Phillips, and McFarlin, 1995); job stress (Jex and Beehr, 1996; Cooper and Cartwright, 1999); workload (Jex and Beehr, 1996; Fox, Dwyer, and Ganster, 1998; Spector and O'Connor, 1999); and work schedules (Raggatt, 1996; Pierce and Newstrom, 1997; Krausz and Freibach, 1998; Ralson, 1999).

Furthermore, in considering the effect on job satisfaction in relation to how employees are treated, research has investigated the effect of participative management initiatives on employees. A study that analyzed the effect of participative management initiatives on workers employed by a university service operations center revealed significant findings (Sefton, 1999). That is, the employees who work for an organization which supports employee participation scored mean values above the mid-point on indexes of job satisfaction, communication satisfaction and organizational commitment

(Sefton, 1999). This study indicated a positive effect of participative management practices on job satisfaction that could further refine an effective intervention strategy to increase job satisfaction.

In another longitudinal study, the effects of leadership style on job satisfaction and employee turnover were investigated (Fazio, 1999). Researchers analyzed the impact of leadership change over a three-year time frame. The research findings indicated that the democratic style of management significantly reduced employee turnover and enabled the employer to realize sales gains and reduce labor costs (Fazio, 1999).

Other studies have examined elements of organizations that impact the attitudes toward job satisfaction. In a study investigating how a shift in organizational culture impacted on attitudes toward job satisfaction over thirteen years, employees of a medium-sized, consumer-owned electric utility were given the Science Research Associate Employee Inventory, a review of the organization's documents and a Subjective Job Satisfaction Questionnaire (Browder, 1993). Elements of job satisfaction assessment included job demands, working conditions, pay, employee benefits, supervisor/employee interpersonal relations, confidence in management, technical competence of supervision, effectiveness of administration, adequacy of communication, security of job and work relations, status and recognition, identification with the company and opportunity for growth and

advancement. The results indicated that areas of attitude improvement included pay, benefits and effectiveness of administration. The results also showed that employees with higher education levels and more behavioral training might have higher expectations of their supervisor (Browder, 1993).

In another study investigating organizational factors that contribute to a high voluntary turnover rate among salespeople, a questionnaire that explored attitudes about job satisfaction was given to sales employees at a Fortune 500 business service companies (Langdon, 1996). There were three general findings regarding the level of job satisfaction among those sales employees. One finding was that the sales employees considered the rewards worthless. That is, when balanced against the demanding nature of their job, the pay, promotions, benefits, training, and so forth were not sufficient to justify the effort needed to succeed in their job. Primarily, the reasons were insufficient pay, lack of opportunities for advancement and lack of training (Langdon, 1996).

Another finding was that the employees were very satisfied in their degree of feeling valued. Their managers were evaluated as effective listeners and in support of their efforts. The frustration focused on issues employees indicated were outside their managers' control. And, the third finding was the employees felt the job requirements exceeded the rewards and respect they

received in return (Langdon, 1996). These findings can be used to help outline specific strategies for reducing sales employee dissatisfaction.

In addition, in testing an integrated model of voluntary employee turnover, researchers examined the relationship of several aspects of the job and the organization, job satisfaction, organizational commitment and turnover intentions (Moore, 1998). The results suggested that there are several factors that influence employees' attitudes. These attitudes, in turn, have an impact on employee turnover. Further, this study tested the main and moderating effects of perceived job alternatives. The factors studied included job characteristics, benefits, coworker relations, organizational communication and internal job mobility. Contrary to predicted relationships, the role of perceived job alternatives did not play a significant role in predicting turnover intentions or moderating job satisfaction (Moore, 1998).

In addition, there are a number of individual factors that can potentially influence job satisfaction. This includes both personality and prior experiences. There are several studies that examine the links between personality traits and job satisfaction (Spector, 1993; Williams and Gavin, 1996; Judge, 1997; Spector and O'Connor, 1999; Moyle, 2000); and person-job fit (Edwards, 1996; Jex and Gudanowski, 1997; Molye, 2000).



In a study considering a causal model of turnover, job satisfaction of registered nurses was explored through the use of a questionnaire. The questionnaire was distributed to the participants to complete three times at a six-month interval that measured Individual and Professional Characteristics and Employment Attitudes (Sofer, 1994). The study tested the notion that the dissatisfied nurse would begin to think of leaving and subsequent resignation would be possible to predict. The results revealed a sample of nurses who were reasonably satisfied with their jobs and generally had little intention of quitting. The participants' highest priority was to be a good mother, followed closely by being a good wife (Sofer, 1994).

Both categories of antecedents often work together to influence employee job satisfaction. The fit between the individual and the job has been shown to be an important influence on employee job satisfaction. Researchers have explored the interaction between the antecedent variables, job satisfaction and employee turnover. In an empirical test of a cost/benefit analysis of job satisfaction, researchers considered the two-factor theory of work motivation (Levy, 1995). According to this theory, job aspects that lead to satisfaction are separate and distinct from factors that lead to job dissatisfaction. Variables that lead to job satisfaction are viewed as intrinsically based and produce feelings of psychological growth. In contrast, variables that result in job dissatisfaction are external to the job and bring about unhappiness and discomfort when they are absent or are perceived to be dissatisfactory. The

results indicated partial support for the Cost/Benefit model. Internally motivated factors, considered only to produce satisfaction, also predicted turnover, a form of dissatisfaction (Levy, 1995).

### **Potential effects of job satisfaction**

There are many behaviors and employee outcomes that have been hypothesized to be the result of job satisfaction or dissatisfaction. These include not only work variables such as job performance (Iaffaldano and Muchinsky, 1990; Caldwell and O'Reilly, 1995); organizational citizenship behavior (Schnake, 1996; McNeely and Meglino, 2000; Organ and Ryan, 2000); and withdrawal behavior (Scott and Tylor, 1990; Shore, Newton, and Thornton, 1995; Mitra, Jenkins, and Gupta, 1997; Tharenou, 1998; Tett and Meyer, 1998; Haccoun and Jeanrie, 2000), but also non-work variables such as physical health (Lee, Ashford, and Bobko, 1995; Brief, Burke, George, Robinson and Webster, 1998; O'Driscoll and Beehr, 1999); counterproductive behavior (Greenberg, 1995; Chen and Spector, 1997); and life satisfaction (Rain, Lane, and Steiner, 1996; Hugick and Leonard, 1996; Judge, Boudreau, and Bretz, 1998).

Many of these hypothesized effects of job satisfaction have been shown to correlate with it; however, it has yet to be established that the relations are in fact causal.

## **Relationship Between Employee Turnover And Job Satisfaction**

The causes and correlates of employee turnover have been studied from many different perspectives. The economist may focus on the relationship between average wages and turnover rates by type of industry (Armaknecht and Early, 1992). The sociologist may compare specific variables, such as occupational group, work group size, or communication pattern (Price, 1992). The human resource planner may look at employee turnover rates by occupational category and the length of service (Johnson, 1982; Walker, 1995). The industrial-organizational psychologist may study individual determinants of employee turnover, such as job dissatisfaction (Kratina, 1990; Hulin, 1993); commitment (Matthai, 1989; Mowday, Steers, and Porter, 1994); or behavioral intentions to leave (Kraut, 1990; Mobley, Hornor, and Hollingsworth, 1993).

Researchers have investigated the relationship between job satisfaction and various outcome variables including employee turnover extensively. The outcomes have indicated significant variations; as both positive as well as negative relationships between the same variables have resulted. To deal with this, there has been growing appeal for job satisfaction researchers to apply attitude theory to the study of job satisfaction (Huff, 2000). Attitude research recently has indicated that some attitudes act as stable predispositions; while

other attitudes are less stable and, thus, have less influence on thoughts and actions. The attitude strength literature strongly suggests that attitude strength acts as a moderator of relationships between attitudes and behavioral outcomes (Huff, 2000).

In a study that assessed the level of attitude strength associated with job satisfaction and tested the relationship between attitude strength and job satisfaction in the prediction of outcome variables, researchers hypothesized job satisfaction would be significantly related to outcomes when a high level of attitude strength existed (Huff, 2000). The results confirmed the finding that job satisfaction was consistently found to have a significantly stronger relationship with employee job involvement and intention to quit.

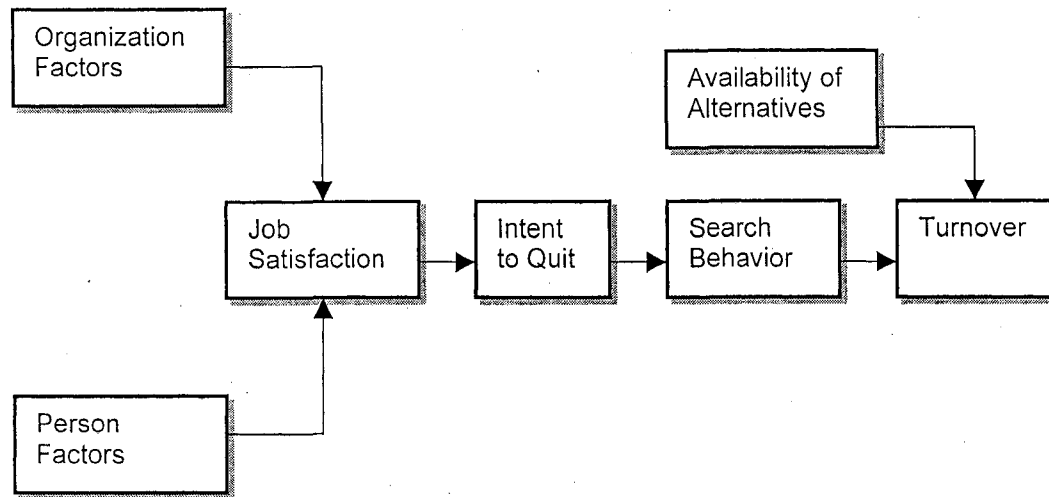
Recent researchers investigating job satisfaction and employee turnover have realized the complex, integrative nature of the two variables (Moore, 1998). With this recognition, researchers have investigated main effects and moderating effects of various aspects of the job on job satisfaction and job turnover (Moore, 1998; Bartlett, 1999).

In an effort to explain the variance that has been found in workplace outcomes such as job satisfaction in relation to organizational predictors, researchers combined aspects of two sub-disciplines of psychology, including environmental psychology and organizational psychology. Using the Person-Environment-Fit

theory, the fit between employees' perceived levels of environmental control and job autonomy were hypothesized to explain a significant variance in job satisfaction, environmental satisfaction, job competence, environmental competence, absenteeism, intent to turnover and job stress (Jones, 1999).

There are several studies demonstrating a causal relationship between job dissatisfaction and employee turnover (Mobley, Griffeth, Hand, and Meglino, 1994; Bluedorn, 1996; Crampton and Wagner, 1999; Spector, 2000). As previously stated that causality runs from job satisfaction to employee turnover, and not the opposite, is supported by the longitudinal designs usually applied to such studies in which job satisfaction is measured at one point in time, and the employee turnover occurs much later.

Models of turnover place job satisfaction in the center of a complex process that involves factors both inside and outside of the employing organization. Figure 2.1 is a simplified model that shows the integrative nature of the two variables.



**Figure 2.1**

*Model of employee turnover as a function of job satisfaction and unemployment rate*

Source:

Paul E. Spector. (2000). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. SAGE, CA. pp. 64.

According to this model, characteristics of the individual combine with characteristics of the job environment to determine the level of job satisfaction. If the job satisfaction level is sufficiently low, the person will develop a behavioral

intention to quit the job. That intention may lead to job search activities, which, if successful, will lead to turnover. Alternative employment opportunities are important because a person is not likely to quit without another job offer (Ibrahim, 1998; Spector, 2000).

The importance of alternative employment opportunities has been indirectly demonstrated in studies that assessed labor market factors in relation to turnover. It has been found that the unemployment rate correlates strongly with the quit rate in organizations (Carsten and Spector, 1997). In two investigations of the effects of unemployment, it was found that labor market factors interact with job satisfaction in predicting quit rates (Carsten and Spector, 1997; Gerhart, 1998). In these studies, it was shown that job dissatisfaction was related more strongly with turnover during periods of low unemployment than during periods of high unemployment. The explanation is that dissatisfied employees who wish to quit can do so only when it is possible to find an alternative job. Therefore, turnover has been seen as a reaction by individuals to the work environment.

In the summary of the literature review related to the employee turnover and job satisfaction issue, generally speaking, research has found, consistent with predictions, that the highest turnover rates were for people who had favorable dispositions in general but who disliked their current jobs; whereas the lowest turnover rates were for people with favorable dispositions and high job satisfaction (Judge, 1998).

## **CHAPTER 3**

### **METHODOLOGY**

The present study was a comparative analysis of job satisfaction of current and former employees as a basis for better understanding and improving employee turnover at Kirby Forensic Psychiatric Center (KFPC) in New York City in 1999. The research sought to answer the questions: "Is there a measurable pattern of job satisfaction that corresponds with employee turnover at Kirby Forensic Psychiatric Center?" and "Does this pattern indicate that employees who are less satisfied with certain aspects of their jobs are more likely to leave the institution?" Also included in this study was an action plan, based on the findings, for workplace improvement at KFPC.

#### **Type Of Research And Method**

The research for this study is qualitative in nature, as it utilized judgements and subjective interpretation of the data regarding the causes of employee behavior. Qualitative research is based on an anthropological rather than a psychological model. The purpose of qualitative research tends to be the collection and subjective interpretation of data rather than the testing of theory. Qualitative research focuses on the specific context and setting of interactions, rather than



on abstract constructs considered independently from any context. Qualitative researchers strive for completeness of description rather than isolation of variables. Qualitative researchers prefer to consider the subjective quality of an interpretation of the data rather than the use of statistical methods to draw inferences and generalizations. Although some qualitative researchers explicitly avoid the use of any statistical procedures, others may use descriptive statistics or even inferential ones as an adjunct to their approach. Qualitative research does not allow the traditional scientific model of theory formulation, hypothesis generation, data gathering, analysis, and conclusion. It should be emphasized that the term “qualitative research” does not imply that only qualitative variables are studied (Lofland, 1986; Cozby, 1993).

The research method used in this study was a case study. A case study is a research project that involves the intensive investigation of a single individual or group. Case study research is very common in human behavior studies and other fields that emphasize individual differences rather than commonalities. Case study research is subject to bias due to the fact that unusual rather than typical cases are likely to be reported and that hypothesis testing and replication are unlikely. Nevertheless, case studies may be very useful when they serve to disprove a theory, when they illustrate a more general principle, and when they are the only way to study a topic (Yin, 1994). It is rare for case study research to use statistical analyses, but some case studies of treatment techniques use

statistical procedures to measure changes that have occurred over time (Judd, Smith, and Kidder, 1991; Cozby, 1993).

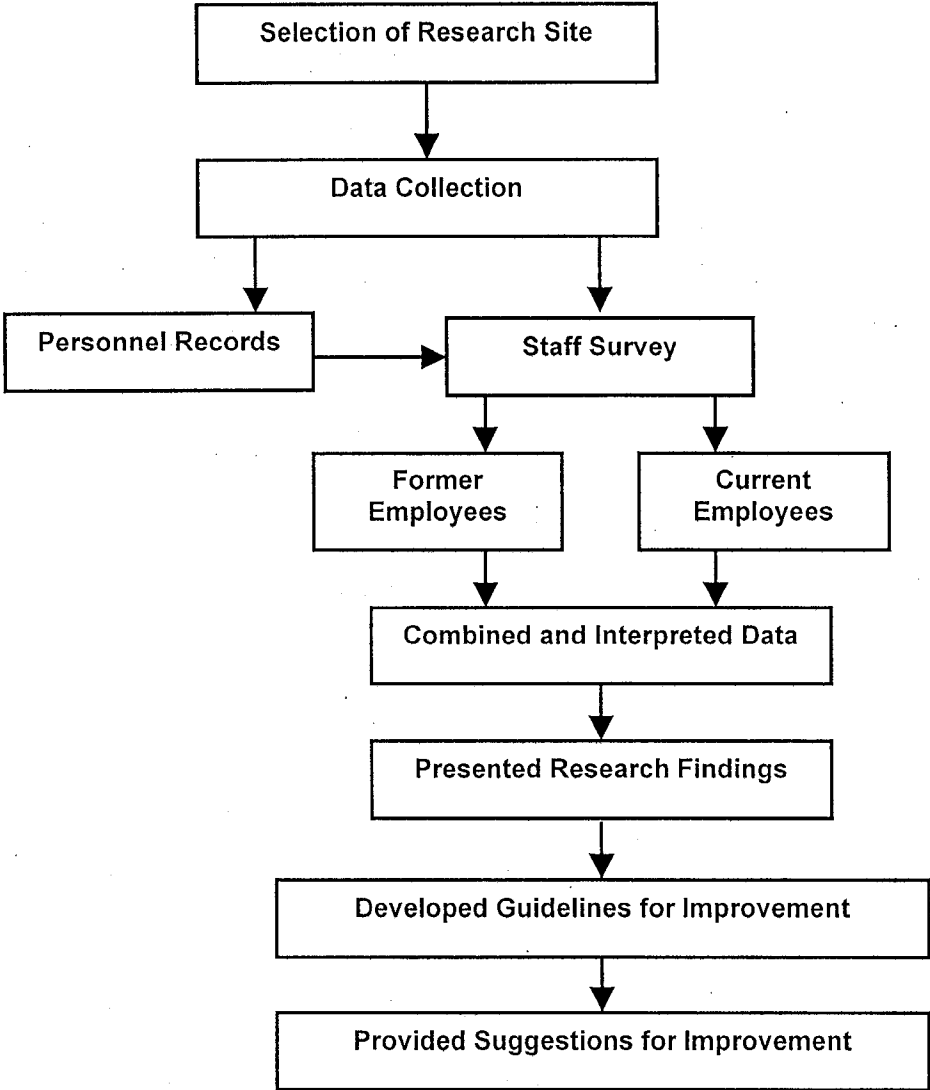
This study was designed to examine employee behavior in an single institution, the Kirby Forensic Psychiatric Center (KFPC), with a focus on employee job satisfaction and the possible links to high levels of employee turnover. The scope of the study included all staff members at KFPC, both current employees in 1999 and staff members who left their employment during the year of 1999. An employee job satisfaction questionnaire was distributed and administered to compare the differences between the two participant groups, i.e. current and former employees, at KFPC and further to identify any patterns of behavior in the participant groups which could provide evidence for solving the employee turnover problem in this institution. This study also included recommendations for improving the work environment at KFPC as well as suggestions for future research.

## **Research Design**

The design of the study entailed several steps which are presented in Figure 3.1. The first step was the selection of the research site. It addressed the reason for selecting the specific research site and the problem statement. The second step

was data collection, which included accessing the staff turnover records in the Personnel Department and the results of the job satisfaction questionnaire administered to the two participant groups in 1999. All employees of the institution were given the job satisfaction questionnaire. Former employees who terminated their employment with the institution within the calendar year of 1999 were given the same questionnaire. The third step was data analysis and interpretation. A comparison of the responses of those who remained in employment and those who left the institution was made by using t-test (with the Systat® version 10.2 statistical package) as the statistical technique. The fourth step was the presentation of the research findings. It presented the results of the study in descriptive narrative form and data displays in relevant tables and charts. The fifth step was the development of the guidelines for workplace environment improvement. The final step was drawing the conclusions and making recommendations based on the finding of the study.

Figure 3.1 presents the diagram of the research design.



**Figure 3.1**

*Model of the research process*

## **Selection And Profile Of Participants**

### **Research site selection and approval**

Since this was a comparative analysis of job satisfaction of current and former employees as a basis for better understanding and improving employee turnover problems, it was important to select a research site that had a significant staff turnover problem. A review of the employee turnover records for 1997 and 1998 provided by the Personnel Department of the Kirby Forensic Psychiatric Center (KFPC) showed a high staff turnover rate. Tables 3.1 and 3.2 show that the average turnover rates at KFPC across all job classes for 1997 and 1998 were 30.11% and 36.11%, respectively.

The 1998 Annual Report of the New York State Office of Mental Health presented comparison statistics for all 29 mental health institutions in the State. In this report, comparison data were presented on five categories of staff tenure: employee turnover, number of employee accidents, number of injuries, hour of lost time, and hour of overtime. As shown in Table 3.3, the worse record of staff tenure was produced at KFPC in 1998. Especially noted for this study was the average employee turnover rate of 36.11% at KFPC as compared to an average rate of 25.05% for all other comparable institutions in the State of New York for 1998.

**Table 3.1**

*Kirby Forensic Psychiatric Center Employee Turnover Report ---- 1997*

	1997		
	No. of Employee (N)	No. of Turnover (n)	Turnover Rate (%)
Psychology	9	3	33.33%
Social Work	7	3	42.86%
Psychiatry	6	2	33.33%
Medicine	2	0	0.00%
Pharmacy	4	1	25.00%
Nursing	48	13	27.08%
Treatment Team Leader	7	3	42.86%
Dietary	9	3	33.33%
Dental	3	1	33.33%
Rehabilitation	14	3	21.43%
Security Hospital Treatment Asst.	77	25	32.47%
Clerical	6	1	16.67%
Maintenance/Housekeeping	19	7	36.84%
Personnel	8	3	37.50%
Business Office/Storeroom	10	3	30.00%
Prog. Op./Staff Dev./Risk Manag.	8	1	12.50%
Safety	29	8	27.59%
Other	13	4	30.77%
<b>TOTAL / AVERAGE</b>	<b>279</b>	<b>84</b>	<b>30.11%</b>

Source:

1998 Kirby Forensic Psychiatric Center Annual Report.

**Table 3.2**

*Kirby Forensic Psychiatric Center Employee Turnover Report ---- 1998*

	<b>1998</b>		
	<b>No. of Employee (N)</b>	<b>No. of Turnover (n)</b>	<b>Turnover Rate (%)</b>
Psychology	13	4	30.77%
Social Work	6	4	66.67%
Psychiatry	11	3	27.27%
Medicine	3	2	66.67%
Pharmacy	3	1	33.33%
Nursing	53	18	33.96%
Treatment Team Leader	6	3	50.00%
Dietary	11	6	54.55%
Dental	3	1	33.33%
Rehabilitation	13	5	38.46%
Security Hospital Treatment Asst.	86	29	33.72%
Clerical	5	3	60.00%
Maintenance/Housekeeping	25	8	32.00%
Personnel	8	5	62.50%
Business Office/Storeroom	10	4	40.00%
Prog. Op./Staff Dev./Risk Manag.	11	4	36.36%
Safety	33	10	30.30%
Other	24	7	29.17%
<b>TOTAL / AVERAGE</b>	<b>324</b>	<b>117</b>	<b>36.11%</b>

Source:

*1999 Kirby Forensic Psychiatric Center Annual Report.*

**Table 3.3**

1998 New York State Office of Mental Health Staff Tenure Report by facilities

	Turnover (%)	Accident (N)	Injury (N)	Lost Time (Hr)	Overtime (Hr)
Binghamton	26.15%	217	40	1209	6574
Bronx	22.89%	95	17	419	2166
Bronx Children's	20.62%	258	47	636	3376
Brooklyn Children's	18.21%	61	11	760	4067
Buffalo	31.75%	278	51	1380	7524
Capital District	26.65%	244	45	1922	10549
Central NY	26.64%	325	60	2109	11586
Central Office	13.08%	88	16	496	3598
Creedmoor	21.07%	163	30	1473	8043
Elmira	20.72%	47	9	760	5067
Hudson River	20.06%	210	39	1876	10290
Hutchings	29.17%	244	45	1163	6314
KFPC	36.11%	583	134	6930	38634
Kings Park	29.79%	163	30	1287	7006
Kingsboro	24.65%	237	44	1519	8302
Manhattan	22.72%	115	21	1256	6833
Middletown	27.65%	332	61	992	6363
Mid-Hudson	26.61%	292	54	2279	12537
Mohawk Valley	18.84%	197	36	1194	6487
Nathan Kline Institute	24.21%	7	1	78	2264
NY Psychiatric Institute	27.65%	34	6	295	3474
Pilgrim	31.59%	230	42	2031	11154
Queens Children's	19.15%	285	52	2140	11759
Rochester	19.02%	237	44	1271	6919
Rockland	15.08%	169	31	899	5845
Rockland Children's	29.98%	305	56	1411	7697
Sagamore Children's	27.21%	305	56	1070	6796
South Beach	31.57%	142	26	822	5413
St Lawrence	29.99%	129	24	651	5462
Western NY Children's	32.79%	292	54	791	5240
<b>TOTAL/AVERAGE</b>	<b>25.05%</b>	<b>209.47</b>	<b>39.4</b>	<b>1370.63</b>	<b>7911.30</b>

Source:

1998 New York State Office of Mental Health Annual Report.



Furthermore, the statistics indicated that when the employee turnover rates at KFPC for both 1997 and 1998 were compared with the statistical data derived from the universe of all state offices in the State of New York, it was shown that (1) KFPC had an average staff turnover rate of 30% in 1997 (Kirby Forensic Psychiatric Center Annual Report, 1998) compared to an average of 19% for all state offices in the State of New York (New York State Statistical Yearbook, 1998); and (2) an average turnover rate of 36% (Kirby Forensic Psychiatric Center Annual Report, 1999) compared to an average of 22% for all state offices in the State of New York in 1998 (New York State Statistical Yearbook, 1999). For a more detailed comparison of KFPC staff tenure with peer institutions, please see Appendix A.

These data suggest an anomaly in employee turnover at KFPC that warrants further research to explore in more depth the conditions and/or factors which may be related to the high employee turnover at this institution.

Therefore, a research proposal to explore the quality of employee job satisfaction and its possible links to job turnover was submitted to the senior management team at KFPC in 1999. The proposal was approved by this team and permission was granted to use the Kirby Forensic Psychiatric Center (KFPC) as the single case to be included in this study.

## **Site description and operating procedures**

Kirby Forensic Psychiatric Center (KFPC) is the newest of the three maximum-security psychiatric hospitals of the New York State Office of Mental Health. The facility is located on Ward's Island, New York City. It was established in 1985 to serve and isolate those patients requiring forensic evaluations and care under maximum-security conditions in the New York City metropolitan area.

Currently, KFPC provides services for male patients from New York County of Manhattan and for female patients from all five New York City counties as well as Nassau and Suffolk counties. Patients are committed under Section 730 of the Criminal Procedure Law of 1985 as lacking capacity to stand trial or under Section 330.20 of the Criminal Procedure Law of 1993 as not criminally responsible due to psychological illness or defect. A small number of patients who are not involved with the criminal justice system but require maximum security for their treatment is committed under Part 57 of the Mental Hygiene Law of 1995. (Criminal Procedure Law cited above are attached as Appendix B.)

The services at Kirby Forensic Psychiatric Center (KFPC) include forensic services, treatment services, and medical services (Kirby Forensic Psychiatric Center Facility Orientation, 1996).

### **Forensic services**

Admissions to KFPC are court-ordered. The legal provisions of the New York State Law for commitment to KFPC are summarized as follows services (Kirby Forensic Psychiatric Center Handbook, 1995):

- Criminal Procedure Law, Section 330.20, that governs the evaluation and treatment of persons who have been found not responsible by reason of mental disease or defect and who are deemed to be “dangerously mentally ill.”
- Criminal Procedure Law, Sections 730.40 temporary, and 730.50 that govern the evaluation and treatment of persons who have been found “unfit to proceed.”
- Mental Hygiene Law, Part 57 that governs the treatment of civil patients who have been deemed dangerous by a civil psychiatric hospital and require psychiatric treatment at a maximum security facility.

Patients are discharged from the facility in accordance with the Office of Mental Health standards and court mandates as follows (Kirby Forensic Psychiatric Center Handbook, 1995):

- CPL 730 patients who have been treated and who have regained “fitness to proceed” status are discharged to the custody of the appropriate correctional institution, and jurisdiction over their criminal case is returned to the sending court.
- CPL 730 patients whose charges have been dropped and whose status have been converted to civil can be transferred to a civil psychiatric facility of the Office of Mental Health when they are deemed “no longer dangerous.”
- CPL 330.20 patients who have been treated for their “dangerous mental disorder”, and who have subsequently been found to be no longer dangerous by the court, but are still in need of inpatient treatment because of their mental disorder are transferred to a civil psychiatric facility of the Office of Mental Health.
- Part 57 patients who have been stabilized and no longer require treatment in a maximum security setting are returned to the sending civil facility.

The recommendations for discharge or transfer are arrived at through a multilevel system of evaluation and review within the hospital. A “treatment team” follows defined procedures in order to reach a

determination of, or to re-determine on an annual basis, the appropriate status of the patient. The treatment team consists of a Team Leader, a psychiatrist, a psychologist, a social worker, nurses and security hospital treatment assistants (SHTAs). The treatment team forwards its recommendations regarding change of status, retention, and transfer to a non-secure facility. It also provides recommendations regarding fitness to proceed to the Hospital Forensic Committee, which is staffed by professionals from other wards.

The Hospital Forensic Committee reviews the patient's record and interviews the patient. The patient has the right to have his or her lawyer present during the interview. The Hospital Forensic Committee forwards its recommendations to the Director of Clinical Services who presents the final recommendation to the Executive Director for approval. Fitness reports are then forwarded to the sending court. In cases where a recommendation is made for transfer to a non-secure facility, the materials are forwarded to the Bureau of Forensic Services for review and approval. For CPL 330.20 cases, the applications are then brought before the court and scheduled for hearing. For CPL 730 cases converted to civil status, the decision for transfer is made administratively by the Director of the Bureau of Forensic Services. Court is held twice monthly at KFPC.

Legal services for patients are available through the Mental Hygiene Legal Services, which has offices at KFPC, and through the Legal Aid Society. Patients are allowed to have access to their lawyers by phone at any time (Kirby Forensic Psychiatric Center Facility Orientation, 1996).

### ***Treatment services***

Treatment is designed to address the patients' clinical as well as legal issues. The treatment approach is multidisciplinary. Patients are assigned to a 24-bed ward managed by a Treatment Team Leader, who is in charge of two treatment wards. In addition to the regular stable core of staff members in the treatment team, other staff members (e.g., Rehabilitation staff, Medical Specialist and Dietician), assigned centrally are invited to participate in treatment team meetings whenever the treatment plan calls for their involvement.

All treatment is carried out with proper regard for each patient's privacy and rights and in accordance with his or her level of functioning and needs for security. Every patient has an individually tailored, goal-oriented treatment plan listing specific clinically and forensically relevant goals and objectives (Kirby Forensic Psychiatric Center Facility Orientation, 1996).

### **Medical services**

Kirby Forensic Psychiatric Center (KFPC) has at least one medical specialist who makes daily rounds to see patients. To enhance communication between the ward psychiatrists and the medical specialists, regular meetings between them are mandated. Patients requiring special medical services are referred to the KFPC clinic or near-by public general hospitals (Kirby Forensic Psychiatric Center Facility Orientation, 1996).

The mission of Kirby Forensic Psychiatric Center (KFPC) is to:

*“(1) Provide patients with care, evaluation, treatment, and rehabilitation services under safe and therapeutic conditions; (2) Serve the courts via evaluation, consultations, and expert testimony; and (3) Safeguard the community through assuring custody of potentially dangerous individuals, through appropriate notifications of potential victims, through collaboration with law enforcement agencies, and consultation and training of staff at less secure mental health sites in forensic issues as well as in methods for risk assessment, management and treatment of persons prone to violence.”* (Kirby Forensic Psychiatric Center Facility Orientation, 1996).

It is Kirby Forensic Psychiatric Center's philosophy that all referred persons have a capacity for positive change and that interdisciplinary team work and therapeutic community approaches are best suited to foster active, properly targeted treatment and rehabilitation (Kirby Forensic Psychiatric Center Handbook, 1995).

As can be imagined in an organization of such magnitude and complexity there are many factors that contribute to job stress and the high employee turnover rates at KFPC in the past few years. Therefore, this study focused on turnover problems in this institution and attempted to find any potential solutions that could be addressed by a better understanding these problems.

### **Profile of participants**

Two groups of people were requested to participate in this case study. The first group included the entire staff of 324 individuals employed at all levels and in departments at Kirby Forensic Psychiatric Center (KFPC) in 1999. This group included managerial personnel; medical and health-care staff; operative employees; and clerical, maintenance, and safety workers. The second group included 117 former employees who quit their jobs during the year of 1999. This group also included managerial personnel; medical and health-care staff; operative employees; and clerical, maintenance, and safety



workers at various levels and in a variety of positions. Therefore, there was a total of 441 participants who were involved in this study.

The goal was to compare employee job satisfaction of these two groups as measured by an employee job satisfaction instrument (a questionnaire) and to identify any patterns in the workplace behavior of these two participant groups that could account for the high employee turnover problems at KFPC.

### **Nature And Sources Of Data**

Both primary and secondary data were used for this study. The secondary data were the results of the annual employee satisfaction survey conducted by Kirby Forensic Psychiatric Center (KFPC) on its entire staff of 324 *current* employees in 1999. This data set contained responses from managerial, medical and healthcare, and operative (i.e. clerical, maintenance and safety) personnel and had been interpreted and summarized by the Director of Program Evaluation at KFPC. Authorization to use these data for this study was granted by the senior management team at KFPC.

The primary data set was collected especially for this study from an employee job satisfaction survey of 117 *former* employees of KFPC whose employment was

terminated in 1999. No determination was made as to whether the terminations were voluntary or involuntary for this data set. These 117 former employees represented all job levels and departments at KFPC in 1999 and provided responses to the same survey instrument which had been developed and validated by the institution for its 1999 annual employee survey.

As the same instrument was used to provide data from both the *current* and *former* employees of KFPC in the same year (1999), some duplication in responses may have occurred, depending on the time of status change for some employees within this period of time. The extent of this possible duplication in responses was not determined for this data set.

### **Instrumentation**

The data collection instrument used for this study was a four-section, 32-item questionnaire (the 1999 Kirby Forensic Psychiatric Center Staff Workplace Survey). The questionnaire was developed and validated by the Director of the Program Evaluation Department at Kirby Forensic Psychiatric Center (KFPC) for the purpose of providing information for personnel records and decision making at KFPC. Section I of the instrument requested information on employee demographics. Section II had a Likert-scale format and consisted of six items on

employee satisfaction or dissatisfaction with various aspects of the specific work environment and the general organizational context. Section III also had a Likert-scale format and consisted of 21 items and requested information on employee satisfaction or dissatisfaction with various dimensions of their respective jobs. Section IV consisted of five items in open-ended format and requested employee opinions on their overall or general impression of KFPC and suggestions for improvements (See Appendix C).

This study was designed as qualitative analysis research; therefore, only data from Sections II and III were selected to be used in this study. There was a total of 27 questionnaire items in Sections II and III combined and these questionnaire items were clustered into eight dimensions. The rationale for this followed a theoretical approach, i.e. those questionnaire items that were deemed to have some degree of similarity from a theoretical perspective were grouped together. My own judgement in grouping these items was validated in discussions with the designer of the questionnaire in the field of job satisfaction and employee turnover at KFPC. Given the fact that the questionnaire was developed from a very practical approach, rather than an empirically stringent consideration, this method appeared to be superior to the empirical approach (e.g. cluster and factor analyses). The eight dimensions are employees' perceptions of (1) the organizational context, (2) the opportunities for promotion and reward, (3) the access to training, (4) the institutional rules and regulations, (5) the nature of the work, (6) the supervisors, (7) the relationship with co-workers, and (8) the

organizational commitment. Each dimension typically included several questionnaire items addressing the respective topic. The following list identifies the questionnaire items related to each individual dimension:

***The organizational context***

- III-4: KFPC is a well-managed hospital.
- III-6: I feel that people from diverse cultural background are well accepted within the organization.
- III-7: The employee orientation at KFPC is adequate.
- III-8: I feel that information and changes affecting the operation of hospital are effectively communicated to me.
- III-11: Employees are empowered to make their own decisions.
- III-17: KFPC is a highly efficient, work-oriented place.

***The opportunities for promotion and reward***

- II-3: How satisfied are you with your chances for advancement/promotion?
- III-16: Hard work is appreciated and rewarded at KFPC.

***The access to training***

- II-4: How satisfied are you with your access to needed training?

***The institutional rules and regulations***

III-13: Policies and regulations are generally clear and understandable.

III-20: Rules and regulations are well enforced.

***The nature of the work***

II-2: How satisfied are you with your ability to have meaningful input into how you do your job?

II-5: How satisfied are you with your job as a whole?

III-1: The work is really challenging.

III-12: I enjoy my job.

III-19: My job function and responsibilities have been clearly explained to me and I understand them.

***The supervisors***

II-6: How satisfied are you with your immediate supervisor?

III-3: Supervisors treat me with respect.

III-9: Supervisors usually compliment employees who do something well.

III-21: Supervisors meet with employees regularly to discuss their future work goals.

***The relationship with co-workers***

II-1: How satisfied are you with your co-workers?

III-2: Employees at KFPC go out of their way to help a new employee feel comfortable.

III-5: I have a good working relationship with my co-workers/associates.

***The organizational commitment***

III-10: I am proud to work at KFPC.

III-14: I will be working at KFPC one year from now.

III-15: I will be working at KFPC five years from now.

III-18: People put a lot of effort into what they do at KFPC.

Assigning numbers in using a Likert scale allowed each participant in this study to rank his or her responses according to preference. By using a Likert scale, the results indicated whether one group was more or less satisfied than the other group on each of the variables measured.

For example, in Section II, one question was "How satisfied are you with your job as a whole?" Each participant was requested to provide his/her response by using the six-point scale. In Section III, the following statement appeared in the questionnaire: "The work is really challenging." Each participant was again asked to use the six-point scale in responding the statement.

The psychometric value of the questionnaire was slightly limited, in that it did not cover several important categories, such as base pay and benefits. The reason these issues were omitted from the questionnaire is because under New York State laws, employee pay rates and benefit packages are subject to collective bargaining in accordance with regulations and policies governing collective employment contracts. Therefore, for legal reason, the developer of the questionnaire was prevented from including statements about these issues, which also might be reasons for employee turnover at the institution. In addition, only two Sections out of four Sections in the questionnaire were used in this study. Thus, it may have contaminated the validity of the questionnaire. Further, the structure of the questionnaire, especially the distinction between Sections II and III appeared somewhat arbitrary. For example, there were five questionnaire items concerning the nature of work in the institution, including two items in Section II (i.e. II-2 and II-5) and three items in Section III (i.e. III-1, III-12 and III-19). The distribution of these questionnaire items did not seem to follow any pattern. This might have confused the employees who answered the questionnaire and the interpreter of the results by preventing them from focusing on related questionnaire items. However, it featured many aspects of job satisfaction that are considered in the relevant literature to be crucial in modern research; and overall, it proved to be an adequate research instrument and was used to collect both sets of data for this study.

## **Data Collection**

With authorization from the senior management team at Kirby Forensic Psychiatric Center (KFPC), the secondary data set was collected by accessing, via computer, the personnel database at KFPC for the results of the institutional survey (1999 Kirby Forensic Psychiatric Center Staff Workplace Survey) of its entire staff of 324 current employees in the calendar year of 1999. These data, which had been analyzed and interpreted by the Director of Program Evaluation at KFPC, were collected by the institution for its own internal use for personnel records and decision-making.

As a participant in the 1999 survey, I assisted in the distribution of the questionnaire to all employees who were present at the annual staff meeting in January 1999. Those employees not present at the meeting received the instrument through their respective supervisors. The majority of employees who were present at the meeting returned the completed questionnaire at the conclusion of the meeting. Those not present at the meeting were requested, through their supervisors, to complete and return the instrument via mail within two weeks (after the annual staff meeting) directly to the Director of Program Evaluation at KFPC. On the closing date which had been set for receipt of all copies of the completed questionnaire, 252 completed copies, or 77.78%, had been received.



The primary data set was collected from a job satisfaction survey of 117 former employees whose employment was terminated at KFPC during the year of 1999. These former employees represented all levels and departments at KFPC. For this data set, no determination was made as to whether these terminations were voluntary or involuntary. As stated previously, this data set was collected by using the same survey instrument (1999 Kirby Forensic Psychiatric Center Staff Workplace Survey) which was used to collect the data for the secondary data set.

From a search of the confidential staff turnover records at KFPC, a list of the names, addresses, telephone numbers and other employment-related information was prepared of these 117 former employees. Using this list, a copy of the survey instrument, a cover letter and a self-addressed and stamped envelope were mailed to each of these former employees between January and December of 1999. The cover letter explained the nature and purpose of the study, the rights and protection of the participants, and invited their participation by filling out and returning the completed questionnaire in the envelope provided within two weeks (See Appendix D). At the end of two weeks, a follow-up was conducted via phone or post card of those who had not returned the instrument at that time. At the end of January 2000, 40 completed copies, or 34.19%, of the 117 mailed copies of the questionnaire had been received.

## **Data Analysis And Interpretation**

The data analysis for this study consisted of organizing and summarizing the data collected from the two participant groups (i.e. 252 responses from “current employees” of 1999 and 40 responses from “former employees” who terminated their employment within the calendar year of 1999). The data analysis began with data coding from each participant group. Using two data coding sheets, the data were processed to generate two sets of results (See Appendixes E and F).

On the data coding sheet for the participant group of 252 current staff members, there were sufficient columns and rows to list responses to all the questionnaire items from each participant. On the data coding sheet for the participant group of 40 former employees, there were the same number of columns with 40 rows of data, indicating that one row was allocated to each respondent.

Each column on both data coding sheets was clearly labeled. Starting at the left margin, the first three columns were labeled “Department” (Department Code), “Shift” (Day, Evening or Night) and “Gender” (Male or Female). The remaining columns were labeled for the other 27 questionnaire items, including six questionnaire items in Section II (i.e. II-1 – II-6) and 21 questionnaire items in Section III (i.e. III-1 – III21). One column was allotted for each question.

Responses contained in Section I of the questionnaire (i.e. 1 – 3 columns) were not utilized in this study because demographic variables were not considered in relation to job tenure in this study. Therefore, the responses in the 27 columns on the data coding sheets constituted the data in this study. The responses in the “department” column were used to organize and sort the data (See Appendixes E and F).

The 27 columns on the data coding sheets showed the ranking of response to each questionnaire item. When the responses indicated “Very Dissatisfied” or “Highly Disagree” that response appeared on the data coding sheet as “1”; “Moderately Dissatisfied” or “Moderately Disagree” as “2”; “Mildly Dissatisfied” or “Mildly Disagree” as “3”; “Mildly Satisfied” or “Mildly Agree” as “4”; “Moderately Satisfied” or “Moderately Agree” as “5”; and “Very Satisfied” or “Highly Agree” as “6”. For those responses which were outside the available spectrum, i.e. either a blank or a number other than “1” to “6”, the cells corresponding to the questionnaire items on the data coding sheet, were marked “9”.

After the two sets of data were coded, frequency distributions were used to examine the concepts of relative proportions, percentiles, and percentile ranks, representing the frequency of observation that fell within a specific level of variables. In addition, at the preliminary level of data analysis, descriptive statistics were computed separately for the two participant groups. This included medians, means, standard deviations and variances.

Differences between the two groups with regard to the 27 questionnaire items on the job satisfaction instrument were determined by use of the t-tests for independent samples, employing the statistical package Systat® (version 10.2).

Different statistical tests allow researchers to use the t-test to determine the differences between participant groups. The t-test is most commonly used to examine whether two groups are significantly different from one another (Cozby, 1993). In this study, the t-test was used to determine whether a significant difference existed between the two participants groups' responses to the different questionnaire items. Further, the t-test was used to determine the differences between the two participant groups in the specific job satisfaction dimensions and their relationship to the employee turnover problems at KFPC.

In greater detail, the rationale for using the t-test for independent samples lies in the fact that due to very strict data protection measures, it was not possible to match the individuals from the group of *former employees* to the participants in the annual job satisfaction survey at KFPC. Hence, it is potentially possible that (a) none of the 40 former employees had filled in the questionnaire during the regular KFPC session, or (b) all former employees had previously filled in the survey instrument, or (c) any number in-between. The latter is the most likely scenario. This implies that there is no apparent connection between the two groups, justifying the use of t-tests for independent samples. On a statistical

note, however, the fact that there is a high likelihood that at least some of the respondents filled in the survey questionnaire both times (i.e., as part of the annual survey and as part of the group of former employees) implies that differences in means between the two groups are likely to be deflated and harder to detect.

In this study, t-tests indicate whether differences in means of the two participant groups are significant. For that purpose, differences in means are labeled as “significant” for alpha errors smaller than 1 per cent ( $p < .01$ ). By using an alpha error level of  $p < .01$ , it is noted as strength because of the result is more conservative in the study. As there is a high likelihood that due to double inclusion, differences between the two groups are deflated in the present sample, corrections that take into consideration the number of t-tests performed simultaneously (e.g., Bonferroni corrections), were not employed, so as not to inflate the risks of beta errors even further (that is, decrease the likelihood to detect differences that do exist).

## **Data Presentation**

The results are presented as Research Findings in Chapter 4 which emerged from the data analysis and interpretation. First, general results are reported. This is followed by a more detailed analysis of the differences between the two participant groups (i.e. current employees and former employees) on the clustered eight dimensions of the job satisfaction questionnaire, Sections II and III. The research findings of the study are presented in narrative descriptive form with accompanying tables which display the data showing the levels of job satisfaction of the two participant groups at Kirby Forensic Psychiatric Center (KFPC) and the relationship of job satisfaction to employee turnover. Using the findings from the survey of the two participant groups, recommendations were made for improving the workplace environment at KFPC and presented as Chapter 5. Finally, Chapter 6 presents the summary of the research findings, the recommendations for future research, and the study conclusions.

## **CHAPTER 4**

### **RESEARCH FINDINGS**

#### **Introduction**

As previously stated, Kirby Forensic Psychiatric Center (KFPC) had the worst record of staff tenure for 1997 and 1998 in the State of New York. Judging from the results of the annual employee satisfaction survey conducted at KFPC, it is widely assumed by management personnel that there is a relationship between the problematically high employee turnover rates and employee satisfaction. To date, however, KFPC has not been able to prove or disprove this assumption. Therefore, this study was undertaken to explore in more depth the relationship between employee satisfaction and employee turnover KFPC in the State of New York to better assist in solving the high turnover problem at this facility.

This study was a comparative analysis of job satisfaction of current and former employees as a basis for better understanding and improving employee turnover at Kirby Forensic Psychiatric Center (KFPC). Specifically, the study sought to provide answers to the questions: (1) "Is there a measurable pattern of job satisfaction that corresponds with employee turnover at Kirby Forensic Psychiatric Center?" and (2) "Does this pattern indicate that employees who are less satisfied with certain aspects of their jobs are more likely to leave the

institution?” Also included in this study was an action plan, based on the findings, for workplace improvement at KFPC. In this chapter, the results of the study are presented.

After a short discussion of the general results, the findings are organized by the eight dimensions of the survey instrument as follows: employees' perceptions of the broad organizational context, opportunities for promotion and reward, access to training, institutional regulations and rules, the nature of the work, supervisors, relationship with co-workers, and organizational commitment. Also included in this chapter are an analysis of the responses to the survey instrument, statistical applications, emergent patterns of employee turnover behavior, and the effectiveness of the workplace survey instrument.

### **Analysis Of Responses**

A total of 324 current employees in 1999 participated in this study and received the questionnaire used in the Kirby Forensic Psychiatric Center (KFPC) employee job satisfaction survey, from which 252 responses were returned, for a response rate of 77.78%. A total of 117 former employees who quit their job during the year of 1999 were given the same survey instrument, from which 40 responses were returned, for a response rate of 34.19%.



A summary of responses from both participant groups is presented by number and percentage of personnel in each major department at KFPC in Table 4.1. Also presented are the response patterns which appear to have emerged from this analysis.

As shown in Table 4.1, the 1999 current employees in three departments (i.e. Medicine, Pharmacy and Dental) had a 0% response rate to the questionnaire. By contrast, three departments (Psychology, Social Work and Psychiatry) had a 100% response rate. Among the departments represented by the 1999 former employees, four departments (Medicine, Pharmacy, Dental and Clerical) had a 0% response rate to the survey instrument and two departments (Social Work and Treatment Team Leader) had a 100% response rate. For the former employees who had a 0% response rate and those with a 100% response rate, it would be interesting to know if the respective termination of these employees was voluntary or involuntary.

**Table 4.1**

Summary of participants and response rates by job class

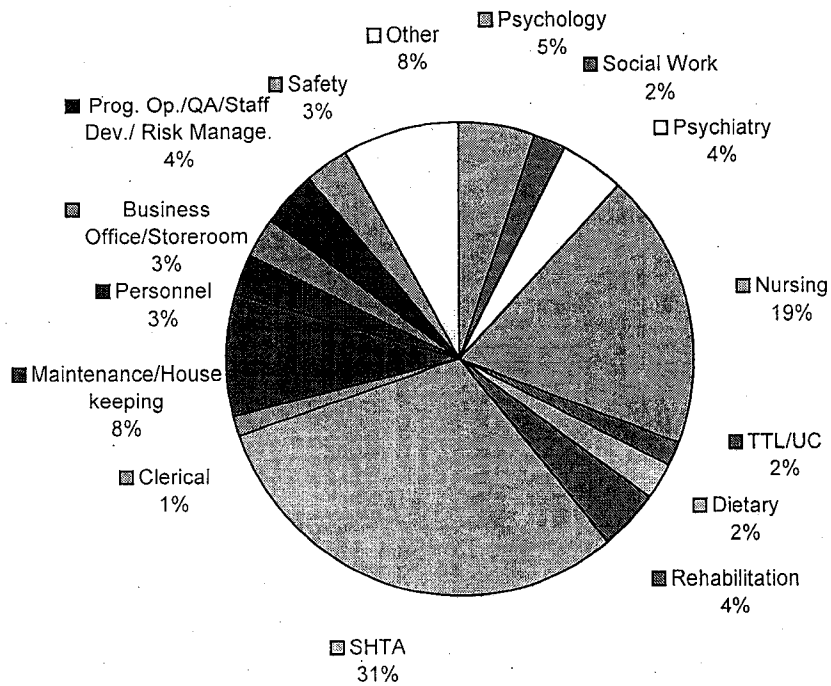
	Current Employees			Former Employees		
	No. of Staff	No. of Reply	Return Rate	No. of Turnover	No. of Reply	Return Rate
Psychology	13	13	100.00%	4	3	75.00%
Social Work	6	6	100.00%	4	4	100.00%
Psychiatry	11	11	100.00%	3	2	66.67%
Medicine	3	0	0.00%	2	0	0.00%
Pharmacy	3	0	0.00%	1	0	0.00%
Nursing	53	48	90.57%	18	9	50.00%
Treatment Team Leader (TTL)	6	4	66.67%	3	3	100.00%
Dietary	11	6	54.55%	6	2	33.33%
Dental	3	0	0.00%	1	0	0.00%
Rehabilitation	13	11	84.62%	5	1	20.00%
Security Hospital Treatment Asst. (SHTA)	86	77	89.53%	29	4	13.79%
Clerical	5	3	60.00%	3	0	0.00%
Maintenance/Housekeeping	25	21	84.00%	8	3	37.50%
Personnel	8	7	87.50%	5	2	40.00%
Business Office/Storeroom	10	7	70.00%	4	1	25.00%
Prog. Op./Staff Dev./ Risk Manage.	11	10	90.91%	4	3	75.00%
Safety	33	8	24.24%	10	1	10.00%
Other	24	20	83.33%	7	2	28.57%
<b>TOTAL / AVERAGE</b>	<b>324</b>	<b>252</b>	<b>77.78%</b>	<b>117</b>	<b>40</b>	<b>34.19%</b>

Two patterns of responses seem to have emerged from this analysis. First, there appear to have been a larger number of respondents from professional staff. As shown in Table 4.1, a greater proportion of the mental health professionals among both the current and former employee groups provided the highest percentage (100%) of the completed questionnaire. These high response rates were most likely the results of my personal discussion with these individuals about the study and the importance of returning the questionnaire. However, among the professionals, only Social Work had a consistent response pattern of 100% across both groups of participants.

The second pattern appears to have emerged around the number of employees in each department. First, for both the current and former employees, the departments with the fewest number of staff members (i.e. Medicine, Pharmacy and Dental) also had the lowest rate (0%) of returns. Second, it was also noted that Social Work and Medicine were among the departments with the smallest staff, but these departments had the highest rate (67%) of employee turnover.

Figures 4.1 and 4.2 present the responses from the current employees in the year of 1999 and the former employees who quit in 1999 by percentage of these two groups of participants in each of the major departments at KFPC.

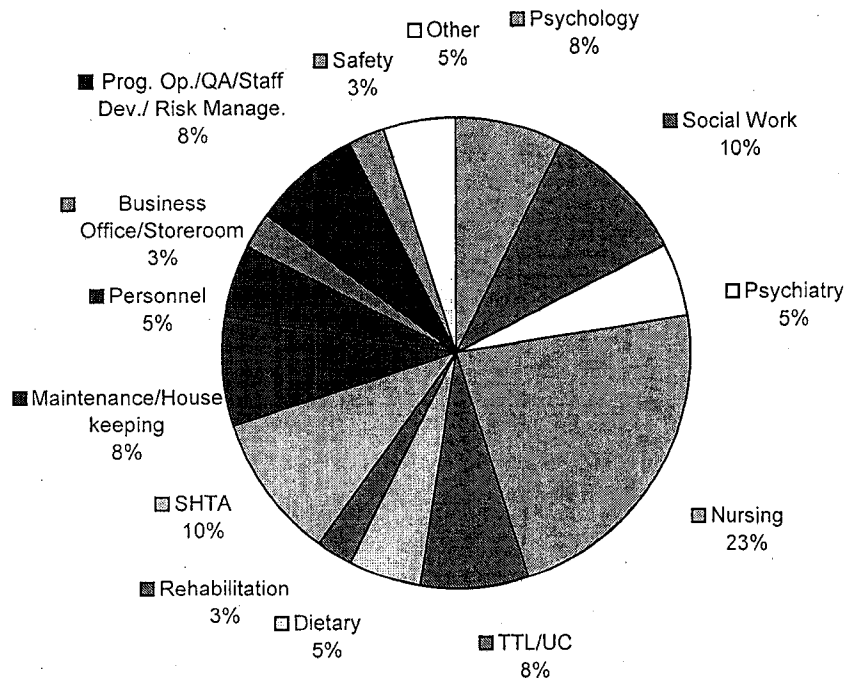
### Departments by Percentage of Current Employees



**Figure 4.1**

*Responses from the 1999 current employees by percentage of participants in each department*

### Departments by Percentage of Former Employees



**Figure 4.2**

*Responses from the former employees who quit in 1999 by percentage of participants in each department*

## **Statistical Applications**

### **Preliminary data analysis and rationale for using t-test**

At the first stage, preliminary level of data analysis, descriptive statistics of all data were computed separately for the two participant groups (N=252 and n=40, respectively). This included medians, means, standard deviations and variances. Tables and graphs are used to display the results from the 27 questionnaire items from each participant group (See Appendixes G and H). Detailed results are presented in Table 4.2.

The preliminary, descriptive analysis served two purposes. First, it provided a first picture of job satisfaction within and between the two participant groups. The descriptive analysis revealed that individuals in both groups showed that they have very good relationship with their co-workers (questionnaire item III-5). The group of current employees, however, was empowered at a very low level to make their own decisions (questionnaire item III-7). Former employees, on the other hand, were most negative with respect to their perceived appreciation and reward for hard work (questionnaire item III-16). An interesting finding from the descriptive analysis of standard deviations and variances was that the perceptions of former employees were more homogeneous than the perceptions of current employees, in spite of the small sample size of the former employees (n=40, compared to the current

employees N=252). This may indicate that there is a similar and potentially unique pattern of perceptions among former employees who quit their jobs at Kirby Forensic Psychiatric Center (KFPC), which may be related to the problem of high labor turnover.

Second, and more importantly, the reason for conducting the preliminary data analysis was to determine whether the statistical preconditions for the t-test, which is used as the main statistical tool in this study, were fulfilled. A number of assumptions have to be met in order to perform t-tests, even though t-tests are very robust against violations of these assumptions.

The first assumption is that the data are measured on an interval scale. As previously stated, the questionnaire format was a six-point Likert scale, which is frequently used in comparable studies as a basis for multivariate statistical procedures. As a result, this assumption can be regarded as fulfilled.

The second assumption is that the variables must be normally distributed. This is usually tested graphically and by analyzing skewness and kurtosis statistics. As Table 4.2 shows, the kurtosis or skewness statistics of all variables but one was below +2 or above -2, the usually accepted range (cf. Rencher, 1995). The only exception was questionnaire item II-5 ('I have a good working relationship with my co-workers/associates.') that has a high kurtosis of 8.07 and a low skewness of -2.13 for the group of those

employees who had left KFPC. This deviation from normal distribution is likely to yield more conservative results for the t-test for this particular item. For all other items, it can be concluded that the normal distribution assumption was not violated.

The final assumption is that the population variances of the two groups are the same. There is no reason to assume that the two groups in this study, i.e. those employees who had left their job at KPFC in 1999 and those who had not, are characterized by different variances. Furthermore, Table 4.2 shows that variances in the two groups are roughly the same. Most importantly, the variances in the smaller group of "former employees" (n=40) are not systematically greater than the variances in the larger group of "current employees" (N=252), which would have inflated or depressed the t-test statistics. On the contrary, as mentioned above, they are even slightly smaller in the smaller group of "former employees". Hence, it can be concluded that the assumptions for performing the t-tests are met in this study.



**Table 4.2**

*Descriptive statistics for the two participant groups*

Item	Current Employees (N=252)						Former Employees (n=40)					
	Median	Mean	SD	Variance	Skewness	Kurtosis	Median	Mean	SD	Variance	Skewness	Kurtosis
II-1	5.000	4.802	1.171	1.371	-1.169	1.128	5.000	4.725	1.062	1.128	-1.170	1.406
II-2	4.000	3.833	1.846	3.406	-0.408	-1.249	4.500	4.275	1.396	1.948	-1.176	1.063
II-3	4.000	3.619	1.657	2.747	-0.219	-1.105	2.000	2.475	1.154	1.333	0.853	1.068
II-4	4.000	3.450	1.714	2.937	-0.155	-1.376	5.000	4.325	1.745	3.046	-0.834	-0.625
II-5	4.000	3.976	1.641	2.693	-0.567	-0.833	4.000	3.975	1.732	2.999	-0.614	-0.942
II-6	5.000	4.655	1.575	2.482	-1.123	0.161	4.000	3.875	1.453	2.112	-0.035	-0.743
III-1	5.000	4.524	1.625	2.641	-0.947	-0.241	5.000	4.475	1.432	2.051	-1.353	0.983
III-2	4.000	4.000	1.470	2.161	-0.752	-0.249	4.000	4.000	1.357	1.842	-0.932	0.653
III-3	5.000	4.480	1.583	2.506	-0.981	-0.129	3.000	3.325	1.492	2.225	0.382	-0.790
III-4	4.000	3.504	1.770	3.135	-0.215	-1.312	4.000	3.800	1.436	2.062	-0.615	-0.144
III-5	5.000	5.151	0.748	0.559	-0.714	0.773	5.000	5.350	0.700	0.592	-2.130	8.074
III-6	5.000	4.297	1.611	2.597	-0.918	-0.232	4.000	3.575	1.534	2.353	-0.351	-0.640
III-7	5.000	4.128	1.612	2.599	-0.692	-0.628	5.000	4.872	1.559	2.430	-1.709	1.945
III-8	4.000	3.616	1.695	2.872	-0.381	-1.224	4.000	3.700	1.505	2.267	-0.501	-0.498
III-9	4.000	3.544	1.690	2.855	-0.308	-1.232	3.000	3.125	1.381	1.907	-0.051	-0.396
III-10	5.000	4.219	1.711	2.928	-0.752	-0.659	4.500	4.025	1.527	2.333	-0.771	-0.317
III-11	3.000	2.909	1.628	2.649	0.148	-1.322	3.000	3.050	1.449	2.100	-0.038	-1.145
III-12	5.000	4.406	1.487	2.210	-0.840	-0.060	4.000	3.923	1.178	1.389	-1.573	1.903
III-13	4.000	3.587	1.524	2.323	-0.184	-0.944	5.000	4.400	1.446	2.092	-0.860	-0.164
III-14	5.000	4.805	1.498	2.243	-1.457	1.258	3.000	3.125	1.667	2.779	0.526	-0.667
III-15	4.000	3.524	1.710	2.923	-0.171	-1.177	1.000	1.825	1.059	1.122	1.049	-0.177
III-16	3.000	3.202	1.869	3.493	0.098	-1.526	2.000	2.400	1.194	1.426	0.868	0.876
III-17	4.000	3.409	1.654	2.737	-0.064	-1.175	3.000	3.050	1.176	1.382	-0.101	0.237
III-18	4.000	4.056	1.402	1.965	-0.665	-0.319	5.000	4.250	1.515	2.296	-0.914	0.071
III-19	5.000	4.294	1.619	2.623	-0.740	-0.518	5.000	4.700	1.344	1.805	-1.219	1.272
III-20	4.000	3.562	1.601	2.562	-0.206	-1.103	5.000	4.225	1.687	2.846	-0.812	-0.567
III-21	3.000	3.083	1.744	3.041	0.103	-1.414	3.000	3.025	1.405	1.974	0.012	-0.907

## **Statistical results**

Statistical differences in the 27 questionnaire items between the participant groups (i.e. current employees and former employees) at Kirby Forensic Psychiatric Center (KFPC) were analyzed with t-tests for independent samples (See Chapter 3 for more details). The results of this analysis are summarized in Table 4.3. The 27 questionnaire items in this table are organized around the eight dimensions of the questionnaire, i.e. employees' perceptions of organizational context, opportunities for promotion and reward, access to training, institutional rules and regulations, the nature of the work, supervisors, relationship with co-workers, and organizational commitment.

Table 4.3 presents statistics on the means and standard deviations of current employees (M1 and SD1), the means and standard deviations of former employees (M2 and SD2), the difference in the means of these two participant groups (Md), the t-test statistics ( $t_{290}$ ), and related probabilities ( $p$ ) for each questionnaire item. More detailed tables and charts for each questionnaire item are presented in Appendix I.

In this study, using a significance level of .01 and following usual practice, significant differences calculated between these two groups were identified by the value of specific questions. In Table 4.3, under the column "t-test ( $t_{290}$ )", significance levels of  $p < .01$  are demonstrated by one asterisk (\*).

**Table 4.3**

*Summary of the t-test results*

Questionnaire Item	Current Employee		Former Employee		Difference in Mean (Md)	t-Test (t <sub>290</sub> )	Probability (p)	
	(M <sub>1</sub> )	(SD <sub>1</sub> )	(M <sub>2</sub> )	(SD <sub>2</sub> )				
<b>Employee's perceptions of organizational context</b>								
III-4	<i>KFPC is a well-managed hospital.</i>	3.504	1.770	3.800	1.436	-0.296	-1.005	0.316
III-6	<i>I feel that people from diverse cultural background are well accepted within the organization.</i>	4.297	1.611	3.575	1.534	0.722	2.648*	0.009
III-7	<i>The employee orientation at KFPC is adequate.</i>	4.128	1.612	4.872	1.559	-0.744	-2.688*	0.008
III-8	<i>I feel that information and changes affecting the operation of the hospital are effectively communicated to me.</i>	3.616	1.695	3.700	1.506	-0.084	-0.295	0.768
III-11	<i>Employees are empowered to make their own decisions.</i>	2.909	1.628	3.050	1.449	-0.141	-0.517	0.605
III-17	<i>KFPC is a highly efficient, work-oriented place.</i>	3.409	1.654	3.050	1.176	0.359	1.319	0.188
<b>Opportunities for promotion and reward</b>								
II-3	<i>How satisfied are you with your chances for advancement/promotion?</i>	3.619	1.657	2.475	1.154	1.144	4.204*	0.000
III-16	<i>Hard work is appreciated and rewarded at KFPC.</i>	3.202	1.869	2.400	1.194	0.802	2.629*	0.009
<b>Access to training</b>								
II-4	<i>How satisfied are you with your access to needed training?</i>	3.450	1.714	4.325	1.745	-0.875	-2.991*	0.003
<b>Institutional regulations and rules</b>								
III-13	<i>Policies and regulations are generally clear and understandable.</i>	3.587	1.524	4.400	1.446	-0.813	-3.145*	0.002
III-20	<i>Rules and regulations are well enforced.</i>	3.562	1.601	4.225	1.687	-0.663	-2.413	0.016
<b>The nature of the work</b>								
II-2	<i>How satisfied are you with your ability to have meaningful input into how you do your job?</i>	3.833	1.846	4.275	1.396	-0.442	-1.448	0.149
II-5	<i>How satisfied are you with your job as a whole?</i>	3.976	1.641	3.975	1.732	0.001	0.004	0.997
III-1	<i>The work is really challenging.</i>	4.524	1.625	4.475	1.432	0.049	0.179	0.858
III-12	<i>I enjoy my job.</i>	4.406	1.487	3.923	1.178	0.483	1.933	0.054
III-19	<i>My job function and responsibilities have been clearly explained to me and I understand them.</i>	4.294	1.619	4.700	1.344	-0.406	-1.506	0.133
<b>The supervisors</b>								
II-6	<i>How satisfied are you with your immediate supervisor?</i>	4.655	1.575	3.875	1.453	0.780	2.938*	0.004
III-3	<i>Supervisors treat me with respect.</i>	4.480	1.583	3.325	1.492	1.155	4.320*	0.000
III-9	<i>Supervisors usually compliment employees who do something well.</i>	3.544	1.690	3.125	1.381	0.419	1.489	0.137
III-21	<i>Supervisors meet with employees regularly to discuss their future work goals.</i>	3.083	1.744	3.025	1.405	0.058	0.201	0.841
<b>The relationship with co-workers</b>								
II-1	<i>How satisfied are you with your co-workers?</i>	4.802	1.171	4.725	1.062	0.077	0.389	0.698
III-2	<i>Employees at KFPC go out of their way to help a new employee feel comfortable.</i>	4.000	1.470	4.000	1.357	0.000	0.000	1.000
III-5	<i>I have a good working relationship with my co-workers/associates.</i>	5.151	0.748	5.350	0.770	-0.199	-1.559	0.120
<b>Organizational commitment</b>								
III-10	<i>I am proud to work at KFPC.</i>	4.219	1.711	4.025	1.527	0.194	0.673	0.501
III-14	<i>I will be working at KFPC one year from now.</i>	4.805	1.498	3.125	1.667	1.680	6.452*	0.000
III-15	<i>I will be working at KFPC five year from now.</i>	3.524	1.710	1.825	1.059	1.699	6.018*	0.000
III-18	<i>People put a lot of effort into what they do at KFPC.</i>	4.056	1.402	4.250	1.515	-0.194	-0.804	0.422

\* The results of t-tests appeared significant differences.

The differences between the two participant groups in this study appear in the column of Table 4.3, labeled “t-test”, where responses to each questionnaire item from the group of current employees were compared to the responses to each questionnaire item from the group of former employees. In Table 4.3, the difference in means indicates either positive or negative differences. When the difference in means is positive, it indicates that the group of “current employees” scored higher than the group of “former employees” for the respective questionnaire item. In other words, when the difference in means is positive, it indicates that the group of “current employees” were more satisfied (or agree more strongly) than the group of “former employees”. Conversely, when the difference in means is negative, it indicates that the group of “former employees” scored higher (are more satisfied or agree more strongly) than the group of “current employees”.

As shown in Table 4.3, significant differences appeared in the answers to ten questionnaire items including questionnaire items II-3, II-4, II-6, III-3, III-6, III-7, III-13, III-14, III-15, and III-16. However, two questionnaire items, III-14 and III-15, were not considered in this study because it is not meaningful to compare the answers of employees who had already quit to the answers of current employees when the questions posed were: “I will be working at KFPC one year from now.” and “I will be working at KFPC five years from now.”.

Therefore, a total of eight questionnaire items showed significant differences between the two participant groups in this study.

### **Group Comparisons Regarding Job Content And Work Environment**

The results of the study in this section are organized according to the eight dimensions of the questionnaire, i.e. employees' perceptions of (1) the organizational context, (2) the opportunities for promotion and reward, (3) the access to training, (4) the institutional rules and regulations, (5) the nature of the work, (6) the supervisors, (7) the relationship with co-workers, as well as (8) the organizational commitment.

#### **The organizational context**

In terms of homogeneity, this dimension was perhaps the broadest one, as it included questionnaire items from a relatively wide range of the organizational context, ranging from employee empowerment to aspects of ethnic diversity.

The results of the study indicated that the group of former employees perceived issues related to the ethnic background of employees at KFPC as more problematic than the group of current employees. Hence, it can be

speculated that the issue of differential treatment of ethnic groups may have contributed to the employees' decisions to quit their jobs. However, as the questionnaire did not include information on ethnic background, statistical principles do not support conclusions about specific problems related to ethnicity.

With regard to employee orientation, somewhat surprisingly the group of former employees were more satisfied than the group of current employees. However, the very general contents of this particular questionnaire item combined with the relatively difficult terminology may have imposed potential limits on the interpretability of this result. Also from the results, the two participant groups did not show a statistically significant difference on the other issues related to the perception of the organizational context. This means that the perception of the general efficiency of KFPC, communication and empowerment are not likely to be substantially related to employee turnover at KFPC.

### **The opportunities for promotion and reward**

The results of the study indicated that the issue pertaining to the opportunities for promotion and reward at KFPC demonstrated significant differences between the two participant groups. That is, at KFPC, individuals who quit indicated a stronger dissatisfaction with the chances for promotion, the

institutional reward system and the recognition for hard work than individuals who did not quit.

Many studies have found that reward and promotion opportunities are important factors of job satisfaction that is closely related to employee turnover (Herring, 1985; Gaudet, 1990; Martin, Price and Mueller, 1996). This study affirms the importance of this factor. Hence, it appears that reward and career advancement issues constitute a strong concomitant of job satisfaction and, thus, employee turnover at KFPC. It is one of the main issues for KFPC to address further.

### **The access to training**

Regarding the issue of access to needed training at KFPC, surprisingly the results showed significant differences between the current employees and former employees at KFPC. It is worthy of note that individuals who quit indicated higher satisfaction with their access to the training programs than individuals who did not quit.

Several studies have indicated that the availability of training and educational programs was an important factor in job satisfaction and staff turnover behavior in the workplace (Reddy, 1996; Bartlett, 1999). In other words, lack of access to training is likely to lead to higher levels of employee

dissatisfaction and staff turnover. However, the results of this study did not confirm past research, but showed contrary findings. People who were more satisfied with their access to training programs were more likely to leave this institution. One likely reason could be that individuals who participated in training programs and were, thus, more likely to be satisfied with training opportunities, used this training to enhance their employment opportunity and job mobility. That is, these individuals were more likely to be successful in their search for alternative employment.

### **The institutional rules and regulations**

In this dimension, the issue pertaining to the clarity of rules, regulations and policies at KFPC indicated significant differences between the two participant groups. It demonstrated that people who quit responded with stronger agreement that they clearly understood the institutional rules, regulations and policies than people who did not quit.

This finding indicated that individuals who quit have a more positive perception of the institutional operating procedures as compared to the group of participants who remained employed at KFPC. The literature addressing this topic is scarce. It is difficult to determine why the group of individuals who left demonstrated superior understanding of the rules and regulations as compared to the group of individuals who stayed. One likely reason which can



be inferred is that the group of individuals with greater understanding of the rules and regulations possessed higher levels of knowledge and skills, as well as mobility; and therefore, they enjoyed greater access to alternative employment or termination of employment by some individuals may have been voluntary.

### **The nature of the work**

In this study, the results indicated that no significant difference existed between these two participant groups in relation to their satisfaction with the nature of work.

In contrast, previous studies have found that satisfaction with the nature of job content could be related to employee turnover; that is, increasing satisfaction with the nature of the tasks decreases turnover behavior (Schien, 1993; Hall, 1994; Walker, 1995; Edwards, 1996; Griffin, 1996; Campion, 1998; Spector, 2000). Still, the results from this study suggested that there were no significant differences between the two participant groups. This means that the perception of the nature of the work is not likely to be substantially related to employee turnover at KFPC.

## **The supervisors**

The relevant literature shows that employee satisfaction with their supervisors has been shown to be directly related to the overall job satisfaction and employee turnover. The results of this study confirmed this causal relationship.

The results of the study showed significant differences related to supervision at KFPC. The group of individuals who quit were less satisfied with their immediate supervisors in general than the group of individuals who remained employed. In particular, the former employees felt strongly that their supervisors failed to treat them with respect in contrast with the current employees. The relationship between staff members and their supervisors, both technical and personal, has been studied and has been found to be a major factor related to employee turnover in different industries (Grear, 1991; Woodman, 1995; Latham and Wexley, 1996; Fazio, 1999). In this study, the personal relationship between employees and their supervisors was found to be one of the key factors related to job satisfaction and staff turnover at KFPC.

### **The relationship with co-workers**

The results of the study did not show a statistically significant difference between the two participant groups in their perceptions of the relationship with co-workers at KFPC.

Previous studies have indicated that the relationship between co-workers can cause employee turnover behavior in the workplace (Muchinsky and Tuttle, 1994; Wanous, 1995). However, in this study, no significant difference between the two participant groups was found in terms of the relationships with co-workers at KFPC. Employees appeared to get along well with each other and the relationship with colleagues appeared unrelated to turnover behavior at KFPC.

### **The organizational commitment**

In this dimension, although the two participant groups showed significant differences in the perceptions of their future length of their tenure with KFPC, the responses to the particular items were not being considered in this study because it was not meaningful to compare the responses of former employees who had already quit their jobs and the current employees who stayed. In addition to the length of tenure, the "pride" and the "effort" measurements in this dimension did not demonstrate a statistically significant

difference. Therefore, the results of the study confirmed that no significant differences were found regarding the perceptions of the organizational commitment at KFPC.

### **Emergent Patterns Of Turnover Behavior**

At Kirby Forensic Psychiatric Center (KFPC), the results of the study showed significant differences between participant groups on several questionnaire items. The former employees expressed greater dissatisfaction than the current employees with regard to the following aspects of their jobs: (1) opportunities for advancement, (2) their immediate supervisor, (3) the notion that hard work is rewarded and appreciated and (4) the level of acceptance within the organization concerning people from diverse cultural backgrounds. Additionally, there were some seeming anomalies in the findings. The former employees were more satisfied than the current employees with the following aspects of their jobs: (1) access to needed training, (2) the adequacy of employee orientation and (3) the clarity of rules and regulations at KFPC.

By integrating the findings presented above, it appears that there is a pattern of correlation between job satisfaction and employee turnover at KFPC. When individuals are dissatisfied with regard to their supervisors and frustrated by the

perception of a low level of acceptance of their cultural background throughout the entire institution at KFPC, they begin to search for alternative employment elsewhere. If simultaneously, they enjoy opportunities to access various training programs to strengthen their skills and knowledge, and through experience or knowledge they arrive at an understanding that the institutional rules and regulations will not favorably affect their chances of reward and promotion, they are most likely to have a successful job search and leave KFPC for a better opportunity elsewhere.

In addition, this study revealed that there was a measurable consistency by department in responses to virtually every questionnaire item by these two participant groups. That is, for instance, when the group of former employees in the Department of Psychology scored lower than average on the questionnaire item II-1 compared to the other departments of former employees, the group of current employees in this department also scored lower than the average on the same questionnaire item among others (See Appendixes G and H).

Furthermore, by examining each dimension ranked by different departments and professions, individuals in certain departments and professions demonstrated more dissatisfaction than the other departments and professions in different dimensions. It is also fair to say that, based on the results of the study, several patterns were found among individuals in different departments and professions.

These patterns can be explained as the likely result of job dissatisfaction leading to employee turnover behavior at KFPC.

First, regarding opportunities for promotion and reward and the acceptance of people from diverse cultural backgrounds, it appears that the Departments of Nursing and Social Work showed significantly lower scores than the average. Therefore, it appears that the promotion and reward system at KFPC does not favor individuals in these two departments. In addition, acceptance of diversity in these departments require further study.

Second, regarding relationship with supervisors, the Department of Psychology demonstrated significant dissatisfaction compared to the other departments. This finding may indicate that the supervision in this department may not be recognized and appreciated by individuals in this department. Thus, it appears that the quality of supervision in the Department of Psychology needs attention.

Third, regarding access to needed training, it was evident that the Department of Safety received a significantly lower score than the other departments. As previous statement, KFPC was established to serve and isolate patients requiring forensic evaluations and care under maximum-security conditions in the State of New York. Safety-related issues are very important in this high-secured mental hospital, in particular as it relates to specific groups of staff who deal directly with the patients. Base on the findings, it appears that KFPC has emphasized its

training programs in certain areas; such as medicine, psychology and healthcare; however, it has provided less safety-related training. Therefore, this finding may indicate that safety-related training programs should be enhanced at KFPC.

### **The Effectiveness Of The Survey Instrument**

Based on the findings of significant differences demonstrated from the data obtained from the two participant groups – current employees and former employees at Kirby Forensic Psychiatric Center (KFPC) – it can be postulated that the employee job satisfaction survey provided valid information for identifying the relevant factors that influence employee turnover behavior. Although the questionnaire used in this study, the 1999 Kirby Forensic Psychiatric Center Staff Workplace Survey, was not developed particularly for this study and it employed arbitrary scales, the results indicated that it is an adequate instrument to identify similarities and differences with regard to various aspects of job satisfaction.

In general, and not surprisingly, the group of participants who terminated their employment at KFPC in the year of 1999 showed lower levels of job satisfaction than the group of participants who remained employed at KFPC in 1999. It can be concluded that the participants who quit in 1999 felt less satisfied about key elements of their jobs; that is, they were more dissatisfied or expressed more

disagreement than the participants who did not quit by the end of 1999 as indicated by their questionnaire responses. From a different perspective, the participants who remained at KFPC demonstrated more satisfaction, i.e. more agreement to items presented in the questionnaire than the participants who quit. The measured level of satisfaction or dissatisfaction was evidenced by the participants' responses to items on the questionnaire. The results of the study confirmed the observation of high turnover rate at KFPC and its relationship to the staff dissatisfaction in the workplace environment. The results also provided evidence to confirm the assumptions of the institution of the relationship between job satisfaction and staff turnover in different dimensions which reflected the previous literature.

This was a case study that compared the responses of the two participant groups to the annual staff survey instrument used by KFPC. Despite the small overall sample size used in this study, and in particular the small size of the group of participants who terminated employment at KFPC in the year of 1999, the results still indicated significant differences between the two participant groups on several factors of job satisfaction. Thus, the results demonstrated the instrument used in this study to be effective.



## **Limitations Of The Study**

There are four limitations surrounding the issues of sample size, instrument, potential response duplication, and time lapse problem in this research. Some possible remedies are discussed below.

First, the findings of this study are based on a relatively small overall sample size which included 252 participants, out of a total of 324, representing the group of current employees in 1999 and 40 individuals, out of a total of 117, representing the group of employees who terminated their employment during the year of 1999. It is also noted that the response rate of the former employees (34.19%) was low.

Second, the psychometric value of the questionnaire used in this study was slightly limited. Several important categories were not covered, such as based pay and benefits. In addition, the questionnaire did not provide the information on whether the former employees voluntarily or involuntarily quit their jobs during the year of 1999. Furthermore, only two of the four Sections of the questionnaire were used in this study. This selection of only two sections of the questionnaire may have maybe contaminated the validity of the survey instrument.

Third, as the questionnaire was administered anonymously, it was not possible to identify each respondent individually from the participant groups. Therefore, while comparisons were made between these two participant groups, there was a limitation in that certain individuals may have filled out the questionnaire twice. For example, if an individual completed the questionnaire for the annual staff survey in January of 1999, as a current employee, then terminated employment in July of 1999, he/she would have been requested to complete a second questionnaire as a former employee in August of 1999, and would thus have been included in this study twice. Because of the anonymous questionnaire distribution process, there was no way to be certain whether any individuals were counted twice in this manner. The statistical implications of this limitation are discussed in Chapter 3.

Four, as all former employees who had left the institution during the course of 1999 were given the questionnaire at one particular point in time, the time difference between the time of exit and the time of filling out the questionnaire varied from a few days to almost one year, with potential repercussions on the accuracy of data and comparability within the group of former employees.

## **CHAPTER 5**

# **RECOMMENDATIONS FOR WORKPLACE IMPROVEMENT**

### **Introduction**

This study was a comparative analysis of job satisfaction of current and former employees as a basis for better understanding and improving employee turnover at Kirby Forensic Psychiatric Center (KFPC). This was the first study to address the staff workplace behavior and institutional problems at KFPC.

Employee survey feedback is one of the most widely used organizational development techniques. It focuses primarily on employee attitudes and beliefs. This strategy always involves three basic steps: first, the data collection; second, the feedback presentation; and third, the development of an action plan – a plan for overcoming identified problems and making improvements. In other words, after data collection, feedback meeting(s) and specific problem identification, specific action plans should be developed to make the necessary improvements. However, at KFPC, it seems clear that the final step in this three-step process is missing.

The institution conducts an employee workplace survey every year. A presentation of the results is made at the end of the survey. However, there

appears no efforts to further intervene to solve those problem identified and presented. The results of the survey could well lead to developing and implementing intervention strategies for improving job satisfaction and thus reducing employee tenure problems in the institution. Therefore, this study suggests the development of a clear action plan, based on the results of the annual employee satisfaction survey and the issues raised during the feedback session(s), which will include several overall organizational change exercises.

This chapter particularly focuses on a general and practical recommendations for KFPC. These recommendations are based not only on the empirical findings which are linked to existing research in the area of job satisfaction and employee turnover, but also the overall improvement of the organizational culture and change management in the institution. From the experience of the study, it is evident that there is no responsible team designed to undertake the functions of organizational development and change at KFPC. In addition, it is argued here that targeted interventions on the part of management are very likely to reduce employee turnover at KFPC. Therefore, this chapter presents recommendations for an action plan of the institution, which includes three steps: (1) development of an executive team, (2) implementation of organizational development programs, and (3) evaluation of the feedback and the results of the programs.

## **The Action Plan**

### **Development of an executive team**

As mentioned above, this study suggests the development of a clear action plan. However, a responsible team to design and implement an action plan is critical and it appears to be missing at Kirby Forensic Psychiatric Center (KFPC). It is suggested that the KFPC appoint an executive team to design, implement and evaluate a plan for organizational development and change in the institution.

Such an executive team should be composed of managers and staff representatives from the various departments and levels in the institution to interpret the annual staff survey findings and provide an improvement plan, as well as to further implement programs related to the overall organizational development and change in this institution. External consultants to be included in the executive team also can be considered. The involvement of staff representatives should provide not only for enhanced focus, but also for maximum commitment towards the suggested measures. Both operative employees and managers at the institution could benefit from the survey results and organizational development programs.

## **Implementation of organizational development programs**

A primary recommendation emanating from this study is to design and implement organizational development programs within Kirby Forensic Psychiatric Center (KFPC). According to previous studies, organizations make organizational changes through the development of different programs to assess the strength and weakness of the institution, to address the problems, and to further improve the quality of work. In addition, these in-house programs can further encourage individuals within the institution to participate in different activities to which they would not ordinarily be exposed.

Based on the results of the study, it is certainly important to design, implement and evaluate programs to solve the existing problems. This study suggests that KFPC improve the communication patterns and create more communication opportunities among staff members and between operative employees and managers in this institution, in particular in areas found to be problematic. Primary efforts should be directed toward the management of cultural differences that were perceived to be significantly more problematic by the group of former employees. One program that has been successfully implemented at other institutions include regular, monthly or bi-weekly staff meetings, or even irregular workshops focusing on various topics, such as "Cultural Sensitivity" training as needed. The meetings and/or workshops can be structured formally or informally. The purpose of the program, including

various meetings and workshops, is to allow individuals more opportunities to communicate with their colleagues and supervisors. Such program could also create more chances for individuals to express themselves and to understand each other in the institution. On the other hand, the program could offer opportunities for supervisors to recognize staff members' contributions and praise them for their hard work. By doing so, it is likely that relationships between supervisors and staff members will improve. At the same time, the program might be a powerful tool to communicate organizational issues. This study suggests that proper implementation is likely to increase productivity and decrease employee turnover.

In addition, one of the most straightforward insights from this study is that the institution would benefit from a rewards system and more clearly defined promotion opportunities. Therefore, it is recommended that the institution implement an appropriate rewards system and a career advancement opportunity program for staff members. A program that focuses on the development of an incentive package could help improve employees' sense of satisfaction. Incentives cover a spectrum from simple recognition such as "Employee of the Month" schemes to monetary or non-monetary rewards. Introducing performance-based reward schemes is not an easy enterprise. However, both academic research and current practice indicate that it is likely to improve employee satisfaction as well as productivity. Such a reward system is particularly warranted at KFPC, as the results of this study

suggested that the lack of an adequate reward scheme is one of the reasons for the high level of employee turnover in this institution. These suggestions could, in turn, have positive effects in many other work environment areas. There could be improvement in employee-employer relationships, and improvement in the overall morale of the work environment, as well as an increase in overall productivity.

In addition to the programs mentioned above, there are several programs to be suggested in order to improve the overall institutional workplace environment. These programs have been successfully implemented in various industries and organizations, and could be applied at KFPC. Quality of Work Life programs (QWL), which are designed to empower employees and create a more friendly, humane work environment with workers setting their own production goals and assuming decision-making responsibility. Total Quality Management (TQM) and Quality Circles (QC) programs, which are designed to gather voluntary groups trained in problem-solving processes used to restructure organizations, can also be considered. Some facilities use a social-technical approach, adopting a system's perspective. There is Grid Training (GT), which targets the formal organization using seminar training, goal-setting, goal attainment and critique and evaluation (with a concern for both production and people). These programs aim to enhance individual development and to improve organizational performance through the alteration of organizational members' on-the-job behavior and work settings.



## **Evaluation of the feedback and the results of the programs**

It is important to review and to evaluate the feedback from the implemented programs. This study indicated that although Kirby Forensic Psychiatric Center (KFPC) conducts the staff survey every year, it seems clear that a plan for overcoming identified problems and making the workplace improvements is missing. This study suggests developing an executive team to design, implement and evaluate the organizational development action plan. The team may be composed of internal staff members and/or external consultants. Based on the feedback from the current annual staff survey, as well as on-going and/or new organizational development programs, this team is responsible for evaluating the outcomes and making necessary adjustments to ensure the staff survey and the programs are effectively implemented.

## **CHAPTER 6**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSIONS**

#### **Summary Of The Study**

This research was conducted to address the issues of job satisfaction and employee turnover problems at Kirby Forensic Psychiatric Center (KFPC) in the State of New York, located in New York City. The Kirby Forensic Psychiatric Center (KFPC) is one of the maximum security psychiatric hospitals in the State of New York that serves and isolates patients requiring forensic evaluations and care in the New York City metropolitan area. It is easy to imagine that there are many specific factors that may be related to job stress and satisfaction in this type of setting.

Based on the institutional records (See Tables 3.1, 3.2 and 3.3 and Appendix A), it is generally understood that a staff tenure problem exists at KFPC. With this realization, this study sought to narrow the focus of the employee turnover problem at KFPC by using an employee job satisfaction questionnaire as a tool to further answer the following questions: (1) "Is there a measurable pattern of job satisfaction that corresponds with employee turnover at Kirby Forensic Psychiatric Center?" and (2) "Does this pattern indicate that employees who are

less satisfied with certain aspects of their jobs are more likely to leave the institution?"

The 1999 Kirby Forensic Psychiatric Center Staff Workplace Survey was utilized in this study to explore and determine the relationship between job satisfaction and employee turnover at KFPC. There were two groups of participants in this study. One group consisted of the total of 324 current employees at KFPC in 1999, of whom 252 replied. The other group consisted of a total of 117 former staff members who terminated their employment during the year of 1999, of whom 40 replied (See Table 4.1). Similarities and differences between the two participant groups on various aspects of job satisfaction were determined. T-tests were used to determine differences in means between the two participant groups (See Tables 4.2 and 4.3 and Appendixes G, H and I).

The significant differences between these two participant group responses on a number of questionnaire items which related to the jobs and the workplace environment at KFPC were discussed in this study.

In this study, responses relating to the job were requested and measured by several questionnaire items in the survey. However, the findings indicated there were no significant differences with regard to overall job enjoyment between these two participant groups (i.e. former employees and current employees). Theories have indicated that people who do not like their jobs will try to find

alternative employment (e.g. Spector, 2000). However, this study suggests that the relationship between job satisfaction and employee turnover is more complex, and involves a number specific aspects of job satisfaction rather than job satisfaction as a composite.

Overall job satisfaction involves several factors which include job content, workload, stress, shift, pay, and benefit. In different cases, depending on job expectations, individuals define their job satisfaction considering various factors in different degrees. The survey instrument used in this study was not designed and developed particularly for this study and there are several important issues that did not appear in the questionnaire. Therefore, it is suggested here that further research include a more complete job satisfaction survey. The results of such a study will help to determine which factors of job satisfaction are the most important in influencing the employees' decision to leave their jobs.

There are several areas related to the workplace environment at KFPC that indicated significant differences, both negative and positive, between the two participant groups.

Regarding the significant negative differences, first, employees who left KFPC felt less positive about job advancement possibilities as well as their receiving rewards for hard work. These two factors seem to be connected. Individuals who perceive themselves to work hard without either adequate rewards or career

advancement opportunities look for employment alternatives. Different studies have found significant negative correlations related to this issue (e.g. Gaudet, 1990). At KFPC, this study was the first to discover the evidence that perception of an inadequate reward system and career advancement opportunity at KFPC could be related to the employee turnover problem. On the basis of this, it may be necessary for management of KFPC to introduce a performance-based reward system. Such a system may have positive effects not only for job satisfaction and employee turnover, but also overall organizational effectiveness. This study also suggests that it would be important to provide more opportunities for career advancement of qualified in-house candidates.

Second, the findings revealed significant differences in satisfaction with the supervisors of former and current employees at KFPC. In particular, the group of former employees was less satisfied with their supervisor. They felt they were treated with less respect from their supervisors than employees who remained employed at KFPC. These findings point to potential weaknesses in the quality of supervision as one of the key factors linked to the employee turnover problem at KFPC. Manager-staff relationships have been emphasized in many previous studies as an important factor in staff tenure (e.g. Price, 1992). People who feel uncomfortable or less respected, particularly by their direct supervisors, are more likely to leave the organization. At KFPC, this finding also confirmed the perception of a lack of respect for employees in certain instances. This perception may be linked to job dissatisfaction and staff turnover.

Third, a significant difference was found in the responses relating to the acceptance of people from diverse cultural backgrounds within the institution. The results indicated that former employees who quit felt less sure about the notion that individuals with diverse cultural backgrounds were well accepted at KFPC. From previous studies, diversity issues have become an important lesson to study, as they have significant repercussions on overall organizational effectiveness (e.g. Mobley, 1997). Based on the finding from this study, it appears evident that acceptance of cultural diversity may be a potential problem at KFPC and the institutional communication and cultural reorganization may require additional emphasis and focus.

In sum, the results suggest that further considerations of problematic employment conditions are required, such as improving the reward and career advancement systems, improving the managers' supervisory skills, improving diversity acceptance training, and improving the communication strategies within the institution.

As mentioned above, in addition to the expected pattern of former employees being less satisfied with a number of factors related to their jobs, somewhat surprisingly, a number of rather unexpected reverse differences was detected. These are summarized in the following sections.

The research findings demonstrated that the group of former employees was more satisfied with their access to training than the group of employees who remained employed at KFPC. Although several studies have indicated that the availability of training and educational programs was an important and positive factor in job satisfaction and staff turnover behavior in the workplace (e.g. Bartlett, 1999), this finding was not replicated in this study. However, it is possible to speculate that respondents who benefited from KFPC's training programs and subsequently terminated employment developed a higher expectation for further career advancement which might also have resulted in less satisfactory views on perceived available opportunities of career advancement at KFPC. This speculation suggests that the provision for training opportunities may actually be counter-productive with respect to employee turnover. Consequently, it may be necessary to weigh carefully the training needs of the institution. On the other hand, although the overall satisfaction results supported access to training at KFPC, it was evident that the Department of Safety responded significantly lower than the average. That is, the safety-related training at KFPC is somewhat limited. Therefore, the quality and quantity of safety-related training needs to be improved in the institution.

Another significant difference recognized from the findings appears in relation to the perception of whether or not policies and regulations are clear and understandable. Former employees indicated greater satisfaction about their understanding of the policies and regulations at KFPC than the employees who

did not quit. This seems to suggest that the former employees who showed the greatest understanding of, and respect for, regulations and rules were among those who left the institution. This is an unexpected finding, as it suggests that individuals who show the most favorable behavior in that respect are the most successful in leaving the institution. A further analysis of disciplinary actions for violating rules at KFPC may provide further insight. With this information, a comparison between these two participant groups would be critical to further understand what this positive correlation between employees who quit and increased satisfaction about understanding rules is based on.

Based on the findings of the study, it can be confirmed that job dissatisfaction consistently demonstrated a significant relationship with employee intention to quit. In addition, the findings warrant further discussion of employee job satisfaction/dissatisfaction and its effects on employee turnover at KFPC.

### **Recommendations For Future Research**

There are four recommendations for further study in this field, including the technical considerations of conducting a survey, further investigation of significant factors, analyzing a wider range of potential factors, and expanding the use of demographics in the questionnaire.



## **Technical considerations of conducting a survey**

In this study, an employee job satisfaction questionnaire was administered to all employees of Kirby Forensic Psychiatric Center (KFPC) in 1999. The other group of people surveyed consisted of those employees who quit their jobs in 1999. As indicated in the limitations of this study, some participants possibly filled out the questionnaire twice and were included in each participant group. For example, some participants were surveyed in January 1999 when they were employed at KFPC and later terminated their employment from KFPC in the middle of 1999 may have completed the questionnaire again as a former employee. This limitation can be prevented by using a specific code for each individual, such as the last four digital of each individual's Social Security Number, to identify the participants and, thus, prevent the same individual from being included in both participant groups. Such a technique would, at the same time, allow for individual comparisons of employees who have left the institution. For example, it would be possible to identify what perceptions have changed since the individual left the job and which ones remained stable. In addition, outsourcing the survey instrument implementation and administration to external experts and professions may be a great asset to provide a fair and more completed staff tenure research.

### **Further investigation of significant factors**

The results of the study indicated several employment satisfaction issues, such as the quality of supervision, respectful treatment of employees by supervisors, and the acceptance of cultural diversity within Kirby Forensic Psychiatric Center (KFPC). These perceptions of negative supervisory relationships and negative cultural considerations suggest the need for deeper exploration. A starting point would be to obtain information about the respondents' specific cultural background and to understand in clearer detail how respondents and supervisors define respect. This information could be an important step in correcting the more negative perceptions of relationships between supervisors and employees who have terminated employment at KFPC. Such further investigation could be carried out by means of a more specific questionnaire, or, preferably, interviews with representatives from both groups, current and former employees. It would also be helpful to know the ethnicity of those who quit and if their terminations were voluntary or involuntary.

### **Analyzing a wider range of potential factors**

As discussed above, the questionnaire used in this study was developed by Kirby Forensic Psychiatric Center (KFPC) itself and lacks a number of potentially important factors in considering employee satisfaction and

turnover. Future research in the area of job satisfaction and employee turnover should include further analysis of underlying differences in perceptions of the work environment. At KFPC, this would help the facility to better understand the reasons for employee dissatisfaction and turnover.

For instance, studies have demonstrated that work schedules as well as shifts (day, evening, and night) are two important factors related to job satisfaction and staff turnover (Iaffaldano and Muchinsky, 1990). Investigating in greater detail the differences in perceptions among groups who work different shifts could be a topic for future research. In addition, the information gathered from the questionnaire, such as gender and department, is available and could also provide further information for future research. What role gender might play in responses and perceptions about the work environment, which ultimately result in employee termination could be studied to offer valuable considerations to correct the high employee turnover rate at KFPC. Additionally, how employees from particular departments responded could be compared, to determine which departments perceive less satisfaction with the job environment. However, in the present study, such comparisons were impossible due to the relevantly small sample size, which did not allow for analyses at the department level.

## **Expanding the use of demographics in the questionnaire**

Related to the former point, the range of demographics to be included in the questionnaire could be expanded. The respondent's age is an example. Research has shown that job satisfaction increases with age (Porter, 1990). A specific question that could be considered is: "Whether there is a significant difference between the satisfaction of younger and older employees", as Porter (1990) suggests. If so, specialized training and incentive programs could be targeted to those more likely to become dissatisfied, especially in this case younger and newer employees. Furthermore, the link between age and turnover could be investigated.

Research has also shown that younger workers expect more personal fulfillment from their jobs and opportunities for advancement (Schein, 1993). To test whether the results of the survey replicate this age trend among employees at Kirby Forensic Psychiatric Center (KFPC), gathering further demographic information would be warranted. With this additional information, a more complete intervention could be included to consider the question of how KFPC could direct its resources to address these employee needs. In-house training or in-house educational opportunities linked to community or four-year colleges might be a possibility. However, before engaging in this kind of program, the relationship between age and satisfaction about training

opportunities should be investigated, especially as the latter has proven to show an unexpected pattern in this study.

The educational level of employees is another factor to investigate in the analysis of job satisfaction and employee turnover (Steers and Mowday, 1996). Employees who have a high level of education or skill have a tendency to be more dissatisfied with their jobs. As the questionnaire did not include questions on educational background, it was not possible to determine whether this variable may have had a mediating effect. With further study, this possible mediating effect could be important to analyze as the educational levels of employees at KFPC ranges from high school to doctoral degree.

## **Conclusions**

To conclude, the results of this study clearly indicated significant relationships between job satisfaction and employee turnover at Kirby Forensic Psychiatric Center (KFPC). The study confirmed the effectiveness of the survey instrument which is used in the annual staff workplace survey at KFPC. In addition, the results of the study generally confirmed the previous professional literature in employee job satisfaction and turnover. With these findings,

intervention strategies at KFPC could be further explored to reduce the problematic high employee turnover rate in the institution. While there were limitations to the study, it identified the need for further investigations to address the numerous questions that the findings in the study raised surrounding the complex relationships between job satisfaction and employee turnover. This study provided a valuable contribution in particular to personnel practitioners/planners in mental health institutions. Personnel decisions based on the results and recommendations for empirical research not only benefit human resources managers but also greatly improve the workplace environment and, thus, the quality of life for both mental health care staff members and the psychological patients as well. Furthermore, the study confirmed that further information is necessary to move forward and address the organizational development issues at KFPC linked to job satisfaction and employee turnover, as well as the overall organizational culture. As KFPC becomes a more cost-effective state institution, society in general and tax payers in particular will also be the benefactors.

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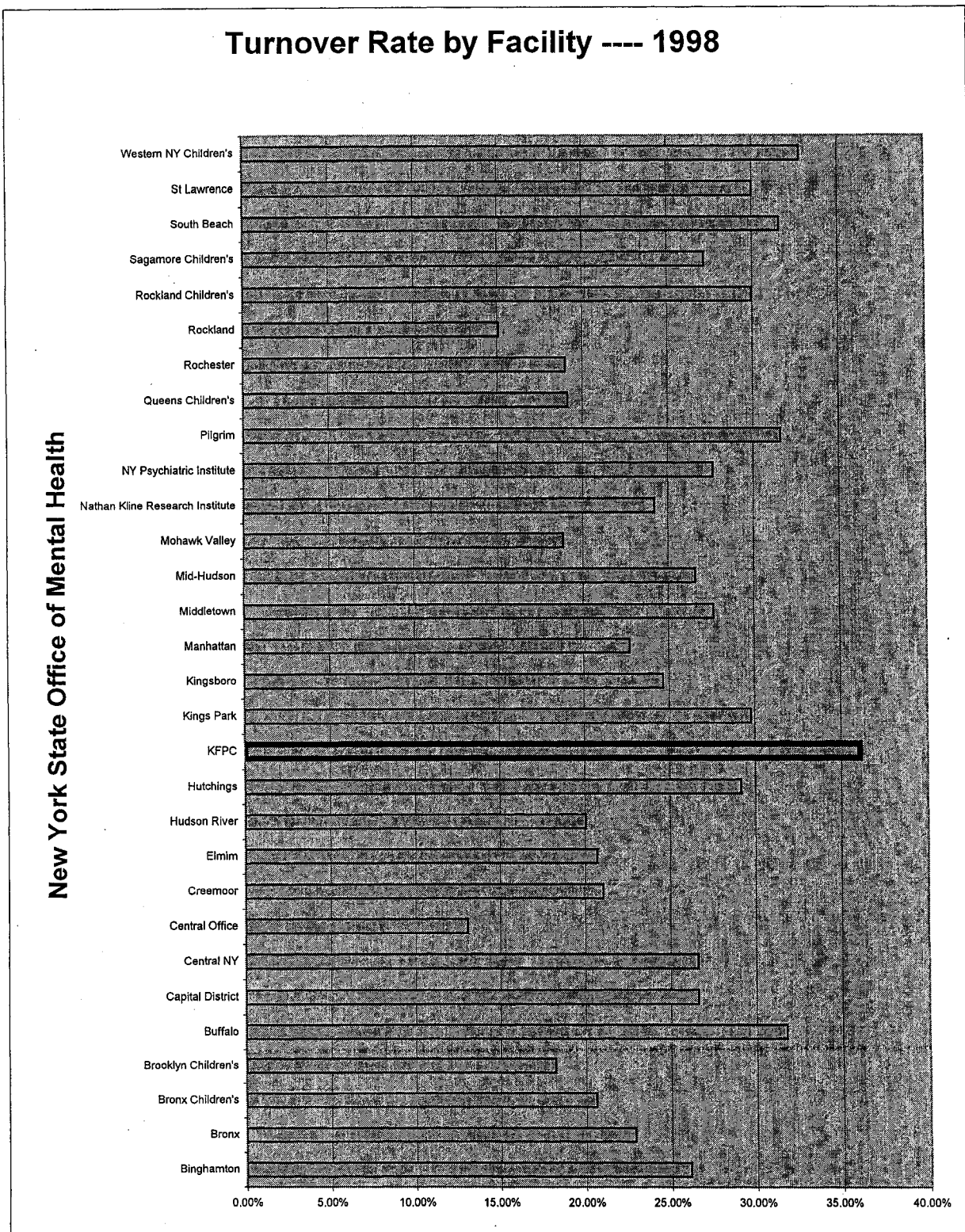


# Appendixes

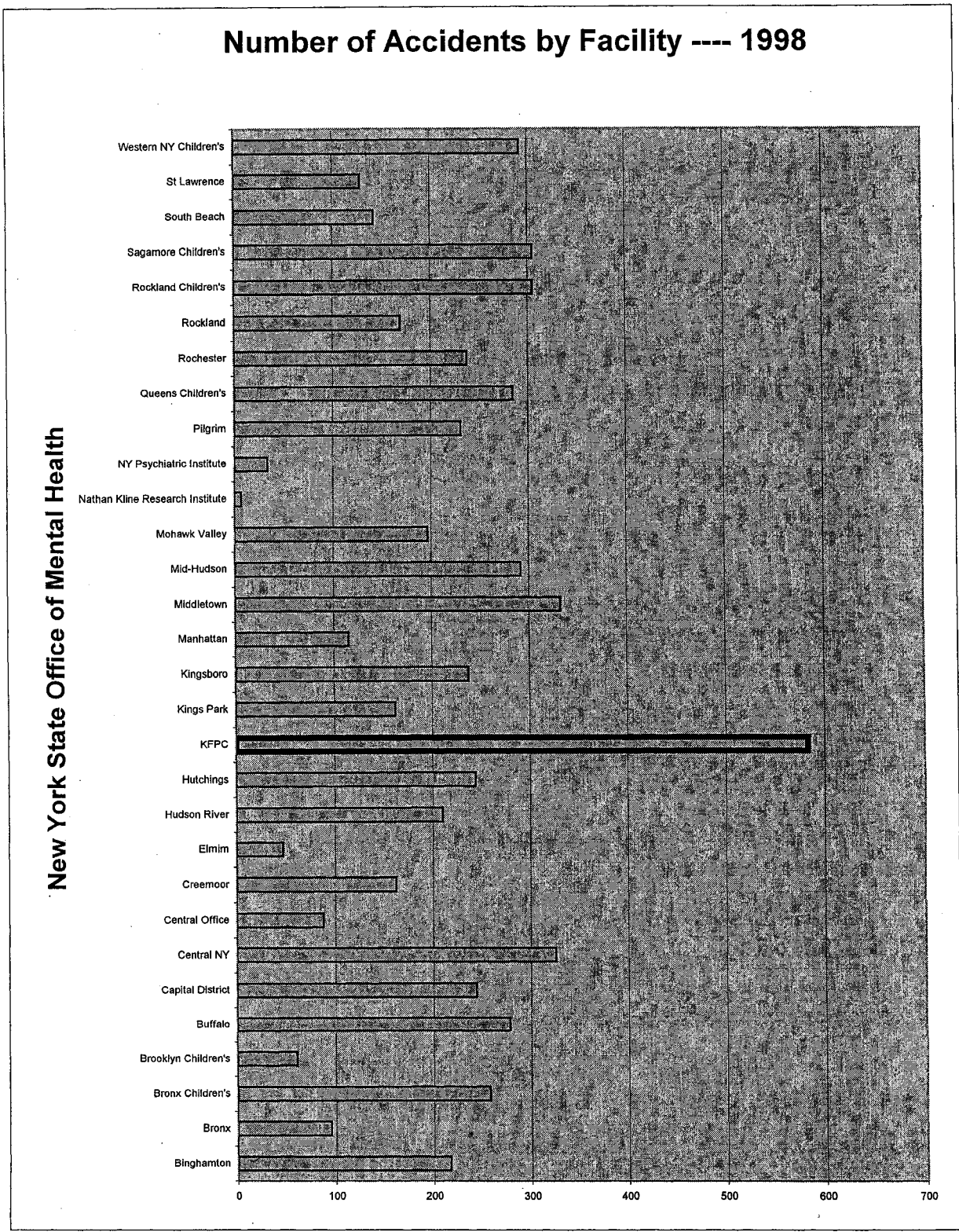
## **Appendix A**

### **1998 New York State Office Of Mental Health Staff Tenure Reports**

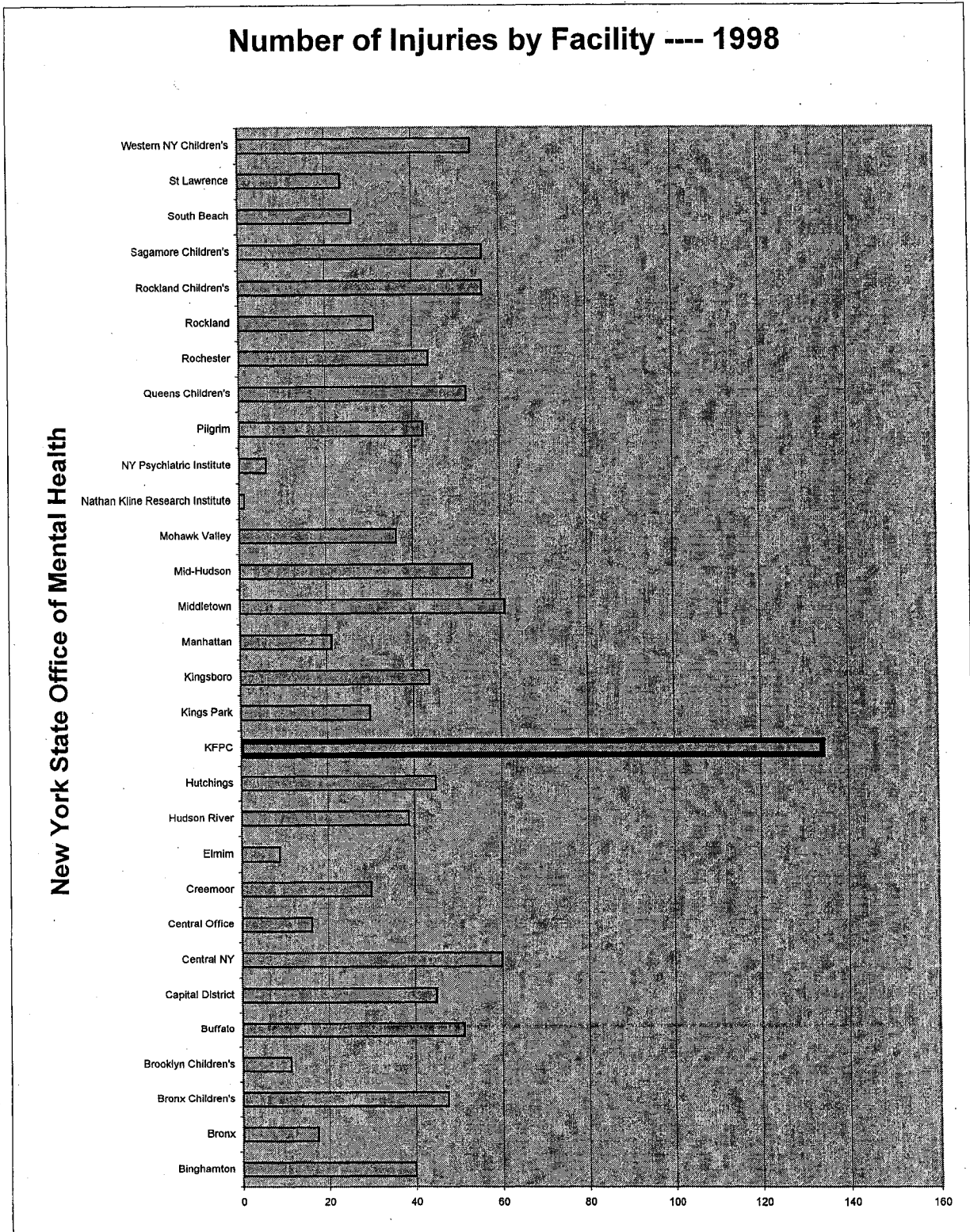
1998 New York State Office of Mental Health Staff Tenure Report by facilities



1998 New York State Office of Mental Health Staff Tenure Report by facilities

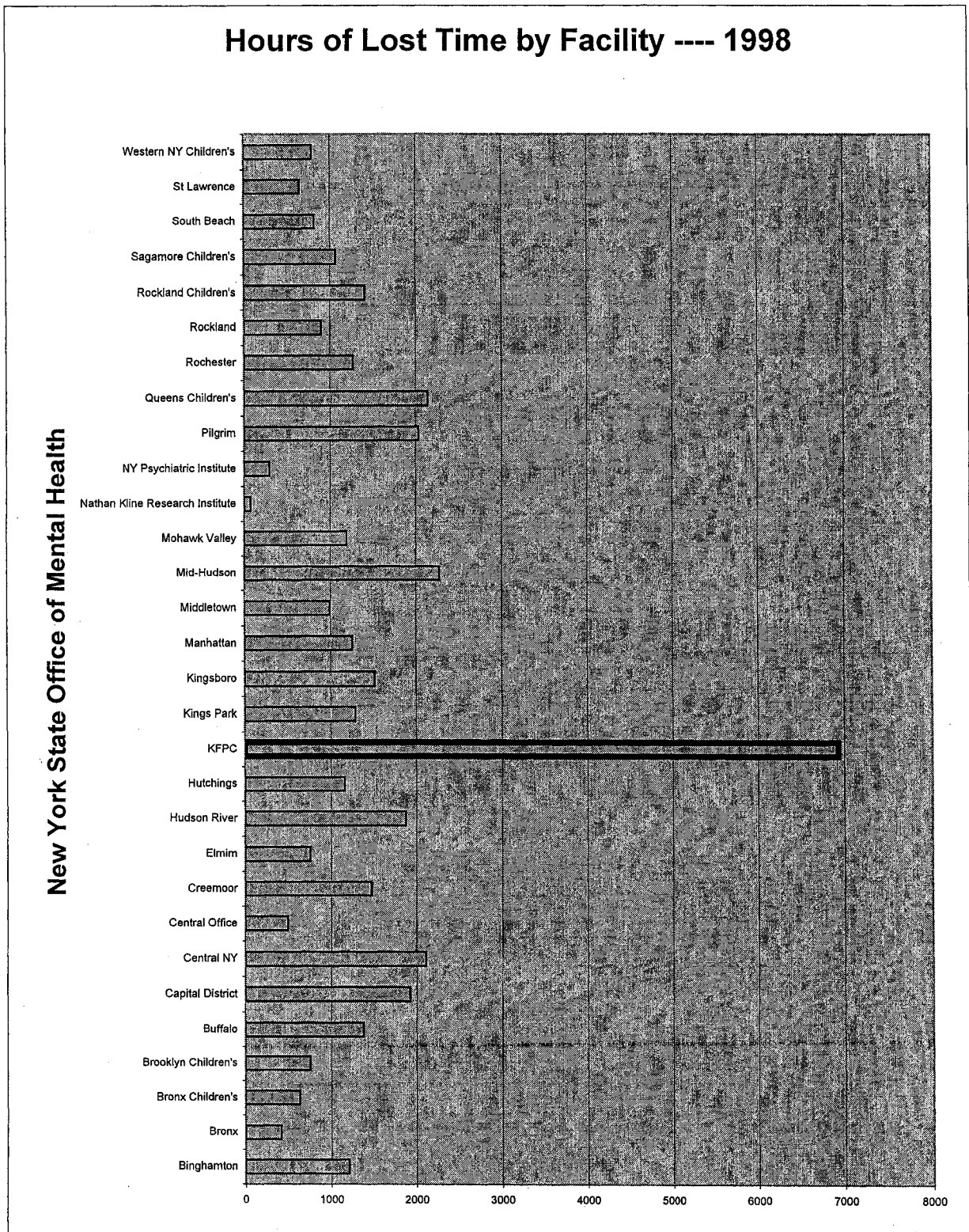


1998 New York State Office of Mental Health Staff Tenure Report by facilities

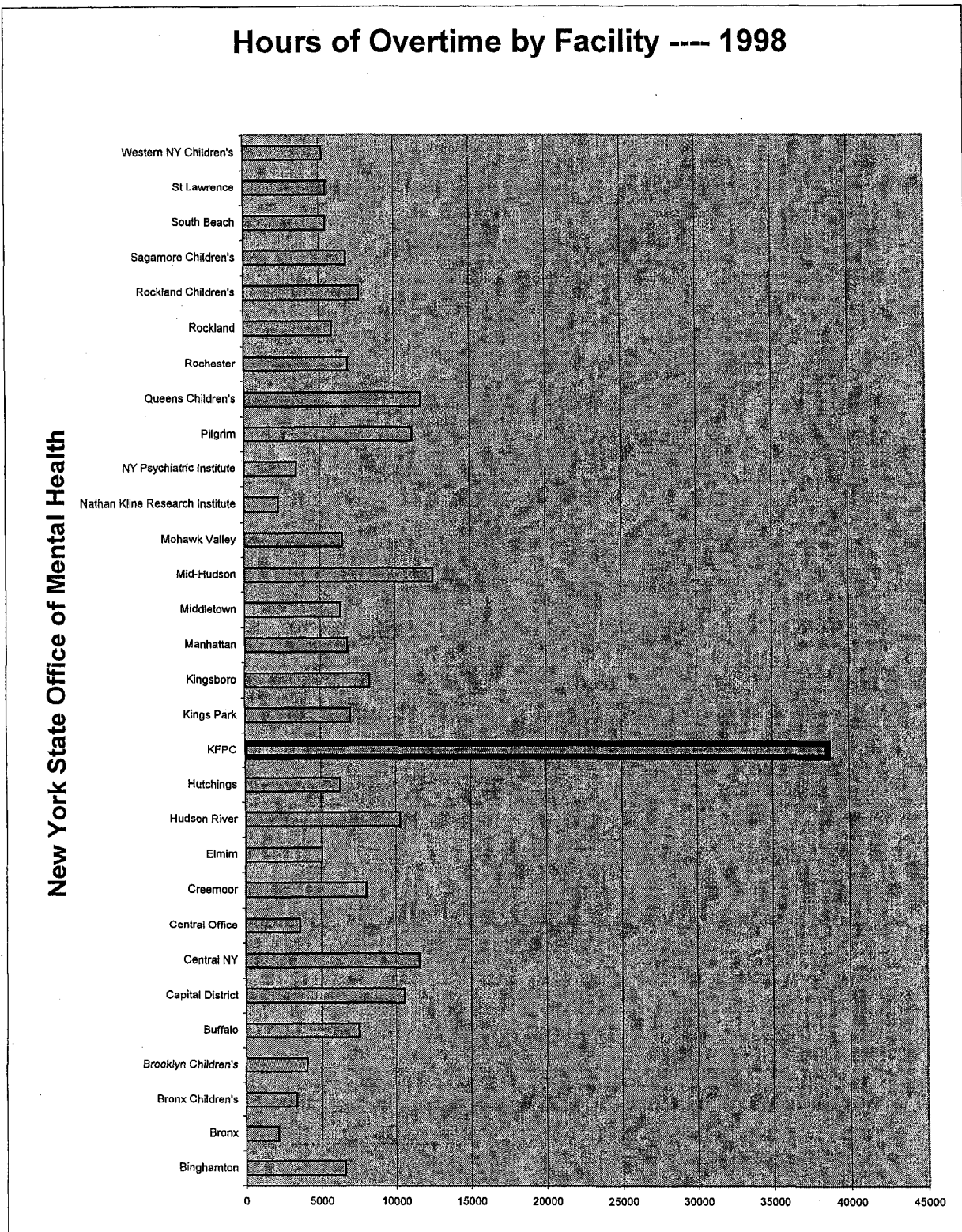




1998 New York State Office of Mental Health Staff Tenure Report by facilities



1998 New York State Office of Mental Health Staff Tenure Report by facilities



## **Appendix B**

### **Relevant Portions of the Criminal Procedure Law**



FindLaw : FindLaw New York : Codes and Statutes : New York Consolidated Law : Criminal Procedure

- New York State Consolidated Laws
  - Criminal Procedure

ARTICLE 330-PROCEEDINGS FROM VERDICT  
TO SENTENCE

Section

- 330.10 Disposition of defendant after verdict of acquittal.  
330.20 Procedure following verdict or plea of not responsible by reason of mental disease or defect.  
330.25 Removal after verdict.  
330.30 Motion to set aside verdict; grounds for.  
330.40 Motion to set aside verdict; procedure.  
330.50 Motion to set aside verdict; order granting motion.

Sec. 330.10 Disposition of defendant after verdict of acquittal.

1. Upon a verdict of complete acquittal, the court must immediately discharge the defendant if he is in the custody of the sheriff, or, if he is at liberty on bail, it must exonerate the bail.

2. Upon a verdict of not responsible by reason of mental disease or defect, the provisions of section 330.20 of this chapter shall govern all subsequent proceedings against the defendant.

S 330.20 Procedure following verdict or plea of not responsible by reason of mental disease or defect.

1. Definition of terms. As used in this section, the following terms

shall have the following meanings:

(a) "Commissioner" means the state commissioner of mental health or the state commissioner of mental retardation and developmental disability.

(b) "Secure facility" means a facility within the state office of mental health or the state office of mental retardation and developmental disabilities which is staffed with personnel adequately trained in security methods and is so equipped as to minimize the risk or danger of escapes, and which has been so specifically designated by the commissioner.

(c) "Dangerous mental disorder" means: (i) that a defendant currently suffers from a "mental illness" as that term is defined in subdivision twenty of section 1.03 of the mental hygiene law, and (ii) that because of such condition he currently constitutes a physical danger to himself or others.

(d) "Mentally ill" means that a defendant currently suffers from a mental illness for which care and treatment as a patient, in the in-patient services of a psychiatric center under the jurisdiction of the state office of mental health, is essential to such defendant's welfare and that his judgment is so impaired that he is unable to understand the need for such care and treatment; and, where a defendant is mentally retarded, the term "mentally ill" shall also mean, for purposes of this section, that the defendant is in need of care and treatment as a resident in the in-patient services of a developmental center or other residential facility for the mentally retarded and developmentally disabled under the jurisdiction of the state office of mental retardation and developmental disabilities.

(e) "Examination order" means an order directed to the commissioner requiring that a defendant submit to a psychiatric examination to determine whether the defendant has a dangerous mental disorder, or if he does not have dangerous mental disorder, whether he is mentally ill.

(f) "Commitment order" or "recommitment order" means an order committing a defendant to the custody of the commissioner for confinement in a secure facility for care and treatment for six months from the date of the order.

(g) "First retention order" means an order which is effective at the expiration of the period prescribed in a commitment order for a recommitment order, authorizing continued custody of a defendant by the commissioner for a period not to exceed one year.

(h) "Second retention order" means an order which is effective at the expiration of the period prescribed in a first retention order,

authorizing continued custody of a defendant by the commissioner for a period not to exceed two years.

(i) "Subsequent retention order" means an order which is effective at the expiration of the period prescribed in a second retention order or a prior subsequent retention order authorizing continued custody of a defendant by the commissioner for a period not to exceed two years.

(j) "Retention order" means a first retention order, a second retention order or a subsequent retention order.

(k) "Furlough order" means an order directing the commissioner to allow a defendant in confinement pursuant to a commitment order, recommitment order or retention order to temporarily leave the facility for a period not exceeding fourteen days, either with or without the constant supervision of one or more employees of the facility.

(l) "Transfer order" means an order directing the commissioner to transfer a defendant from a secure facility to a non-secure facility under the jurisdiction of the commissioner or to any non-secure facility designated by the commissioner.

(m) "Release order" means an order directing the commissioner to terminate a defendant's in-patient status without terminating the commissioner's responsibility for the defendant.

(n) "Discharge order" means an order terminating an order of conditions or unconditionally discharging a defendant from supervision under the provisions of this section.

(o) "Order of conditions" means an order directing a defendant to comply with this prescribed treatment plan, or any other condition which the court determines to be reasonably necessary or appropriate, and, in addition, where a defendant is in custody of the commissioner, not to leave the facility without authorization. The order shall be valid for five years from the date of its issuance, except that, for good cause shown, the court may extend the period for an additional five years.

(p) "District attorney" means the office which prosecuted the criminal action resulting in the verdict or plea of not responsible by reason of mental disease or defect.

(q) "Qualified psychiatrist" means a physician who (i) is a diplomate of the American board of psychiatry and neurology or is eligible to be certified by that board; or (ii) is certified by the American osteopathic board of neurology and psychiatry or is eligible to be certified by that board.

(r) "Licensed psychologist" means a person who is registered as a psychologist under article one hundred fifty-three of the education law.

(s) "Psychiatric examiner" means a qualified psychiatrist or a

licensed psychologist who has been designated by the commissioner to examine a defendant pursuant to this section, and such designee need not be an employee of the department of mental hygiene.

2. Examination order; psychiatric examiners. Upon entry of a verdict of not responsible by reason of mental disease or defect, or upon the acceptance of a plea of not responsible by reason of mental disease or defect, the court must immediately issue an examination order. Upon receipt of such order, the commissioner must designate two qualified psychiatric examiners to conduct the examination to examine the defendant. In conducting their examination, the psychiatric examiners may employ any method which is accepted by the medical profession for the examination of persons alleged to be suffering from a dangerous mental disorder or to be mentally ill or retarded. The court may authorize a psychiatrist or psychologist retained by a defendant to be present at such examination. The clerk of the court must promptly forward a copy of the examination order to the mental hygiene legal service and such service may thereafter participate in all subsequent proceedings under this section.

3. Examination order; place of examination. Upon issuing an examination order, the court must, except as otherwise provided in this subdivision, direct that the defendant be committed to a secure facility designated by the commissioner as the place for such psychiatric examination. The sheriff must hold the defendant in custody pending such designation by the commissioner, and when notified of the designation, the sheriff must promptly deliver the defendant to such secure facility. When the defendant is not in custody at the time of such verdict or plea, because he was previously released on bail or on his own recognizance, the court, in its discretion, may direct that such examination be conducted on an out-patient basis, and at such time and place as the commissioner shall designate. If, however, the commissioner informs the court that confinement of the defendant is necessary for an effective examination, the court must direct that the defendant be confined in a facility designated by the commissioner until the examination is completed.

4. Examination order, duration. Confinement in a secure facility pursuant to an examination order shall be for a period not exceeding thirty days, except that, upon application of the commissioner, the court may authorize confinement for an additional period not exceeding thirty days when a longer period is necessary to complete the examination. If the initial hearing required by subdivision six of this section has not commenced prior to the termination of such examination

period, the commissioner shall retain custody of the defendant in such secure facility until custody is transferred to the sheriff in the manner prescribed in subdivision six of this section. During the period of such confinement, the physician in charge of the facility may administer or cause to be administered to the defendant such emergency psychiatric, medical or other therapeutic treatment as in his judgment should be administered. If the court has directed that the examination be conducted on an out-patient basis, the examination shall be completed within thirty days after the defendant has first reported to the place designated by the commissioner, except that, upon application of the commissioner, the court may extend such period for a reasonable time if a longer period is necessary to complete the examination.

5. Examination order; reports. After he has completed his examination of the defendant, each psychiatric examiner must promptly prepare a report of his findings and evaluation concerning the defendant's mental condition, and submit such report to the commissioner. If the psychiatric examiners differ in their opinion as to whether the defendant is mentally ill or is suffering from a dangerous mental disorder, the commissioner must designate another psychiatric examiner to examine the defendant. Upon receipt of the examination reports, the commissioner must submit them to the court that issued the examination order. If the court is not satisfied with the findings of these psychiatric examiners, the court may designate one or more additional psychiatric examiners pursuant to subdivision fifteen of this section. The court must furnish a copy of the reports to the district attorney, counsel for the defendant and the mental hygiene legal service.

6. Initial hearing; commitment order. After the examination reports are submitted, the court must, within ten days of the receipt of such reports, conduct an initial hearing to determine the defendant's present mental condition. If the defendant is in the custody of the commissioner pursuant to an examination order, the court must direct the sheriff to obtain custody of the defendant from the commissioner and to confine the defendant pending further order of the court, except that the court may direct the sheriff to confine the defendant in an institution located near the place where the court sits if that institution has been designated by the commissioner as suitable for the temporary and secure detention of mentally disabled persons. At such initial hearing, the district attorney must establish to the satisfaction of the court that the defendant has a dangerous mental disorder or is mentally ill. If the court finds that the defendant has a dangerous mental disorder, it must issue a commitment order. If the court finds that the defendant does not

have a dangerous mental disorder but is mentally ill, the provisions of subdivision seven of this section shall apply.

7. Initial hearing civil commitment and order of conditions. If, at the conclusion of the initial hearing conducted pursuant to subdivision six of this section, the court finds that the defendant is mentally ill but does not have a dangerous mental disorder, the provisions of articles nine or fifteen of the mental hygiene law shall apply at that stage of the proceedings and at all subsequent proceedings. Having found that the defendant is mentally ill, the court must issue an order of conditions and an order committing the defendant to the custody of the commissioner. The latter order shall be deemed an order made pursuant to the mental hygiene law and not pursuant to this section, and further retention, conditional release or discharge of such defendant shall be in accordance with the provisions of the mental hygiene law. If, at the conclusion of the initial hearing, the court finds that the defendant does not have a dangerous mental disorder and is not mentally ill, the court must discharge the defendant either unconditionally or subject to an order of conditions.

8. First retention order. When a defendant is in the custody of the commissioner pursuant to a commitment order, the commissioner must, at least thirty days prior to the expiration of the period prescribed in the order, apply to the court that issued the order, or to a superior court in the county where the secure facility is located, for a first retention order or a release order. The commissioner must give written notice of the application to the district attorney, the defendant, counsel for the defendant, and the mental hygiene legal service. Upon receipt of such application, the court may, on its own motion, conduct a hearing to determine whether the defendant has a dangerous mental disorder, and it must conduct such hearing if a demand therefor is made by the district attorney, the defendant, counsel for the defendant, or the mental hygiene legal service within ten days from the date that notice of the application was given to them. If such a hearing is held on an application for retention, the commissioner must establish to the satisfaction of the court that the defendant has a dangerous mental disorder or is mentally ill. The district attorney shall be entitled to appear and present evidence at such hearing. If such a hearing is held on an application for release, the district attorney must establish to the satisfaction of the court that the defendant has a dangerous mental disorder or is mentally ill. If the court finds that the defendant has a dangerous mental disorder it must issue a first retention order. If the court finds that the defendant is mentally ill but does not have a

dangerous mental disorder, it must issue a first retention order and, pursuant to subdivision eleven of this section, a transfer order and an order of conditions. If the court finds that the defendant does not have a dangerous mental disorder and is not mentally ill, it must issue a release order and an order of conditions pursuant to subdivision twelve of this section.

9. Second and subsequent retention orders. When a defendant is in the custody of the commissioner pursuant to a first retention order, the commissioner must, at least thirty days prior to the expiration of the period prescribed in the order, apply to the court that issued the order, or to a superior court in the county where the facility is located, for a second retention order or a release order. The commissioner must give written notice of the application to the district attorney, the defendant, counsel for the defendant, and the mental hygiene legal service. Upon receipt of such application, the court may, on its own motion, conduct a hearing to determine whether the defendant has a dangerous mental disorder, and it must conduct such hearing if a demand therefor is made by the district attorney, the defendant, counsel for the defendant, or the mental hygiene legal service within ten days from the date that notice of the application was given to them. If such a hearing is held on an application for retention, the commissioner must establish to the satisfaction of the court that the defendant has a dangerous mental disorder or is mentally ill. The district attorney shall be entitled to appear and present evidence at such hearing. If such a hearing is held on an application for release, the district attorney must establish to the satisfaction of the court that the defendant has a dangerous mental disorder or is mentally ill. If the court finds that the defendant has a dangerous mental disorder it must issue a second retention order. If the court finds that the defendant is mentally ill but does not have a dangerous mental disorder, it must issue a second retention order and, pursuant to subdivision eleven of this section, a transfer order and an order of conditions. If the court finds that the defendant does not have a dangerous mental disorder and is not mentally ill, it must issue a release order and an order of conditions pursuant to subdivision twelve of this section. When a defendant is in the custody of the commissioner prior to the expiration of the period prescribed in a second retention order, the procedures set forth in this subdivision for the issuance of a second retention order shall govern the application for and the issuance of any subsequent retention order.

10. Furlough order. The commissioner may apply for a furlough order,

pursuant to this subdivision, when a defendant is in his custody pursuant to a commitment order, recommitment order, or retention order and the commissioner is of the view that, consistent with the public safety and welfare of the community and the defendant, the clinical condition of the defendant warrants a granting of the privileges authorized by a furlough order. The application for a furlough order may be made to the court that issued the commitment order, or to a superior court in the county where the secure facility is located. The commissioner must give ten days written notice to the district attorney, the defendant, counsel for the defendant, and the mental hygiene legal service. Upon receipt of such application, the court may, on its own motion, conduct a hearing to determine whether the application should be granted, and must conduct such hearing if a demand therefor is made by the district attorney. If the court finds that the issuance of a furlough order is consistent with the public safety and welfare of the community and the defendant, and that the clinical condition of the defendant warrants a granting of the privileges authorized by a furlough order, the court must grant the application and issue a furlough order containing any terms and conditions that the court deems necessary or appropriate. If the defendant fails to return to the secure facility at the time specified in the furlough order, then, for purposes of subdivision nineteen of this section, he shall be deemed to have escaped.

11. Transfer order and order of conditions. The commissioner may apply for a transfer order, pursuant to this subdivision, when a defendant is in his custody pursuant to a retention order or a recommitment order, and the commissioner is of the view that the defendant does not have a dangerous mental disorder or that, consistent with the public safety and welfare of the community and the defendant, the clinical condition of the defendant warrants his transfer from a secure facility to a non-secure facility under the jurisdiction of the commissioner or to any non-secure facility designated by the commissioner. The application for a transfer order may be made to the court that issued the order under which the defendant is then in custody, or to a superior court in the county where the secure facility is located. The commissioner must give ten days written notice to the district attorney, the defendant, counsel for the defendant, and the mental hygiene legal service. Upon receipt of such application, the court may, on its own motion, conduct a hearing to determine whether the application should be granted, and must conduct such hearing if the demand therefor is made by the district attorney. At such hearing, the district attorney must establish to the satisfaction



of the court that the defendant has a dangerous mental disorder or that the issuance of a transfer order is inconsistent with the public safety and welfare of the community. The court must grant the application and issue a transfer order if the court finds that the defendant does not have a dangerous mental disorder, or if the court finds that the issuance of a transfer order is consistent with the public safety and welfare of the community and the defendant and that the clinical condition of the defendant, warrants his transfer from a secure facility to a non-secure facility. A court must also issue a transfer order when, in connection with an application for a first retention order pursuant to subdivision eight of this section or a second or subsequent retention order pursuant to subdivision nine of this section, it finds that a defendant is mentally ill but does not have a dangerous mental disorder. Whenever a court issues a transfer order it must also issue an order of conditions.

12. Release order and order of conditions. The commissioner may apply for a release order, pursuant to this subdivision, when a defendant is in his custody pursuant to a retention order or recommitment order, and the commissioner is of the view that the defendant no longer has a dangerous mental disorder and is no longer mentally ill. The application for a release order may be made to the court that issued the order under which the defendant is then in custody, or to a superior court in the county where the facility is located. The application must contain a description of the defendant's current mental condition, the past course of treatment, a history of the defendant's conduct subsequent to his commitment, a written service plan for continued treatment which shall include the information specified in subdivision (g) of section 29.15 of the mental hygiene law, and a detailed statement of the extent to which supervision of the defendant after release is proposed. The commissioner must give ten days written notice to the district attorney, the defendant, counsel for the defendant, and the mental hygiene legal service. Upon receipt of such application, the court must promptly conduct a hearing to determine the defendant's present mental condition. At such hearing, the district attorney must establish to the satisfaction of the court that the defendant has a dangerous mental disorder or is mentally ill. If the court finds that the defendant has a dangerous mental disorder, it must deny the application for a release order. If the court finds that the defendant does not have a dangerous mental disorder but is mentally ill, it must issue a transfer order pursuant to subdivision eleven of this section if the defendant is then confined in a secure facility. If the court finds that the defendant

does not have a dangerous mental disorder and is not mentally ill, it must grant the application and issue a release order. A court must also issue a release order when, in connection with an application for a first retention order pursuant to subdivision eight of this section or a second or subsequent retention order pursuant to subdivision nine of this section, it finds that the defendant does not have a dangerous mental disorder and is not mentally ill. Whenever a court issues a release order it must also issue an order of conditions. If the court has previously issued a transfer order and an order of conditions, it must issue a new order of conditions upon issuing a release order. The order of conditions issued in conjunction with a release order shall incorporate a written service plan prepared by a psychiatrist familiar with the defendant's case history and approved by the court, and shall contain any conditions that the court determines to be reasonably necessary or appropriate. It shall be the responsibility of the commissioner to determine that such defendant is receiving the services specified in the written service plan and is complying with any conditions specified in such plan and the order of conditions.

13. Discharge order. The commissioner may apply for a discharge order, pursuant to this subdivision, when a defendant has been continuously on an out-patient status for three years or more pursuant to a release order, and the commissioner is of the view that the defendant no longer has a dangerous mental disorder and is no longer mentally ill and that the issuance of a discharge order is consistent with the public safety and welfare of the community and the defendant. The application for a discharge order may be made to the court that issued the release order, or to a superior court in the county where the defendant is then residing. The commissioner must give ten days written notice to the district attorney, the defendant, counsel for the defendant, and the mental hygiene legal service. Upon receipt of such application, the court may, on its own motion, conduct a hearing to determine whether the application should be granted, and must conduct such hearing if a demand therefor is made by the district attorney. The court must grant the application and issue a discharge order if the court finds that the defendant has been continuously on an out-patient status for three years or more, that he does not have a dangerous mental disorder and is not mentally ill, and that the issuance of the discharge order is consistent with the public safety and welfare of the community and the defendant.

14. Recommitment order. At any time during the period covered by an order of conditions an application may be made by the commissioner or the district attorney to the court that issued such order, or to a

superior court in the county where the defendant is then residing, for a recommitment order when the applicant is of the view that the defendant has a dangerous mental disorder. The applicant must give written notice of the application to the defendant, counsel for the defendant, and the mental hygiene legal service, and if the applicant is the commissioner he must give such notice to the district attorney or if the applicant is the district attorney he must give such notice to the commissioner. Upon receipt of such application the court must order the defendant to appear before it for a hearing to determine if the defendant has a dangerous mental disorder. Such order may be in the form of a written notice, specifying the time and place of appearance, served personally upon the defendant, or mailed to his last known address, as the court may direct. If the defendant fails to appear in court as directed, the court may issue a warrant to an appropriate peace officer directing him to take the defendant into custody and bring him before the court. In such circumstance, the court may direct that the defendant be confined in an appropriate institution located near the place where the court sits. The court must conduct a hearing to determine whether the defendant has a dangerous mental disorder. At such hearing, the applicant, whether he be the commissioner or the district attorney must establish to the satisfaction of the court that the defendant has a dangerous mental disorder. If the applicant is the commissioner, the district attorney shall be entitled to appear and present evidence at such hearing; if the applicant is the district attorney, the commissioner shall be entitled to appear and present evidence at such hearing. If the court finds that the defendant has a dangerous mental disorder, it must issue a recommitment order. When a defendant is in the custody of the commissioner pursuant to a recommitment order, the procedures set forth in subdivisions eight and nine of this section for the issuance of retention orders shall govern the application for and the issuance of a first retention order, a second retention order, and subsequent retention orders.

15. Designation of psychiatric examiners. If, at any hearing conducted under this section to determine the defendant's present mental condition, the court is not satisfied with the findings of the psychiatric examiners, the court may direct the commissioner to designate one or more additional psychiatric examiners to conduct an examination of the defendant and submit a report of their findings. In addition, the court may on its own motion, or upon request of a party, may designate one or more psychiatric examiners to examine the defendant and submit a report of their findings. The district attorney may apply

to the court for an order directing that the defendant submit to an examination by a psychiatric examiner designated by the district attorney, and such psychiatric examiner may testify at the hearing.

16. Rehearing and review. Any defendant who is in the custody of the commissioner pursuant to a commitment order, a retention order, or a recommitment order, if dissatisfied with such order, may, within thirty days after the making of such order, obtain a rehearing and review of the proceedings and of such order in accordance with the provisions of section 9.35 or 15.35 of the mental hygiene law.

17. Rights of defendants. Subject to the limitations and provisions of this section, a defendant committed to the custody of the commissioner pursuant to this section shall have the rights granted to patients under the mental hygiene law.

18. Notwithstanding any other provision of law, no person confined by reason of a commitment order, recommitment order or retention order to a secure facility may be discharged or released unless the commissioner shall deliver written notice, at least four days excluding Saturdays, Sundays and holidays, in advance of such discharge or release to all of the following:

(a) the district attorney.

(b) the police department having jurisdiction of the area to which the defendant is to be discharged or released.

(c) any other person the court may designate.

The notices required by this subdivision shall be given by the facility staff physician who was treating the defendant or, if unavailable, by the defendant's treatment team leader, but if neither is immediately available, notice must be given by some other member of the clinical staff of the facility. Such notice must be given by any means reasonably calculated to give prompt actual notice.

19. Escape from custody; notice requirements. If a defendant is in the custody of the commissioner pursuant to an order issued under this section, and such defendant escapes from custody, immediate notice of such escape shall be given by the department facility staff to: (a) the district attorney, (b) the superintendent of state police, (c) the sheriff of the county where the escape occurred, (d) the police department having jurisdiction of the area where the escape occurred, (e) any person the facility staff believes to be in danger, and (f) any law enforcement agency and any person the facility staff believes would be able to apprise such endangered person that the defendant has escaped from the facility. Such notice shall be given as soon as the facility staff know that the defendant has escaped from the facility and shall

include such information as will adequately identify the defendant and the person or persons believed to be in danger and the nature of the danger. The notices required by this subdivision shall be given by the facility staff physician who was treating the defendant or, if unavailable, by the defendant's treatment team leader, but if neither is immediately available, notice must be given by some other member of the clinical staff of the facility. Such notice must be given by any means reasonably calculated to give prompt actual notice. The defendant may be apprehended, restrained, transported to, and returned to the facility from which he escaped by any peace officer, and it shall be the duty of the officer to assist any representative of the commissioner to take the defendant into custody upon the request of such representative.

20. Required affidavit. No application may be made by the commissioner under this section without an accompanying affidavit from at least one psychiatric examiner supportive of relief requested in the application, which affidavit shall be served on all parties entitled to receive the notice of application. Such affidavit shall set forth the defendant's clinical diagnosis, a detailed analysis of his or her mental condition which caused the psychiatric examiner to formulate an opinion, and the opinion of the psychiatric examiner with respect to the defendant. Any application submitted without the required affidavit shall be dismissed by the court.

21. Appeals. (a) A party to proceedings conducted in accordance with the provisions of this section may take an appeal to an intermediate appellate court by permission of the intermediate appellate court as follows:

(i) the commissioner may appeal from any release order, retention order, transfer order, discharge order, order of conditions, or recommitment order, for which he has not applied;

(ii) a defendant, or the mental hygiene legal service on his or her behalf, may appeal from any commitment order, retention order, recommitment order, or, if the defendant has obtained a rehearing and review of any such order pursuant to subdivision sixteen of this section, from an order, not otherwise appealable as of right, issued in accordance with the provisions of section 9.35 or 15.35 of the mental hygiene law authorizing continued retention under the original order, provided, however, that a defendant who takes an appeal from a commitment order, retention order, or recommitment order may not subsequently obtain a rehearing and review of such order pursuant to subdivision sixteen of this section;

(iii) the district attorney may appeal from any release order,

transfer order, discharge order, order of conditions, furlough order, or order denying an application for a recommitment order which he opposed.

(b) An aggrieved party may appeal from a final order of the intermediate appellate court to the court of appeals by permission of the intermediate appellate court granted before application to the court of appeals, or by permission of the court of appeals upon refusal by the intermediate appellate court or upon direct application.

(c) An appeal taken under this subdivision shall be deemed civil in nature, and shall be governed by the laws and rules applicable to civil appeals; provided, however, that a stay of the order appealed from must be obtained in accordance with the provisions of paragraph (d) hereof.

(d) The court from or to which an appeal is taken may stay all proceedings to enforce the order appealed from pending an appeal or determination on a motion for permission to appeal, or may grant a limited stay, except that only the court to which an appeal is taken may vacate, limit, or modify a stay previously granted. If the order appealed from is affirmed or modified, the stay shall continue for five days after service upon the appellant of the order of affirmance or modification with notice of its entry in the court to which the appeal was taken. If a motion is made for permission to appeal from such an order, before the expiration of the five days, the stay, or any other stay granted pending determination of the motion for permission to appeal, shall:

(i) if the motion is granted, continue until five days after the appeal is determined; or

(ii) if the motion is denied, continue until five days after the movant is served with the order of denial with notice of its entry.

- New York State Consolidated Laws
  - Criminal Procedure

ARTICLE 730--MENTAL DISEASE OR DEFECT  
EXCLUDING FITNESS TO PROCEED

Section

- 730.10 Fitness to proceed; definitions.
- 730.20 Fitness to proceed; generally.
- 730.30 Fitness to proceed; order of examination.
- 730.40 Fitness to proceed; local criminal court accusatory instrument.
- 730.50 Fitness to proceed; indictment.
- 730.60 Fitness to proceed; procedure following custody by commissioner.
- 730.70 Fitness to proceed; procedure following termination of custody by commissioner.

S 730.10 Fitness to proceed; definitions.

As used in this article, the following terms have the following meanings:

1. "Incapacitated person" means a defendant who as a result of mental disease or defect lacks capacity to understand the proceedings against him or to assist in his own defense.
2. "Order of examination" means an order issued to an appropriate director by a criminal court wherein a criminal action is pending against a defendant, or by a family court pursuant to section 322.1 of the family court act wherein a juvenile delinquency proceeding is

pending against a juvenile, directing that such person be examined for the purpose of determining if he is an incapacitated person.

3. "Commissioner" means the state commissioner of mental health or the state commissioner of mental retardation and developmental disabilities.

4. "Director" means (a) the director of a state hospital operated by the office of mental health or the director of a developmental center operated by the office of mental retardation and developmental disabilities, or (b) the director of a hospital operated by any local government of the state that has been certified by the commissioner as having adequate facilities to examine a defendant to determine if he is an incapacitated person, or (c) the director of community mental health services.

5. "Qualified psychiatrist" means a physician who:

(a) is a diplomate of the American board of psychiatry and neurology or is eligible to be certified by that board; or,

(b) is certified by the American osteopathic board of neurology and psychiatry or is eligible to be certified by that board.

6. "Certified psychologist" means a person who is registered as a certified psychologist under article one hundred fifty-three of the education law.

7. "Psychiatric examiner" means a qualified psychiatrist or a certified psychologist who has been designated by a director to examine a defendant pursuant to an order of examination.

8. "Examination report" means a report made by a psychiatric examiner wherein he sets forth his opinion as to whether the defendant is or is not an incapacitated person, the nature and extent of his examination and, if he finds that the defendant is an incapacitated person, his diagnosis and prognosis and a detailed statement of the reasons for his opinion by making particular reference to those aspects of the proceedings wherein the defendant lacks capacity to understand or to assist in his own defense. The state administrator and the commissioner must jointly adopt the form of the examination report; and the state administrator shall prescribe the number of copies thereof that must be submitted to the court by the director.

S 730.20 Fitness to proceed; generally.

1. The appropriate director to whom a criminal court issues an order of examination must be determined in accordance with rules jointly adopted by the judicial conference and the commissioner. Upon receipt of an examination order, the director must designate two qualified



psychiatric examiners, of whom he may be one, to examine the defendant to determine if he is an incapacitated person. In conducting their examination, the psychiatric examiners may employ any method which is accepted by the medical profession for the examination of persons alleged to be mentally ill or mentally defective. The court may authorize a psychiatrist or psychologist retained by the defendant to be present at such examination.

2. When the defendant is not in custody at the time a court issues an order of examination, because he was theretofore released on bail or on his own recognizance, the court may direct that the examination be conducted on an out-patient basis, and at such time and place as the director shall designate. If, however, the director informs the court that hospital confinement of the defendant is necessary for an effective examination, the court may direct that the defendant be confined in a hospital designated by the director until the examination is completed.

3. When the defendant is in custody at the time a court issues an order of examination, the examination must be conducted at the place where the defendant is being held in custody. If, however, the director determines that hospital confinement of the defendant is necessary for an effective examination, the sheriff must deliver the defendant to a hospital designated by the director and hold him in custody therein, under sufficient guard, until the examination is completed.

4. Hospital confinement under subdivisions two and three shall be for a period not exceeding thirty days, except that, upon application of the director, the court may authorize confinement for an additional period not exceeding thirty days if it is satisfied that a longer period is necessary to complete the examination. During the period of hospital confinement, the physician in charge of the hospital may administer or cause to be administered to the defendant such emergency psychiatric, medical or other therapeutic treatment as in his judgment should be administered.

5. Each psychiatric examiner, after he has completed his examination of the defendant, must promptly prepare an examination report and submit it to the director. If the psychiatric examiners are not unanimous in their opinion as to whether the defendant is or is not an incapacitated person, the director must designate another qualified psychiatric examiner to examine the defendant to determine if he is an incapacitated person. Upon receipt of the examination reports, the director must submit them to the court that issued the order of examination. The court must furnish a copy of the reports to counsel for the defendant and to the district attorney.

6. When a defendant is subjected to examination pursuant to an order issued by a criminal court in accordance with this article, any statement made by him for the purpose of the examination or treatment shall be inadmissible in evidence against him in any criminal action on any issue other than that of his mental condition, but such statement is admissible upon that issue whether or not it would otherwise be deemed a privileged communication.

7. A psychiatric examiner is entitled to his reasonable traveling expenses, a fee of fifty dollars for each examination of a defendant and a fee of fifty dollars for each appearance at a court hearing or trial but not exceeding two hundred dollars in fees for examination and testimony in any one case; except that if such psychiatric examiner be an employee of the state of New York he shall be entitled only to reasonable traveling expenses, unless such psychiatric examiner makes the examination or appears at a court hearing or trial outside his hours of state employment in a county in which the director of community mental health services certifies to the fiscal officer thereof that there is a shortage of qualified psychiatrists available to conduct examinations under the criminal procedure law in such county, in which event he shall be entitled to the foregoing fees and reasonable traveling expenses. Such fees and traveling expenses and the costs of sending a defendant to another place of detention or to a hospital for examination, of his maintenance therein and of returning him shall, when approved by the court, be a charge of the county in which the defendant is being tried.

Sec. 730.30 Fitness to proceed; order of examination.

1. At any time after a defendant is arraigned upon an accusatory instrument other than a felony complaint and before the imposition of sentence, or at any time after a defendant is arraigned upon a felony complaint and before he is held for the action of the grand jury, the court wherein the criminal action is pending must issue an order of examination when it is of the opinion that the defendant may be an incapacitated person.

2. When the examination reports submitted to the court show that each psychiatric examiner is of the opinion that the defendant is not an incapacitated person, the court may, on its own motion, conduct a hearing to determine the issue of capacity, and it must conduct a hearing upon motion therefor by the defendant or by the district attorney. If no motion for a hearing is made, the criminal action against the defendant must

proceed. If, following a hearing, the court is satisfied that the defendant is not an incapacitated person, the criminal action against him must proceed; if the court is not so satisfied, it must issue a further order of examination directing that the defendant be examined by different psychiatric examiners designated by the director.

3. When the examination reports submitted to the court show that each psychiatric examiner is of the opinion that the defendant is an incapacitated person, the court may, on its own motion, conduct a hearing to determine the issue of capacity and it must conduct such hearing upon motion therefor by the defendant or by the district attorney.

4. When the examination reports submitted to the court show that the psychiatric examiners are not unanimous in their opinion as to whether the defendant is or is not an incapacitated person, or when the examination reports submitted to the superior court show that the psychiatric examiners are not unanimous in their opinion as to whether the defendant is or is not a dangerous incapacitated person, the court must conduct a hearing to determine the issue of capacity or dangerousness.

S 730.40 Fitness to proceed; local criminal court accusatory instrument.

1. When a local criminal court, following a hearing conducted pursuant to subdivision three or four of section 730.30, is satisfied that the defendant is not an incapacitated person, the criminal action against him must proceed. If it is satisfied that the defendant is an incapacitated person, or if no motion for such a hearing is made, such court must issue a final or temporary order of observation committing him to the custody of the commissioner for care and treatment in an appropriate institution for a period not to exceed ninety days from the date of the order. When a local criminal court accusatory instrument other than a felony complaint has been filed against the defendant, such court must issue a final order of observation; when a felony complaint has been filed against the defendant, such court must issue a temporary order of observation, except that, with the consent of the district attorney, it may issue a final order of observation.

2. When a local criminal court has issued a final order of observation, it must dismiss the accusatory instrument filed in such court against the defendant and such dismissal constitutes a bar to any further prosecution of the charge or charges contained in such

accusatory instrument. When the defendant is in the custody of the commissioner at the expiration of the period prescribed in a temporary order of observation, the proceedings in the local criminal court that issued such order shall terminate for all purposes and the commissioner must promptly certify to such court and to the appropriate district attorney that the defendant was in his custody on such expiration date. Upon receipt of such certification, the court must dismiss the felony complaint filed against the defendant.

3. When a local criminal court has issued an order of examination or a temporary order of observation, and when the charge or charges contained in the accusatory instrument are subsequently presented to a grand jury, such grand jury need not hear the defendant pursuant to section 190.50 unless, upon application by defendant to the superior court that impaneled such grand jury, the superior court determines that the defendant is not an incapacitated person.

4. When an indictment is filed against a defendant after a local criminal court has issued an order of examination and before it has issued a final or temporary order of observation, the defendant must be promptly arraigned upon the indictment, and the proceedings in the local criminal court shall thereupon terminate for all purposes. The district attorney must notify the local criminal court of such arraignment, and such court must thereupon dismiss the accusatory instrument filed in such court against the defendant. If the director has submitted the examination reports to the local criminal court, such court must forward them to the superior court in which the indictment was filed. If the director has not submitted such reports to the local criminal court, he must submit them to the superior court in which the indictment was filed.

5. When an indictment is timely filed against the defendant after the issuance of a temporary order of observation or after the expiration of the period prescribed in such order, the superior court in which such indictment is filed must direct the sheriff to take custody of the defendant at the institution in which he is confined and bring him before the court for arraignment upon the indictment. After the defendant is arraigned upon the indictment, such temporary order of observation or any order issued pursuant to the mental hygiene law after the expiration of the period prescribed in the temporary order of observation shall be deemed nullified. Notwithstanding any other provision of law, an indictment filed in a superior court against a defendant for a crime charged in the felony complaint is not timely for the purpose of this subdivision if it is filed more than six months

after the expiration of the period prescribed in a temporary order of observation issued by a local criminal court wherein such felony complaint was pending. An untimely indictment must be dismissed by the superior court unless such court is satisfied that there was good cause for the delay in filing such indictment.

S 730.50 Fitness to proceed; indictment.

1. When a superior court, following a hearing conducted pursuant to subdivision three or four of section 730.30, is satisfied that the defendant is not an incapacitated person, the criminal action against him must proceed. If it is satisfied that the defendant is an incapacitated person, or if no motion for such a hearing is made, it must adjudicate him an incapacitated person, and must issue a final order of observation or an order of commitment. When the indictment does not charge a felony or when the defendant has been convicted of an offense other than a felony, such court (a) must issue a final order of observation committing the defendant to the custody of the commissioner for care and treatment in an appropriate institution for a period not to exceed ninety days from the date of such order and (b) must dismiss the indictment filed in such court against the defendant, and such dismissal constitutes a bar to any further prosecution of the charge or charges contained in such indictment. When the indictment charges a felony or when the defendant has been convicted of a felony, it must issue an order of commitment committing the defendant to the custody of the commissioner for care and treatment in an appropriate institution for a period not to exceed one year from the date of such order. Upon the issuance of an order of commitment, the court must exonerate the defendant's bail if he was previously at liberty on bail.

2. When a defendant is in the custody of the commissioner immediately prior to the expiration of the period prescribed in a temporary order of commitment and the superintendent of the institution wherein the defendant is confined is of the opinion that the defendant continues to be an incapacitated person, such superintendent must apply to the court that issued such order for an order of retention. Such application must be made within sixty days prior to the expiration of such period on forms that have been jointly adopted by the judicial conference and the commissioner. The superintendent must give written notice of the application to the defendant and to the mental hygiene legal service. Upon receipt of such application, the court may, on its own motion, conduct a hearing to determine the issue of capacity, and it must conduct such hearing if a demand therefor is made by the defendant

or the mental hygiene legal service within ten days from the date that notice of the application was given them. If, at the conclusion of a hearing conducted pursuant to this subdivision, the court is satisfied that the defendant is no longer an incapacitated person, the criminal action against him must proceed. If it is satisfied that the defendant continues to be an incapacitated person, or if no demand for a hearing is made, the court must adjudicate him an incapacitated person and must issue an order of retention which shall authorize continued custody of the defendant by the commissioner for a period not to exceed one year.

3. When a defendant is in the custody of the commissioner immediately prior to the expiration of the period prescribed in the first order of retention, the procedure set forth in subdivision two shall govern the application for and the issuance of any subsequent order of retention, except that any subsequent orders of retention must be for periods not to exceed two years each; provided, however, that the aggregate of the periods prescribed in the temporary order of commitment, the first order of retention and all subsequent orders of retention must not exceed two-thirds of the authorized maximum term of imprisonment for the highest class felony charged in the indictment or for the highest class felony of which he was convicted.

4. When a defendant is in the custody of the commissioner at the expiration of the authorized period prescribed in the last order of retention, the criminal action pending against him in the superior court that issued such order shall terminate for all purposes, and the commissioner must promptly certify to such court and to the appropriate district attorney that the defendant was in his custody on such expiration date. Upon receipt of such certification, the court must dismiss the indictment, and such dismissal constitutes a bar to any further prosecution of the charge or charges contained in such indictment.

5. When, on the effective date of this subdivision, any defendant remains in the custody of the commissioner pursuant to an order issued under former code of criminal procedure section six hundred sixty-two-b, the superintendent or director of the institution where such defendant is confined shall, if he believes that the defendant continues to be an incapacitated person, apply forthwith to a court of record in the county where the institution is located for an order of retention. The procedures for obtaining any order pursuant to this subdivision shall be in accordance with the provisions of subdivisions two, three and four of this section, except that the period of retention pursuant to the first order obtained under this subdivision shall be for not more than one

year and any subsequent orders of retention must be for periods not to exceed two years each; provided, however, that the aggregate of the time spent in the custody of the commissioner pursuant to any order issued in accordance with the provisions of former code of criminal procedure section six hundred sixty-two-b and the periods prescribed by the first order obtained under this subdivision and all subsequent orders of retention must not exceed two-thirds of the authorized maximum term of imprisonment for the highest class felony charged in the indictment or the highest class felony of which he was convicted.

S 730.60 Fitness to proceed; procedure following custody by commissioner.

1. When a local criminal court issues a final or temporary order of observation or an order of commitment, it must forward such order and a copy of the examination reports and the accusatory instrument to the commissioner, and, if available, a copy of the pre-sentence report. Upon receipt thereof, the commissioner must designate an appropriate institution operated by the department of mental hygiene in which the defendant is to be placed. The sheriff must hold the defendant in custody pending such designation by the commissioner, and when notified of the designation, the sheriff must deliver the defendant to the superintendent of such institution. The superintendent must promptly inform the appropriate director of the mental hygiene legal service of the defendant's admission to such institution. If a defendant escapes from the custody of the commissioner, the escape shall interrupt the period prescribed in any order of observation, commitment or retention, and such interruption shall continue until the defendant is returned to the custody of the commissioner.

2. Except as otherwise provided in subdivisions four and five, when a defendant is in the custody of the commissioner pursuant to a temporary order of observation or an order of commitment or an order of retention, the criminal action pending against the defendant in the court that issued such order is suspended until the superintendent of the institution in which the defendant is confined determines that he is no longer an incapacitated person. In that event, the court that issued such order and the appropriate district attorney must be notified, in writing, by the superintendent of his determination. The court must thereupon proceed in accordance with the provisions of subdivision two of section 730.30 of this chapter; provided, however, if the court is satisfied that the defendant remains an incapacitated person, and upon consent of all parties, the court may order the return of the defendant to the institution in which he had been confined for such period of time as was authorized by the prior order

of commitment or order of retention. Upon such return, the defendant shall have all rights and privileges accorded by the provisions of this article.

3. When a defendant is in the custody of the commissioner pursuant to an order issued in accordance with this article, the commissioner may transfer him to any appropriate institution operated by the department of mental hygiene. The commissioner may discharge a defendant in his custody under a final order of observation at any time prior to the expiration date of such order, or otherwise treat or transfer such defendant in the same manner as if he were a patient not in confinement under a criminal court order.

4. When a defendant is in the custody of the commissioner pursuant to an order of commitment or an order of retention, he may make any motion authorized by this chapter which is susceptible of fair determination without his personal participation. If the court denies any such motion it must be without prejudice to a renewal thereof after the criminal action against the defendant has been ordered to proceed. If the court enters an order dismissing the indictment and does not direct that the charge or charges be resubmitted to a grand jury, the court must direct that such order of dismissal be served upon the commissioner.

5. When a defendant is in the custody of the commissioner pursuant to an order of commitment or an order of retention, the superior court that issued such order may, upon motion of the defendant, and with the consent of the district attorney, dismiss the indictment when the court is satisfied that (a) the defendant is a resident or citizen of another state or country and that he will be removed thereto upon dismissal of the indictment, or (b) the defendant has been continuously confined in the custody of the commissioner for a period of more than two years. Before granting a motion under this subdivision, the court must be further satisfied that dismissal of the indictment is consistent with the ends of justice and that custody of the defendant by the commissioner pursuant to an order of commitment or an order of retention is not necessary for the protection of the public and that care and treatment can be effectively administered to the defendant without the necessity of such order. If the court enters an order of dismissal under this subdivision, it must set forth in the record the reasons for such action, and must direct that such order of dismissal be served upon the commissioner. The dismissal of an indictment pursuant to this subdivision constitutes a bar to any further prosecution of the charge or charges contained in such indictment.

6. (a) Notwithstanding any other provision of law, no person committed to the custody of the commissioner pursuant to this article, or continuously thereafter retained in such custody, shall be discharged, released on condition or placed in any less secure facility or on any less restrictive



status, including, but not limited to vacations, furloughs and temporary passes, unless the commissioner shall deliver written notice, at least four days, excluding Saturdays, Sundays and holidays, in advance of the change of such committed person's facility or status, to all of the following:

(1) The district attorney of the county from which such person was committed;

(2) The superintendent of state police;

(3) The sheriff of the county where the facility is located;

(4) The police department having jurisdiction of the area where the facility is located;

(5) Any person who may reasonably be expected to be the victim of any assault or any violent felony offense, as defined in the penal law, which would be carried out by the committed person; and

(6) Any other person the court may designate.

Said notice may be given by any means reasonably calculated to give prompt actual notice.

(b) The notice required by this subdivision shall also be given immediately upon the departure of such committed person from the commissioner's actual custody, without proper authorization. Nothing in this subdivision shall be construed to impair any other right or duty regarding any notice or hearing contained in any other provision of law.

(c) Whenever a district attorney has received the notice described in this subdivision, and the defendant is in the custody of the commissioner pursuant to a final order of observation or an order of commitment, he may apply within three days of receipt of such notice to a superior court, for an order directing a hearing to be held to determine whether such committed person is a danger to himself or others. Such hearing shall be held within ten days following the issuance of such order. Such order may provide that there shall be no further change in the committed person's facility or status until the hearing. Upon a finding that the committed person is a danger to himself or others, the court shall issue an order to the commissioner authorizing retention of the committed person in the status existing at the time notice was given hereunder, for a specified period, not to exceed six months. The district attorney and the committed person's attorney shall be entitled to the committed person's clinical records in the commissioner's custody, upon the issuance of an order directing a hearing to be held.

(d) Nothing in this subdivision shall be construed to impair any other right or duty regarding any notice or hearing contained in any other provision of law.

S 730.70 Fitness to proceed; procedure following termination of custody by commissioner.

When a defendant is in the custody of the commissioner on the expiration date of a final or temporary order of observation or an order of commitment, or on the expiration date of the last order of retention, or on the date an order dismissing an indictment is served upon the commissioner, the superintendent of the institution in which the defendant is confined may retain him for care and treatment for a period of thirty days from such date.

If the superintendent determines that the defendant is so mentally ill or mentally defective as to require continued care and treatment in an institution, he may, before the expiration of such thirty day period, apply for an order of certification in the manner prescribed in section 31.33 of the mental hygiene law.

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- New York State Consolidated Laws
  - Mental Hygiene

ARTICLE 47

MENTAL HYGIENE LEGAL SERVICE

Section 47.01 Mental hygiene legal service.

47.03 Functions, powers and duties of the service.

S 47.01 Mental hygiene legal service.

(a) There shall be a mental hygiene legal service of the state in each judicial department. The service shall provide legal assistance to patients or residents of a facility as defined in section 1.03 of this chapter, or any other place or facility which is required to have an operating certificate pursuant to article sixteen or thirty-one of this chapter, and to persons alleged to be in need of care and treatment in such facilities or places. The head of such service in each judicial department and such assistants and such staff as may be necessary shall be appointed and may be removed by the presiding justice of the appellate division of the judicial department. Appointments and transfers to the service shall comply with the provisions of the civil service law. Standards for qualifications of the personnel in the service shall be established by the presiding justice of the appellate division of the judicial department. The presiding justice of the appellate division of the judicial department shall promulgate such rules or regulations as may be necessary to effectuate the purposes of

this article.

(b) No court, judge or justice exercising responsibility for the administration of the courts pursuant to section twenty-eight of article six of the constitution shall be disqualified in any judicial proceeding brought pursuant to this article solely by reason of the fact that administrative responsibilities with respect to the service are imposed herein.

S 47.03 Functions, powers and duties of the service.

The mental hygiene legal service in each judicial department of the state shall perform the following duties:

(a) To study and review the admission and retention of all patients or residents which shall include a review of the willingness of the patient or resident to remain in his or her status and the determination of the facility director as to suitability of such status, as provided for by this chapter;

(b) To inform patients or residents and, in proper cases, others interested in such persons' welfare of procedures for admission and retention and of the patients' or residents' right to have judicial hearing and review, to be represented by legal counsel, and to seek independent medical opinion;

\* (c) To provide legal services and assistance to patients or residents and their families related to the admission, retention, and care and treatment of such persons, to provide legal services and assistance to subjects of a petition or patients subject to section 9.60 of this chapter, and to inform patients or residents, their families and, in proper cases, others interested in the patients' or residents' welfare of the availability of other legal resources which may be of assistance in matters not directly related to the admission, retention, and care and treatment of such patients or residents;

\* NB Effective until June 30, 2005

(c) To provide legal services and assistance to patients or residents and their families related to the admission, retention, and care and treatment of such persons, and to inform patients or residents, their families and, in proper cases, others interested in the patients' or residents' welfare of the availability of other legal resources which may be of assistance in matters not directly related to the admission, retention, and care and treatment of such patients or residents;

\* NB Effective June 30, 2005

(d) To be granted access at any and all times to any facility or place or part thereof described in subdivision (a) of section 47.01 of this

article, and to all books, records and data pertaining to any such facility or place deemed necessary for carrying out its functions, powers and duties. The mental hygiene legal service may require from the officers or employees of such facility or place any information deemed necessary for the purpose of carrying out the service's functions, powers and duties. Information, books, records or data which are confidential and any limitations on the release thereof imposed by law upon the party furnishing the information, books, records or data shall apply to the service. Provided, however, whenever federal regulations restrict, or as a condition of federal aid require that a facility restrict the release of information contained in the clinical record of a patient or client, or restrict disclosure of the identity of a patient or access to that patient, to a greater extent than is allowed under this section, the provisions of such federal law or federal regulation shall be controlling; and

(e) To initiate and take any legal action deemed necessary to safeguard the right of any patient or resident to protection from abuse or mistreatment, which may include investigation into any such allegations of abuse or mistreatment of any such patient or resident.

## Appendix C

### 1999 Kirby Forensic Psychiatric Center Staff Workplace Survey

## KFPC Staff Workplace Survey: 1999

All answers to this survey are anonymous. Please do not write your name on the survey. No surveys will be examined for individual content. Only general groupings of responses and trends (e.g., Maintenance, Nursing, SHTA, evening-shift employees, etc.) will be reported. Surveys will be stored in locked cabinets and eventually will be shredded after the responses have been coded and entered into the computer.

It is important for everyone's opinions to be heard in a responsible, conscientious manner. Thank you for your assistance. It is appreciated.

### Demographics: OPTIONAL

What Department do you Work For:

Check the appropriate box above, then check your particular discipline.

- |                                      |                                         |                                                           |
|--------------------------------------|-----------------------------------------|-----------------------------------------------------------|
| <input type="checkbox"/> Psychology  | <input type="checkbox"/> TTL/UC         | <input type="checkbox"/> Maintenance/Housekeeping         |
| <input type="checkbox"/> Social Work | <input type="checkbox"/> Dietary        | <input type="checkbox"/> Personnel                        |
| <input type="checkbox"/> Psychiatry  | <input type="checkbox"/> Dental         | <input type="checkbox"/> Business Office/Storeroom        |
| <input type="checkbox"/> Medicine    | <input type="checkbox"/> Rehabilitation | <input type="checkbox"/> Prog Op./QA/Stf Devl/Risk Manage |
| <input type="checkbox"/> Pharmacy    | <input type="checkbox"/> SHTA           | <input type="checkbox"/> Safety                           |
| <input type="checkbox"/> Nursing     | <input type="checkbox"/> Clerical       | <input type="checkbox"/> Other (specify): _____           |

Shift:  Day     Evening     Night

Sex:  Female     Male

Instructions: Using the 6-point scale shown below, please respond to each of the 6 items by placing the number corresponding to your level of satisfaction for each item in the blank provided.

1	2	3	4	5	6
very dissatisfied	moderately dissatisfied	mildly dissat.	mildly satisfied	moderately satisfied	very satisfied

- . How satisfied are you with your co-workers? \_\_\_\_\_
- . How satisfied are you with your ability to have meaningful input into how you do your job? \_\_\_\_\_
- . How satisfied are you with your chances for advancement/promotion? \_\_\_\_\_
- . How satisfied are you with your access to needed training? \_\_\_\_\_
- . How satisfied are you with your job as a whole? \_\_\_\_\_
- . How satisfied are you with your immediate supervisor? \_\_\_\_\_

Instructions: Answer the next 21 items by indicating the amount of agreement you have toward each statement. A six-point scale is provided below and at the top of each subsequent page to indicate your different levels of agreement. Place the number in the space provided which indicates your level of agreement to the statement

1	2	3	4	5	6	9
highly disagree	moderately disagree	mildly disagree	mildly agree	moderately agree	highly agree	doesn't apply

- . The work is really challenging \_\_\_\_\_
- . Employees at KFPC go out of their way to help a new employee feel comfortable \_\_\_\_\_
- . Supervisors treat me with respect \_\_\_\_\_
- . KFPC is a well-managed hospital \_\_\_\_\_
- . I have a good working relationship with my co-workers/associates \_\_\_\_\_
- . I feel that people from diverse cultural backgrounds are well accepted within the organization. \_\_\_\_\_
- . The employee orientation at KFPC is adequate \_\_\_\_\_
- . I feel that information and changes affecting the operation of the hospital are effectively communicated to me \_\_\_\_\_
- . Supervisors usually compliment employees who do something well \_\_\_\_\_
- 0. I am proud to work at KFPC \_\_\_\_\_
- 1. Employees are empowered to make their own decisions. \_\_\_\_\_
- 2. I enjoy my job. \_\_\_\_\_
- 3. Policies and regulations are generally clear and understandable \_\_\_\_\_
- 4. I will be working at KFPC one year from now \_\_\_\_\_
- 5. I will be working at KFPC five years from now \_\_\_\_\_
- 6. Hard work is appreciated and rewarded at KFPC \_\_\_\_\_
- 7. KFPC is a highly efficient, work-oriented place \_\_\_\_\_
- 8. People put a lot of effort into what they do at KFPC \_\_\_\_\_



	2	3	4	5	6	9
highly disagree	moderately disagree	mildly disagree	mildly agree	moderately agree	highly agree	doesn't apply

- 19. My job function and responsibilities have been clearly explained to me and I understand them \_\_\_\_\_
- 20. Rules and regulations are well enforced. \_\_\_\_\_
- 21. Supervisors meet with employees regularly to discuss their future work goals \_\_\_\_\_

Instructions: For this next part please respond to the question with a short paragraph. Use the back of the page if you need more space.

What do you like best about KFPC \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

What do you like least about KFPC \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

How can KFPC improve? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

How do you think you or other employees can help? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

What suggestions do you have to increase staff morale?  
 \_\_\_\_\_  
 \_\_\_\_\_

Thank you again for your participation. We realize this is a long survey that requires a large amount of time on your part to complete. It is important that your opinions are registered and heard.

## **Appendix D**

### **Letter Of Consent To Participate In A Research Study**

# CONSENT TO PARTICIPATE IN A RESEARCH STUDY

## Research Title:

**“An Examination Of The Relationship Between Employee Turnover And Job Satisfaction At Kirby Forensic Psychiatric Center”**

You are being invited to volunteer as a subject in a research study being conducted at Kirby Forensic Psychiatric Center (KFPC). This study is a comparative analysis of job satisfaction of current and former employees as a basis for better understanding and improving employee turnover at KFPC. The research sought to answer the questions: (1) “Is there a measurable pattern of job satisfaction that corresponds with employee turnover at Kirby Forensic Psychiatric Center?” and (2) “Does this pattern indicate that employees who are less satisfied with certain aspects of their jobs are more likely to leave the institution?”

This study at KFPC is governed by federal and state laws regulating human subjects research. If you consent to participate in this study, your personal information will not be released without your permission. In addition, your personal identity will not be used in any publication without your prior permission; only the data obtained as a result of your participation in this study will be made public.

Participation is voluntary. You can refuse to participate by not returning the questionnaire, or you may withdraw from the study at any time. If you decide to withdraw your participation, your responses to the questionnaire will not be included in this study.

If you have any questions regarding this study and your rights as a research subject, you can reach Mr. Claude Sheng at (212) 427-9003 ext. 3695.

Thank you for your time.

Sincerely yours,

  
Claude Sheng

## Appendix E

### Questionnaire Responses Data Coding Sheets ---- Current Employees

Questionnaire Responses Data Coding Sheet --- Current Employees

Section I			Section II						Section III																					
Dep.	D/E/N	M/F	III1	III2	III3	III4	III5	III6	III7	III8	III9	III10	III11	III12	III13	III14	III15	III16	III17	III18	III19	III20	III21							
1	D	F	4	3	3	4	3	4	4	4	4	4	4	4	3	2	4	2	4	2	4	4	3	3	3	4	3	3		
1	D	F	5	1	1	1	2	1	6	3	2	1	5	9	2	2	2	9	1	4	3	9	1	1	1	4	2	9	1	
1	D	F	1	5	4	3	3	1	6	1	4	3	4	6	5	4	4	6	5	5	3	4	2	5	3	4	5	4	1	
1	D	F	4	3	3	3	4	1	2	3	3	1	4	4	3	2	2	3	1	4	3	4	3	1	1	3	4	1	4	
1	D	F	5	1	1	1	2	1	6	3	2	1	5	9	2	2	2	9	1	4	3	9	1	1	1	4	2	9	1	
1	D	F	1	5	4	4	3	1	6	1	4	3	4	6	5	4	4	6	5	5	3	4	2	5	3	4	5	4	1	
1	D	F	5	4	4	6	5	5	4	5	5	5	5	5	5	3	3	5	3	5	3	6	6	5	4	5	6	4	4	
1	D	F	5	1	1	1	2	1	6	3	2	1	5	9	2	2	2	9	1	4	3	9	1	1	1	4	2	9	1	
1	D	F	1	5	4	4	3	1	6	1	4	3	4	6	5	4	4	6	5	5	3	4	2	5	3	4	5	4	1	
1	D	F	5	4	4	5	5	2	3	4	4	1	5	5	3	3	3	4	1	5	3	5	3	1	1	4	5	2	5	
1	D	M	5	1	1	2	2	1	4	6	1	1	5	6	5	1	1	3	1	2	1	4	2	1	1	4	1	1	1	
1	D	M	4	2	2	4	3	4	3	4	4	4	4	4	4	2	2	4	2	4	2	5	5	4	3	4	5	3	3	
1	D	M	5	1	1	2	2	1	4	6	1	1	5	6	5	1	1	3	1	2	1	4	3	1	1	4	1	1	1	
2	D	F	5	3	3	3	3	4	4	4	3	1	5	5	5	3	3	3	2	3	3	2	2	3	3	3	3	3	3	
2	D	F	2	6	1	1	1	1	1	1	6	1	6	1	6	1	1	1	1	1	5	1	1	1	1	1	1	6	6	1
2	D	F	6	3	3	4	3	5	5	5	4	2	6	6	6	4	4	4	3	4	4	3	3	4	4	4	4	4	4	4
2	D	F	2	6	1	1	1	1	1	1	6	1	6	1	5	1	1	1	1	1	5	1	1	1	1	1	1	6	6	1
2	D	F	6	4	4	5	4	5	5	5	4	2	6	6	6	4	4	4	3	4	4	3	3	4	4	4	4	4	4	4
2	D	F	2	6	1	1	1	1	1	1	6	1	6	1	5	1	1	1	1	1	5	1	1	1	1	1	1	6	6	1
3	D	F	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	1	5	4	1	1	3	5	2	5	5	5	5	
3	D	F	6	6	6	6	6	6	6	6	5	6	6	6	6	6	6	6	3	6	5	3	3	4	6	4	6	6	6	
3	D	F	6	6	6	6	6	6	6	6	5	6	6	6	6	6	6	6	2	6	5	1	1	4	6	3	6	6	6	
3	D	F	5	5	5	4	3	6	6	5	5	5	6	6	3	5	5	6	5	4	4	5	4	6	6	5	6	4	4	
3	D	F	6	6	6	6	6	6	6	6	5	6	6	6	6	6	6	6	2	6	5	1	1	4	6	3	6	6	6	
3	D	F	6	6	6	6	6	6	6	6	6	6	6	6	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6
3	D	M	5	6	6	5	4	6	6	5	5	5	6	6	3	5	5	6	5	4	4	5	5	6	6	5	6	4	4	
3	D	M	4	1	4	4	1	1	4	4	1	1	5	4	6	1	1	1	1	1	1	9	9	1	1	6	1	1	1	
3	D	M	5	5	5	4	4	6	6	5	5	5	6	6	3	5	5	6	5	4	4	5	5	6	6	5	6	4	4	
3	D	M	5	6	6	5	4	6	6	5	5	5	6	6	3	5	5	6	5	4	4	5	5	6	6	5	6	4	4	
3	D	M	4	1	4	4	1	1	4	4	1	1	5	4	6	1	1	1	1	1	1	9	9	1	1	6	1	1	1	
6	D	F	4	4	3	4	4	5	5	4	5	4	4	3	3	4	3	4	1	4	3	4	3	3	3	3	4	3	3	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	1	1	1	1	1	4	1	
6	D	F	5	5	6	5	6	6	5	1	6	1	5	1	1	1	1	1	6	1	6	1	6	9	1	1	2	6	1	1
6	D	F	4	4	1	2	1	3	2	4	5	1	6	5	4	3	5	1	1	2	2	9	9	2	1	2	2	2	1	
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
6	D	F	5	4	5	2	4	3	3	5	4	3	4	2	2	2	2	2	4	3	4	3	4	1	2	2	4	2	3	
6	D	F	5	4	3	4	4	6	6	5	6	5	5	4	4	5	4	5	2	5	4	5	4	4	4	4	5	4	4	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	5	4	5	5	6	6	5	1	6	1	5	1	1	1	1	6	1	6	1	6	9	1	1	2	6	1	1	
6	D	F	4	4	1	2	1	3	2	4	5	1	6	5	4	3	5	1	1	2	2	9	9	2	1	2	2	2	1	
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
6	D	F	5	4	5	2	4	3	3	5	4	3	4	2	2	2	2	2	4	3	4	3	4	1	2	2	4	2	3	
6	D	F	5	5	4	5	5	6	6	5	6	5	5	4	4	5	4	5	2	5	4	5	4	4	4	4	5	4	4	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	5	4	5	4	6	6	5	1	6	1	5	1	1	1	1	6	1	6	1	6	9	1	1	2	6	1	1	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	5	4	1	2	1	3	2	4	5	1	6	5	4	3	5	1	1	2	2	9	9	2	1	2	2	2	1	
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
6	D	F	5	4	5	2	4	3	3	5	4	3	4	2	2	2	2	2	4	3	4	3	4	1	2	2	4	2	3	
6	D	F	5	5	4	5	5	6	6	5	6	5	5	4	4	5	4	5	2	5	4	5	4	4	4	4	5	4	4	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	5	4	5	4	6	6	5	1	6	1	5	1	1	1	1	6	1	6	1	6	9	1	1	2	6	1	1	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	4	4	1	2	1	3	2	4	5	1	6	5	4	3	5	1	1	2	2	9	9	2	1	2	2	2	1	
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
6	D	F	5	4	5	2	4	3	3	5	4	3	4	2	2	2	2	2	4	3	4	3	4	1	2	2	4	2	3	
6	D	F	5	5	4	5	5	6	6	5	6	5	5	4	4	5	4	5	2	5	4	5	4	4	4	4	5	4	4	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	5	4	5	4	6	6	5	1	6	1	5	1	1	1	1	6	1	6	1	6	9	1	1	2	6	1	1	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	4	4	1	2	1	3	2	4	5	1	6	5	4	3	5	1	1	2	2	9	9	2	1	2	2	2	1	
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
6	D	F	5	4	5	2	4	3	3	5	4	3	4	2	2	2	2	2	4	3	4	3	4	1	2	2	4	2	3	
6	D	F	5	5	4	5	5	6	6	5	6	5	5	4	4	5	4	5	2	5	4	5	4	4	4	4	5	4	4	
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	1	1	4	1	4	1	1	1	1	4	1	
6	D	F	5	4	5	4	6	6	5	1	6	1	5	1	1	1	1													

### Questionnaire Responses Data Coding Sheet --- Current Employees

Section I			Section II				Section III																			
Dep.	D/E/N	M/F	III1	III2	III3	III4	III5	III6	III7	III8	III9	III10	III11	III12	III13	III14	III15	III16	III17	III18	III19	III20	III21			
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	1	1		
6	D	F	5	4	5	2	4	3	3	5	4	3	4	2	2	2	2	2	4	3	4	3	4	1		
6	D	F	5	5	4	5	5	6	6	5	6	5	5	4	4	5	4	5	4	5	4	4	4	5		
6	D	F	4	4	1	2	4	1	4	1	1	1	4	1	1	1	1	1	4	1	4	1	1	1		
6	D	F	5	5	6	6	6	6	5	1	6	1	5	1	1	1	6	1	6	9	1	1	2	6		
6	D	F	4	4	1	2	1	3	2	4	5	1	6	5	4	3	5	1	1	2	2	9	9	2		
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	2	4		
6	D	F	5	4	5	2	4	3	3	5	4	3	4	2	2	2	2	2	4	3	4	3	4	1		
6	D	M	5	5	5	4	5	5	5	5	5	4	5	4	5	5	5	5	5	5	4	4	5	4		
6	D	M	5	4	4	4	5	5	5	5	5	4	5	4	5	5	5	5	5	5	4	4	5	4		
6	D	M	5	5	5	5	5	5	5	5	5	4	5	4	5	5	5	5	5	5	4	4	5	4		
6	E	F	6	1	1	1	1	6	6	6	4	1	6	1	6	6	1	4	1	9	6	6	1	1		
6	E	F	4	2	4	2	5	5	3	5	4	2	5	4	3	1	3	5	1	4	1	5	4	2		
6	E	F	6	1	1	1	1	6	6	6	4	1	6	1	6	6	1	4	1	9	6	6	1	1		
6	E	F	4	2	3	1	4	5	3	5	4	2	5	4	3	1	3	5	1	4	1	5	3	2		
6	E	F	6	1	1	1	1	6	6	6	4	1	6	1	6	6	1	4	1	9	6	6	1	1		
6	E	F	4	2	4	2	5	5	3	5	4	2	5	4	3	1	3	5	1	4	1	5	4	2		
6	N	F	5	5	1	1	1	1	5	1	2	1	6	5	1	1	1	2	1	4	2	1	1	1		
6	N	F	4	2	1	3	1	4	2	1	4	1	5	1	1	2	1	1	1	1	3	1	1	1		
6	N	F	5	1	1	1	1	5	1	4	5	1	5	5	3	3	3	1	1	1	1	4	1	1		
6	N	F	5	5	1	1	1	1	5	1	2	1	6	5	1	1	1	2	1	4	2	1	1	1		
6	N	F	4	2	1	3	1	4	2	1	4	1	5	1	1	2	1	1	1	1	1	3	1	1		
6	N	F	5	1	1	1	1	5	1	4	5	1	5	5	3	3	3	1	1	1	1	4	1	1		
6	N	F	5	5	1	1	1	1	5	1	2	1	6	5	1	1	1	2	1	4	2	1	1	1		
6	N	F	4	2	1	3	1	4	2	1	4	1	5	1	1	2	1	1	1	1	1	3	1	1		
6	N	F	5	1	1	1	1	5	1	4	5	1	5	5	3	3	3	1	1	1	1	4	1	1		
6	N	M	5	1	1	1	1	6	1	3	1	1	5	1	1	1	1	1	2	1	1	1	1	1		
6	N	M	4	3	1	1	2	4	4	4	3	4	4	4	5	5	2	1	1	2	4	5	1	2		
6	N	M	5	1	1	1	1	6	1	3	1	1	5	1	1	1	1	1	2	2	1	1	1	1		
6	N	M	4	3	1	1	2	4	4	4	3	4	4	4	5	5	2	1	1	2	4	5	1	2		
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6	N	M	4	3	1	1	2	4	4	4	3	4	4	4	5	5	2	1	1	2	4	5	1	2		
7	D	F	4	3	3	3	4	5	5	4	5	4	5	4	4	4	4	4	4	4	4	2	4	4		
7	D	F	5	5	5	5	5	6	6	5	6	5	6	5	5	5	5	5	5	5	5	4	5	5		
7	D	M	5	5	3	5	5	3	5	4	4	3	5	6	5	4	3	6	4	5	3	6	4	3		
7	D	M	5	5	3	5	5	3	5	4	4	3	5	6	5	4	3	6	4	5	3	6	5	3		
8	D	M	5	4	4	5	4	5	4	5	5	5	4	4	4	4	5	4	5	4	5	5	3	5		
8	D	M	6	4	4	5	4	6	5	6	6	6	5	5	5	5	5	6	6	6	6	5	6	5		
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Questionnaire Responses Data Coding Sheet --- Current Employees

Section I			Section II						Section III																				
Dep.	D/E/N	M/F	II1	II2	II3	II4	II5	II6	III1	III2	III3	III4	III5	III6	III7	III8	III9	III10	III11	III12	III13	III14	III15	III16	III17	III18	III19	III20	III21
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11	D	M	4	1																									

Questionnaire Responses Data Coding Sheet --- Current Employees

Section I			Section II						Section III																				
Dep.	D/E/N	M/F	II1	II2	II3	II4	II5	II6	III1	III2	III3	III4	III5	III6	III7	III8	III9	III10	III11	III12	III13	III14	III15	III16	III17	III18	III19	III20	III21
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### Questionnaire Responses Data Coding Sheet --- Current Employees

Section I			Section II						Section III																				
Dep.	D/E/N	M/F	II1	II2	II3	II4	II5	II6	III1	III2	III3	III4	III5	III6	III7	III8	III9	III10	III11	III12	III13	III14	III15	III16	III17	III18	III19	III20	III21
17	E	M	5	3	2	2	1	5	5	4	4	3	5	4	9	2	4	3	1	4	3	5	3	2	2	4	4	3	3
17	E	M	6	4	2	2	3	4	4	5	5	4	5	5	3	4	1	3	2	4	3	6	4	1	3	5	3	2	1
99	9	9	2	4	4	5	4	6	4	4	3	3	5	4	3	5	3	4	3	4	3	4	2	3	3	4	4	3	3
99	9	9	2	3	3	4	4	6	4	4	3	3	5	4	3	5	3	4	3	4	3	4	3	3	3	4	4	3	3
99	9	9	6	6	3	4	5	6	6	1	5	2	6	5	5	5	3	5	4	6	5	5	2	4	4	5	6	6	5
99	9	9	5	6	5	5	5	5	5	5	6	5	5	5	5	5	5	5	4	5	4	5	3	3	4	4	5	4	5
99	9	9	2	4	4	5	4	6	4	4	3	3	5	4	3	5	3	4	3	4	3	4	3	3	3	4	4	3	3
99	9	9	6	6	3	4	5	6	6	1	5	2	6	5	5	5	3	4	3	4	3	4	3	3	3	4	4	3	3
99	9	9	6	6	3	4	5	6	6	1	5	2	6	5	5	5	3	5	4	6	5	5	2	4	4	5	6	6	5
99	9	9	5	6	5	5	5	5	5	5	6	5	5	5	5	5	5	5	4	5	4	5	3	3	4	4	5	4	5
99	D	9	5	5	2	4	6	6	5	9	2	4	5	5	5	5	2	5	3	5	5	6	2	2	3	5	3	5	3
99	D	9	5	6	3	5	6	6	5	9	2	4	5	5	5	5	2	5	3	5	5	6	4	2	3	5	3	5	3
99	D	9	5	6	3	5	6	6	5	9	2	4	5	5	5	5	2	5	3	5	5	6	4	2	3	5	3	5	3
99	D	F	6	5	5	6	6	6	6	3	6	5	6	3	6	3	4	5	3	6	3	6	3	5	4	4	6	4	3
99	D	F	5	5	3	4	5	5	5	4	5	5	5	5	5	4	5	5	3	5	5	5	4	5	5	5	5	3	1
99	D	F	5	6	4	5	6	6	6	5	6	6	6	6	6	5	6	6	4	6	6	6	6	6	6	6	6	4	2
99	D	M	6	6	4	6	6	6	5	6	6	5	6	5	6	4	5	6	5	6	4	6	5	5	4	5	4	5	3
99	D	M	5	5	4	4	6	3	6	4	6	6	5	6	9	6	4	5	4	5	4	6	4	6	1	3	4	3	3
99	D	M	2	4	4	4	5	4	6	4	4	3	3	5	4	3	5	4	3	4	3	4	3	3	3	4	4	3	3
99	D	M	5	6	5	5	6	3	6	4	6	6	5	6	9	6	4	5	4	5	4	6	1	3	4	3	6	5	4
99	D	M	2	4	4	5	4	6	4	4	3	3	5	4	3	5	3	4	3	4	3	4	3	3	3	4	4	3	3

## Appendix F

Questionnaire Responses Data Coding Sheets ---- Former Employees

Questionnaire Responses Data Coding Sheet --- Former Employees

Section I			Section II				Section III																						
Dep.	D/E/N	M/F	III1	III2	III3	III4	III5	III6	III7	III8	III9	III10	III11	III12	III13	III14	III15	III16	III17	III18	III19	III20	III21						
1	D	F	4	5	2	6	5	3	6	5	3	5	6	4	6	5	4	6	5	6	3	2	3	4	6	6	6	4	
1	D	M	5	5	3	5	4	4	4	4	4	3	5	4	5	4	4	4	3	4	4	3	2	3	3	3	5	4	4
1	D	M	5	4	3	6	6	2	5	4	2	4	5	3	5	4	3	5	4	4	5	1	1	2	3	5	5	5	3
2	D	F	6	4	4	5	4	5	5	5	4	2	6	6	6	4	4	4	3	4	4	3	3	4	4	4	4	4	4
2	D	F	4	4	2	6	5	4	5	4	2	4	5	3	5	4	3	5	4	4	5	3	2	2	3	5	5	5	3
2	D	M	4	4	2	6	6	4	4	5	3	5	6	4	6	5	4	6	5	5	6	3	2	3	4	6	6	6	4
2	D	M	5	5	3	6	4	3	6	4	2	4	5	3	5	4	3	5	4	4	5	3	1	2	3	5	5	5	3
3	D	F	4	4	2	5	5	2	5	4	2	4	5	3	5	4	3	5	4	4	5	2	1	2	3	5	5	5	3
3	D	M	5	5	3	6	6	4	5	5	3	5	6	4	6	5	4	6	5	5	6	3	2	3	4	6	6	6	4
6	D	F	2	1	1	2	2	3	6	1	1	4	4	1	1	1	1	1	1	1	1	1	1	1	2	4	1	1	1
6	D	F	4	5	2	6	4	4	5	4	2	4	5	3	5	4	3	5	4	4	5	2	1	2	3	5	5	5	3
6	D	F	4	4	2	6	5	4	5	4	2	4	5	3	5	4	3	5	4	4	5	2	1	2	3	5	5	5	3
6	D	F	5	4	3	6	5	4	5	4	2	4	5	3	5	4	3	5	4	4	5	1	1	2	3	5	5	5	3
6	D	M	6	6	3	5	6	6	6	6	6	5	6	6	6	5	5	4	6	5	3	6	3	6	4	6	6	5	5
6	D	M	5	5	2	5	5	2	5	4	2	4	5	3	5	4	3	5	4	4	5	2	1	2	3	5	5	5	3
6	D	M	5	5	3	5	5	3	5	5	3	5	6	4	6	5	4	6	5	5	6	3	2	3	4	6	6	6	4
6	N	F	4	2	1	3	1	4	2	1	4	1	5	1	1	2	1	1	1	1	1	3	1	1	1	1	4	1	1
6	N	M	5	1	1	1	1	6	1	3	1	1	5	1	1	1	1	1	1	2	2	1	1	1	1	1	1	1	5
7	D	F	2	6	1	1	1	1	1	1	6	1	6	1	5	1	1	1	1	1	5	1	1	1	1	1	6	6	1
7	D	F	5	5	2	5	5	2	5	4	2	4	5	3	5	4	3	5	4	4	5	2	1	2	3	5	5	5	3
7	D	M	4	4	2	6	5	4	5	5	3	5	6	4	6	5	4	6	5	5	6	4	3	3	4	6	6	6	4
8	D	M	6	6	6	6	4	6	2	6	4	4	6	6	6	6	5	5	4	4	6	3	2	4	5	4	6	5	5
8	D	M	2	4	4	4	4	3	2	2	2	2	2	2	4	2	2	5	4	3	4	6	4	1	3	2	4	1	4
10	D	F	5	1	2	1	1	2	1	5	1	6	5	1	2	1	1	1	1	4	3	1	1	1	1	2	4	1	1
11	D	F	5	5	2	2	4	4	5	4	3	4	5	4	5	3	3	3	2	5	5	4	1	2	2	4	5	3	1
11	D	M	5	5	4	3	4	5	5	4	4	4	6	5	6	4	4	4	3	5	6	5	3	3	3	5	5	4	2
11	E	M	3	3	3	5	2	5	6	4	5	3	5	5	4	1	4	3	1	2	2	6	4	2	3	4	3	2	2
11	E	M	6	4	3	3	4	4	4	5	5	4	5	5	4	4	1	3	3	4	3	6	4	1	3	5	3	2	2
13	D	F	6	5	3	6	6	6	5	5	6	6	6	5	6	6	6	5	2	5	5	1	1	4	6	3	6	6	5
13	D	F	6	5	4	6	6	6	4	6	6	6	6	5	6	5	6	5	2	4	6	4	4	5	5	6	6	6	5
13	D	M	5	4	2	5	5	5	3	4	5	5	5	4	6	4	5	4	2	4	5	3	1	4	4	5	6	6	4
14	E	F	6	1	1	1	1	6	6	6	4	1	6	1	6	6	1	4	1	9	6	6	1	1	1	6	6	6	6
14	N	F	5	5	1	1	1	1	5	1	2	1	6	5	1	1	1	2	1	4	2	1	1	1	1	1	2	2	1
15	D	F	6	6	1	4	5	6	5	2	4	5	6	1	6	3	4	4	4	4	5	1	1	1	4	4	4	3	1
16	D	M	5	4	2	4	2	3	5	4	4	3	6	4	6	3	3	3	2	4	3	3	2	3	3	4	4	4	2
16	D	M	5	4	3	4	2	3	4	4	4	3	6	4	6	3	3	3	2	4	3	3	2	3	3	4	4	4	2
16	D	M	5	4	2	4	2	3	5	4	4	3	6	4	6	3	3	3	2	4	3	3	2	3	3	4	4	4	2
17	D	M	5	5	1	2	4	4	5	4	3	4	5	4	5	3	3	3	2	5	5	4	1	2	2	4	5	3	1
99	D	M	5	6	5	5	6	3	6	4	6	6	5	6	9	6	4	5	4	5	4	6	1	3	4	3	6	5	4
99	D	M	5	6	3	5	6	6	5	9	2	4	5	5	5	5	2	5	3	5	5	6	4	2	3	5	3	5	3

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## **Appendix G**

### **Survey Results ---- Current Employees**

# **Kirby Forensic Psychiatric Center**

## **Staff Workplace Survey**

**1999**

### **Results**

**Presented by:**

**Office of Program Evaluation**

# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

### 1999

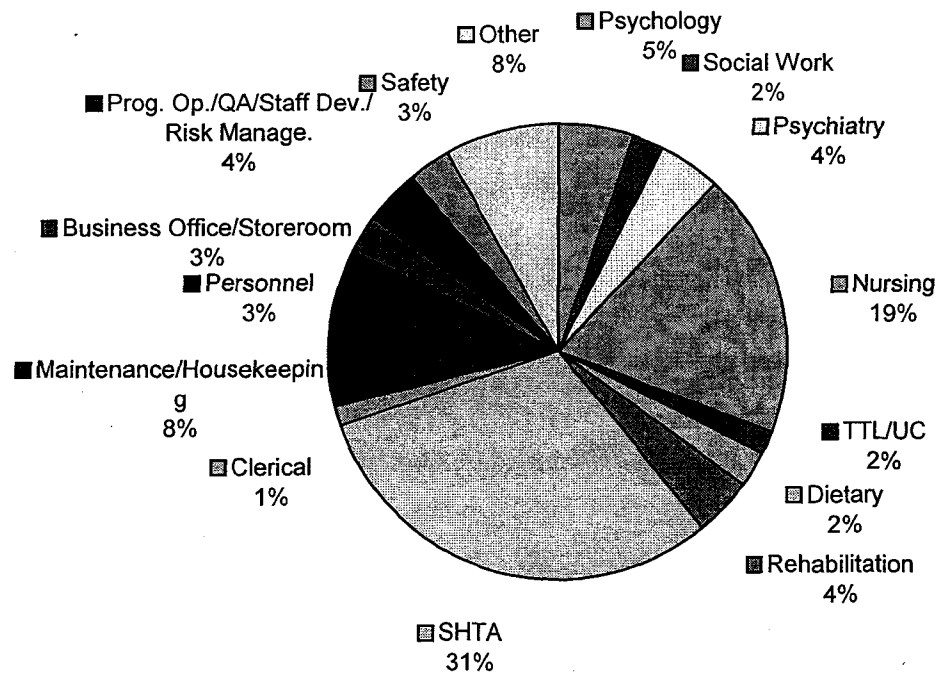
	Respondent	%
Psychology	13	5.16%
Social Work	6	2.38%
Psychiatry	11	4.37%
Medicine	0	0.00%
Pharmacy	0	0.00%
Nursing	48	19.05%
TTL/UC	4	1.59%
Dietary	6	2.38%
Dental	0	0.00%
Rehabilitation	11	4.37%
SHTA	77	30.56%
Clerical	3	1.19%
Maintenance/Housekeeping	21	8.33%
Personnel	7	2.78%
Business Office/Storeroom	7	2.78%
Prog. Op./QA/Staff Dev./ Risk Manage.	10	3.97%
Safety	8	3.17%
Other	20	7.94%
<b>TOTAL</b>	<b>252</b>	<b>100.00%</b>

# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

### 1999

### Respondent



G-3



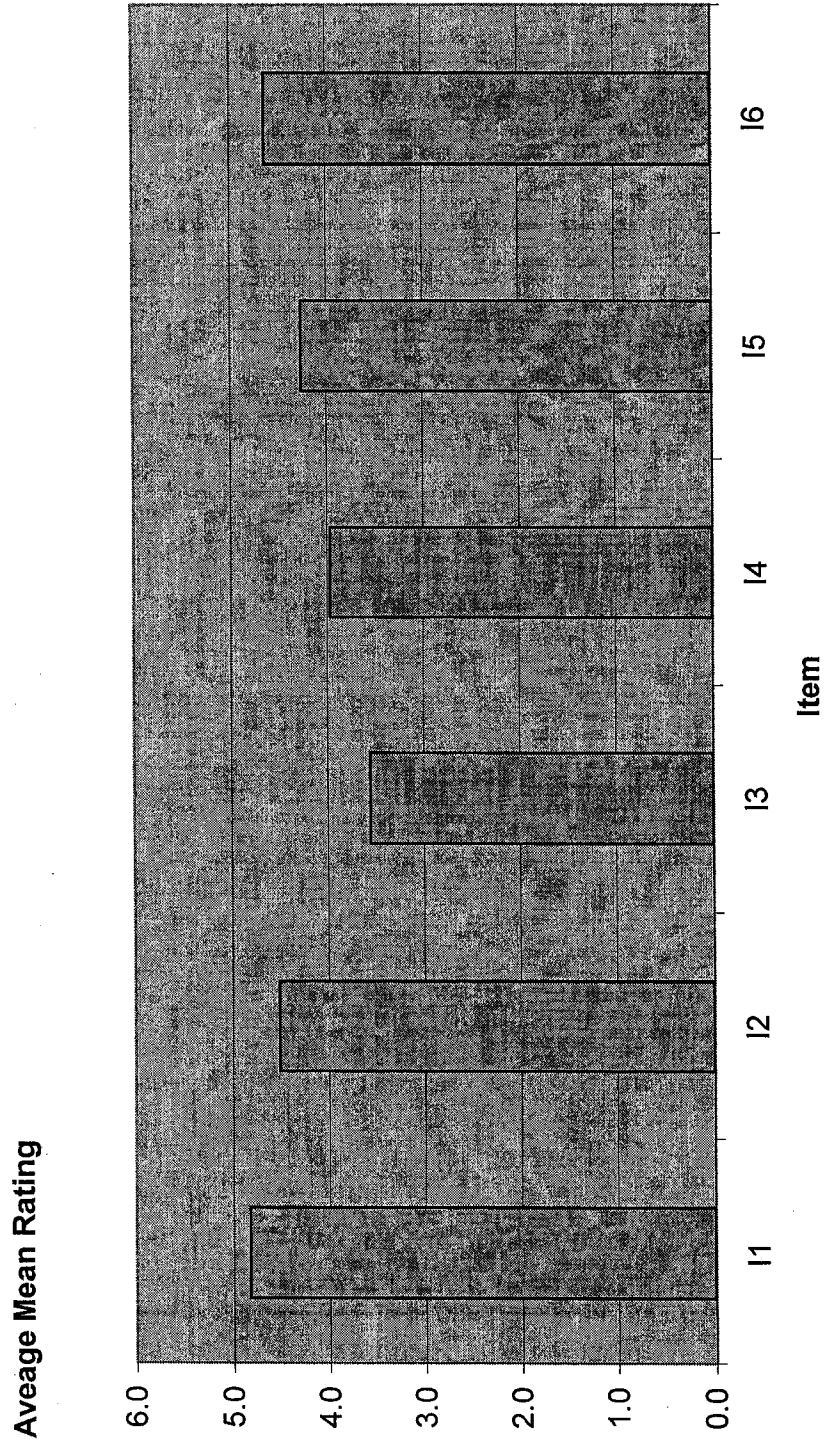
# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

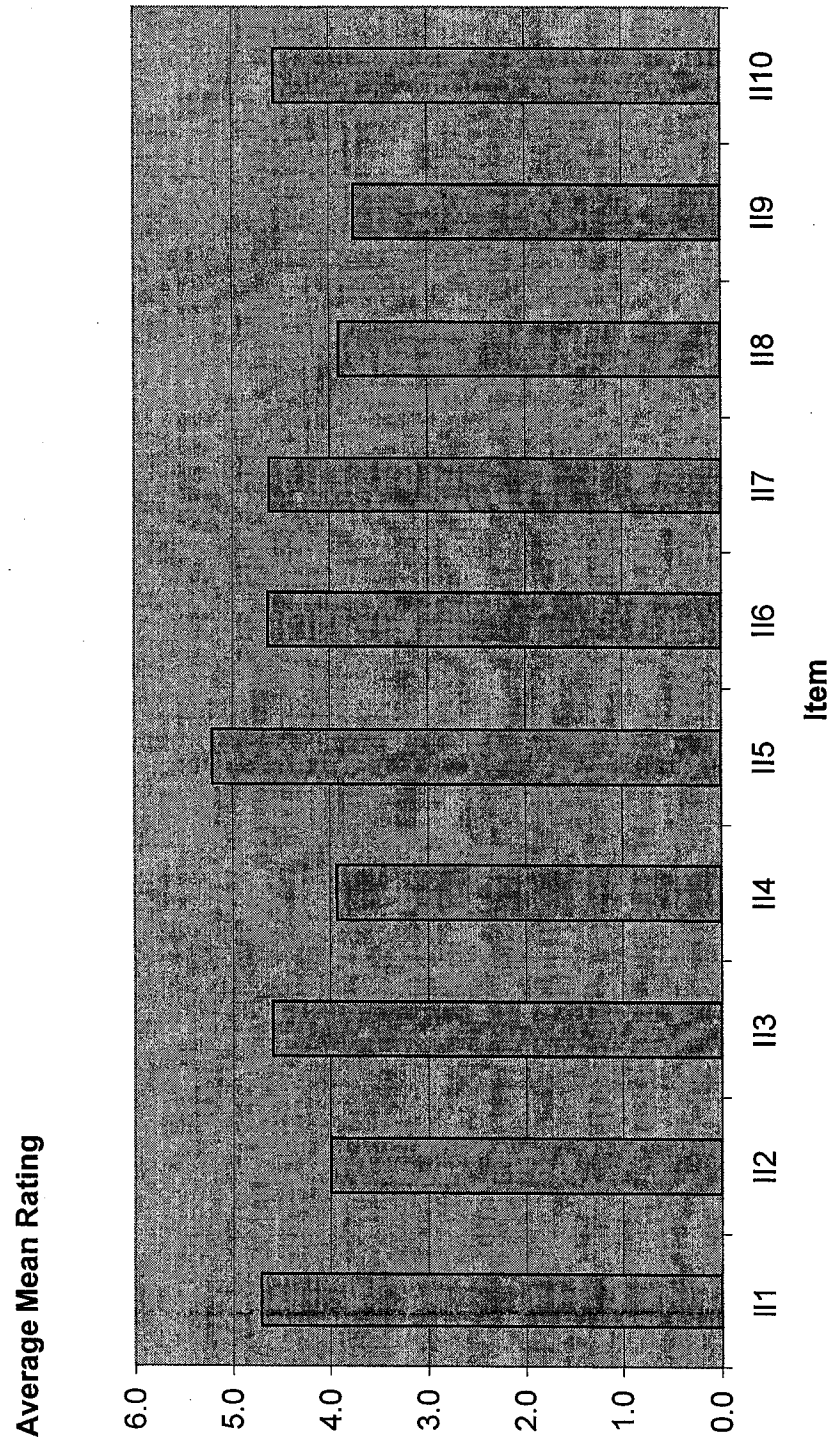
1999

Dep.	Section I																Section II										
	I1	I2	I3	I4	I5	I6	I11	I12	I13	I14	I15	I16	I17	I18	I19	I110	I111	I112	I113	I114	I115	I116	I117	I118	I119	I120	I121
Psychology	3.8	2.8	2.5	3.1	3.0	1.8	4.6	3.4	3.1	2.2	4.5	5.2	3.8	2.5	2.5	4.4	2.2	4.1	2.5	4.4	2.7	2.6	2.0	3.9	3.6	2.7	2.1
Social Work	3.8	4.7	2.2	2.5	2.2	2.8	2.8	2.8	4.8	1.3	5.8	3.3	5.3	2.3	2.3	2.3	1.8	2.3	4.3	1.8	1.8	2.3	2.3	2.3	4.8	4.8	2.3
Psychiatry	5.2	4.8	5.4	5.0	4.2	5.0	5.5	4.8	4.6	4.6	5.7	5.5	4.8	4.5	4.6	5.0	3.3	4.3	3.9	3.6	3.4	4.3	5.0	4.5	5.0	4.3	4.3
Nurse	4.4	3.3	2.3	2.3	2.8	4.1	3.8	3.2	3.6	2.2	4.9	2.7	2.6	2.6	2.2	2.7	1.5	3.5	2.4	3.9	1.8	1.7	1.8	2.9	3.3	2.5	2.6
TTL	4.8	4.5	3.5	4.5	4.8	4.3	5.3	4.3	4.8	3.8	5.3	5.3	4.8	4.3	3.8	5.3	4.3	4.8	3.8	5.3	3.8	3.8	4.3	3.8	3.8	3.8	4.3
Dietary	3.8	5.2	3.2	3.7	4.7	3.8	4.3	3.8	3.8	5.3	4.8	5.3	4.3	3.8	2.8	5.8	4.3	4.8	4.8	5.8	4.3	3.3	4.8	4.8	5.8	4.8	2.8
Rehab.	4.8	4.9	4.5	4.5	4.6	5.4	5.0	3.6	4.6	3.8	4.5	4.4	4.4	3.8	2.9	4.2	3.1	4.7	3.6	5.2	3.8	2.9	3.5	3.8	5.5	4.1	4.5
SHTA	4.9	2.8	4.2	2.7	3.8	4.7	4.3	4.2	4.6	3.4	5.2	4.3	4.1	3.5	3.7	4.2	2.8	4.6	3.3	5.2	4.2	3.1	3.5	4.2	3.9	3.3	2.6
Clerical	5.3	5.0	4.0	5.0	4.3	5.0	4.3	3.7	4.3	4.3	5.0	4.0	5.3	4.7	4.0	4.3	4.0	4.0	5.3	5.5	5.5	3.7	4.3	5.0	5.7	5.0	3.7
Maint./HSK	5.5	5.4	4.7	5.4	5.1	5.7	4.8	5.2	5.6	4.8	5.5	5.4	5.4	5.4	5.4	5.6	4.6	5.0	5.0	5.2	4.5	4.6	4.8	5.2	5.4	5.0	5.5
Personnel	5.9	5.6	3.4	4.4	5.6	5.6	5.6	4.4	5.6	5.6	5.6	5.6	5.6	4.4	5.6	5.6	3.4	5.7	5.7	5.7	4.9	5.6	5.6	5.6	5.6	3.7	1.3
Buss.	5.1	4.9	3.1	4.1	5.0	5.1	5.1	4.0	4.9	4.9	5.0	4.7	5.1	4.3	4.6	4.9	3.4	4.7	5.1	5.3	4.4	4.6	4.7	5.1	5.3	3.7	1.7
Prog. Op.	5.8	5.5	3.6	5.6	5.8	6.0	5.4	4.7	5.8	5.3	6.0	5.0	5.5	4.2	4.7	5.4	4.6	5.7	4.4	5.8	4.5	5.3	4.3	4.7	5.0	3.9	4.0
Safety	4.9	3.1	2.9	1.9	2.9	4.6	4.8	4.1	4.5	3.5	5.0	4.0	3.8	3.4	3.5	4.0	2.3	4.8	3.1	4.8	3.8	2.6	3.4	3.9	3.6	3.1	2.3
Other	4.4	5.2	3.8	4.8	5.1	5.6	5.1	3.7	4.3	4.0	5.3	4.8	4.5	4.9	3.6	4.8	3.5	5.0	4.1	5.1	3.0	3.5	3.7	4.4	4.7	4.3	3.5
Average Mean	4.8	4.5	3.6	4.0	4.3	4.6	4.7	4.0	4.6	3.9	5.2	4.6	4.6	3.9	3.7	4.6	3.3	4.5	4.1	4.8	3.8	3.6	3.9	4.3	4.7	3.9	3.2

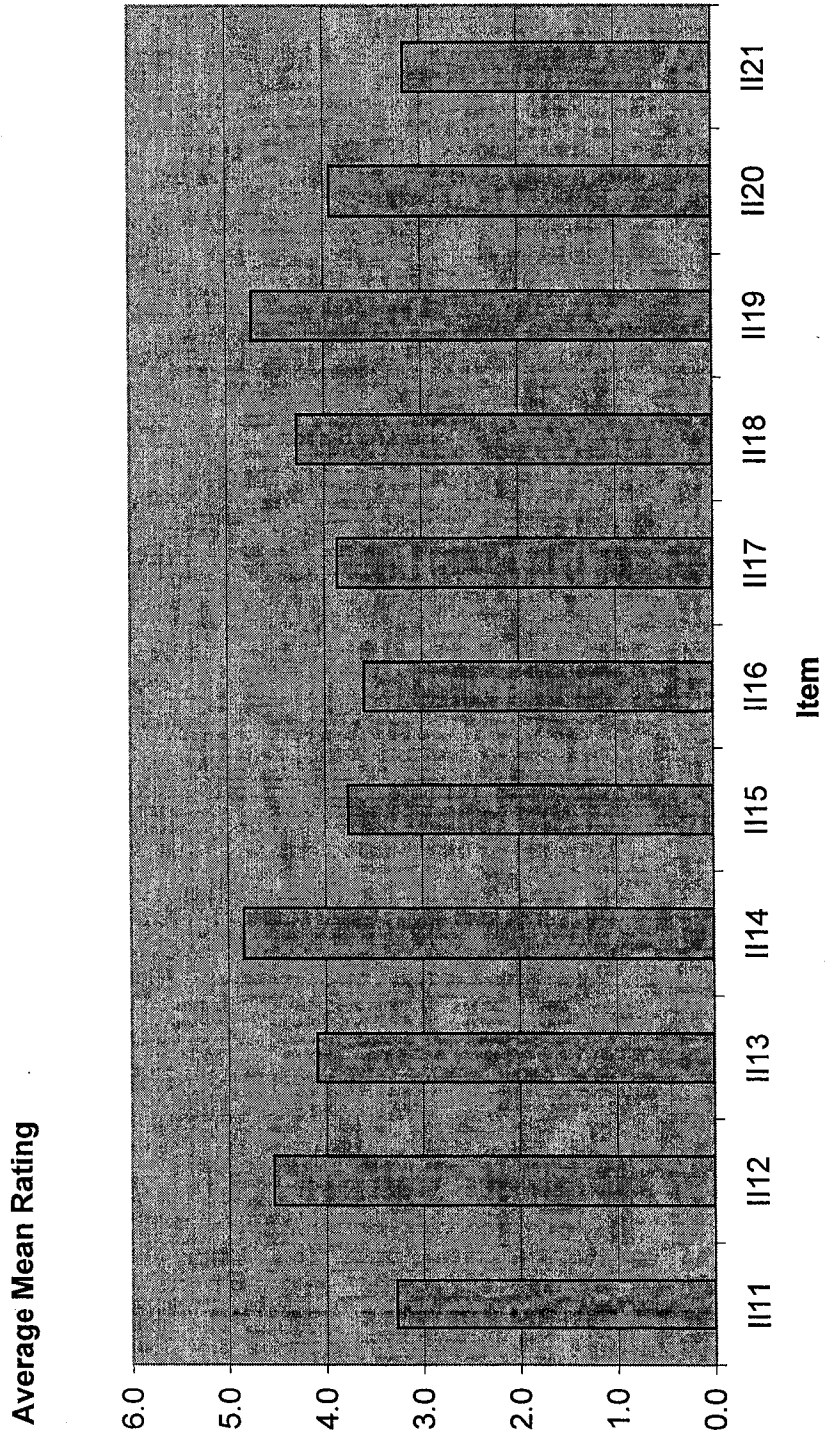
# Kirby Forensic Psychiatric Center Staff Workplace Survey 1999



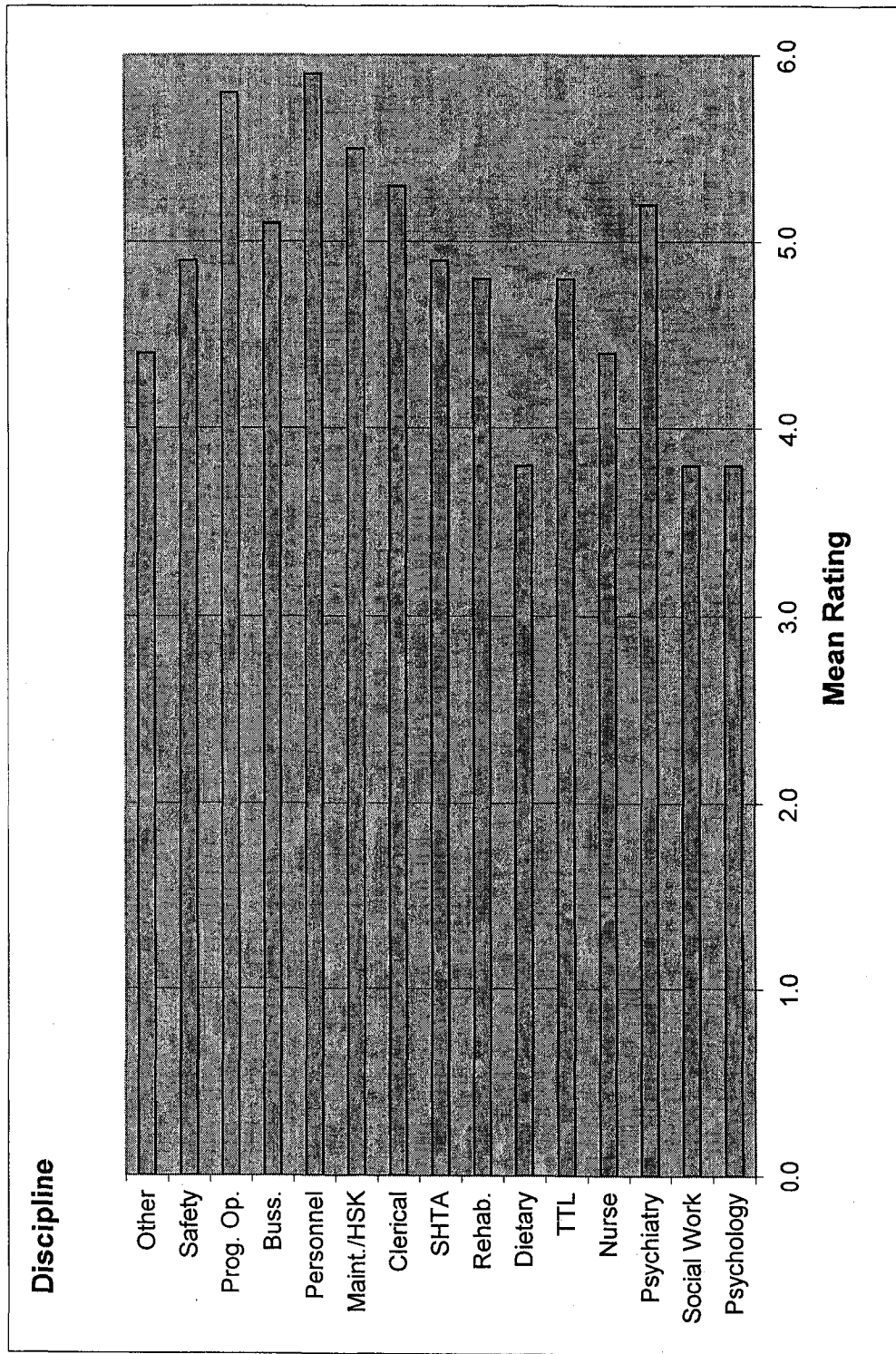
# Kirby Forensic Psychiatric Center Staff Workplace Survey 1999



# Kirby Forensic Psychiatric Center Staff Workplace Survey 1999

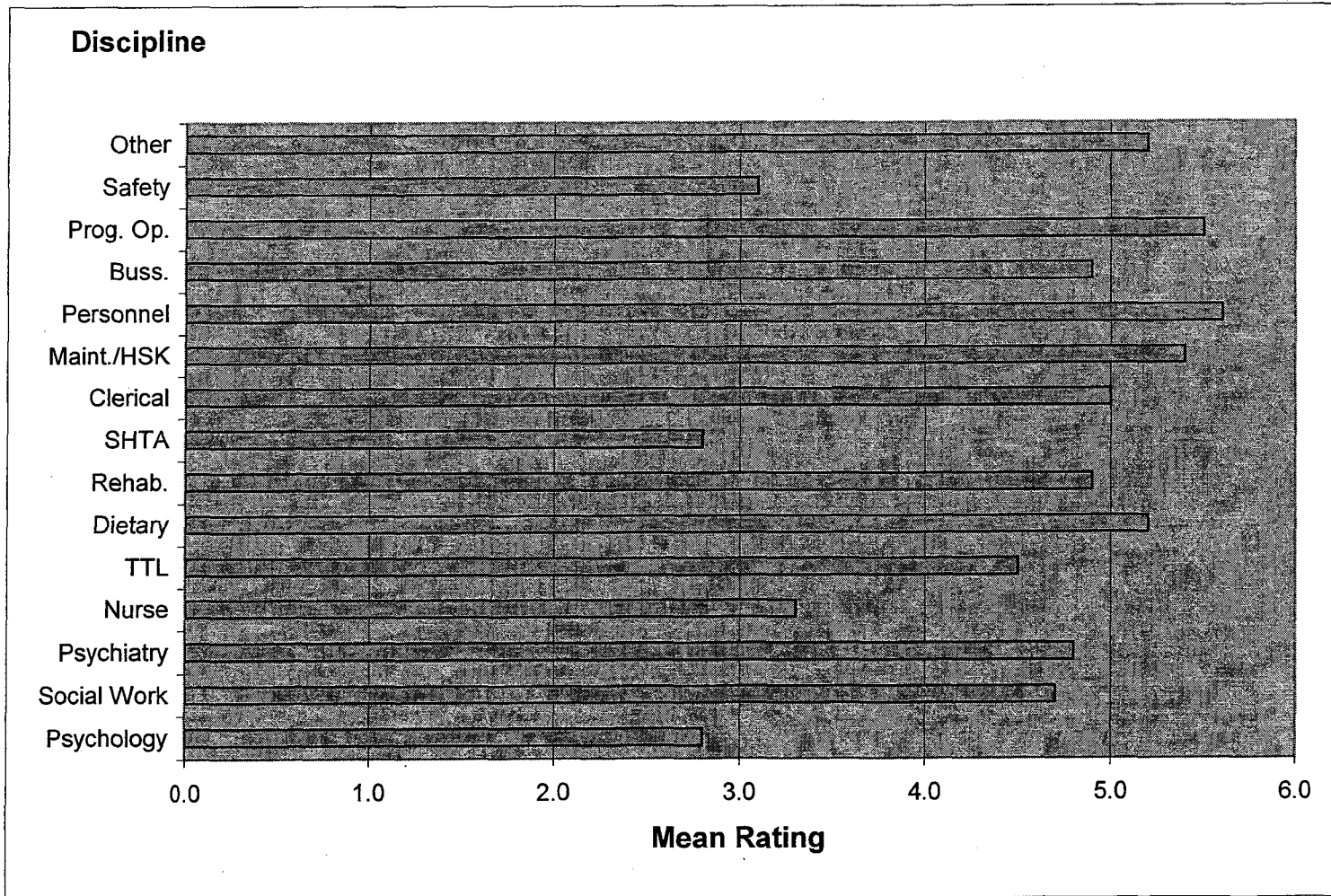


# How satisfied are you with your co-workers?



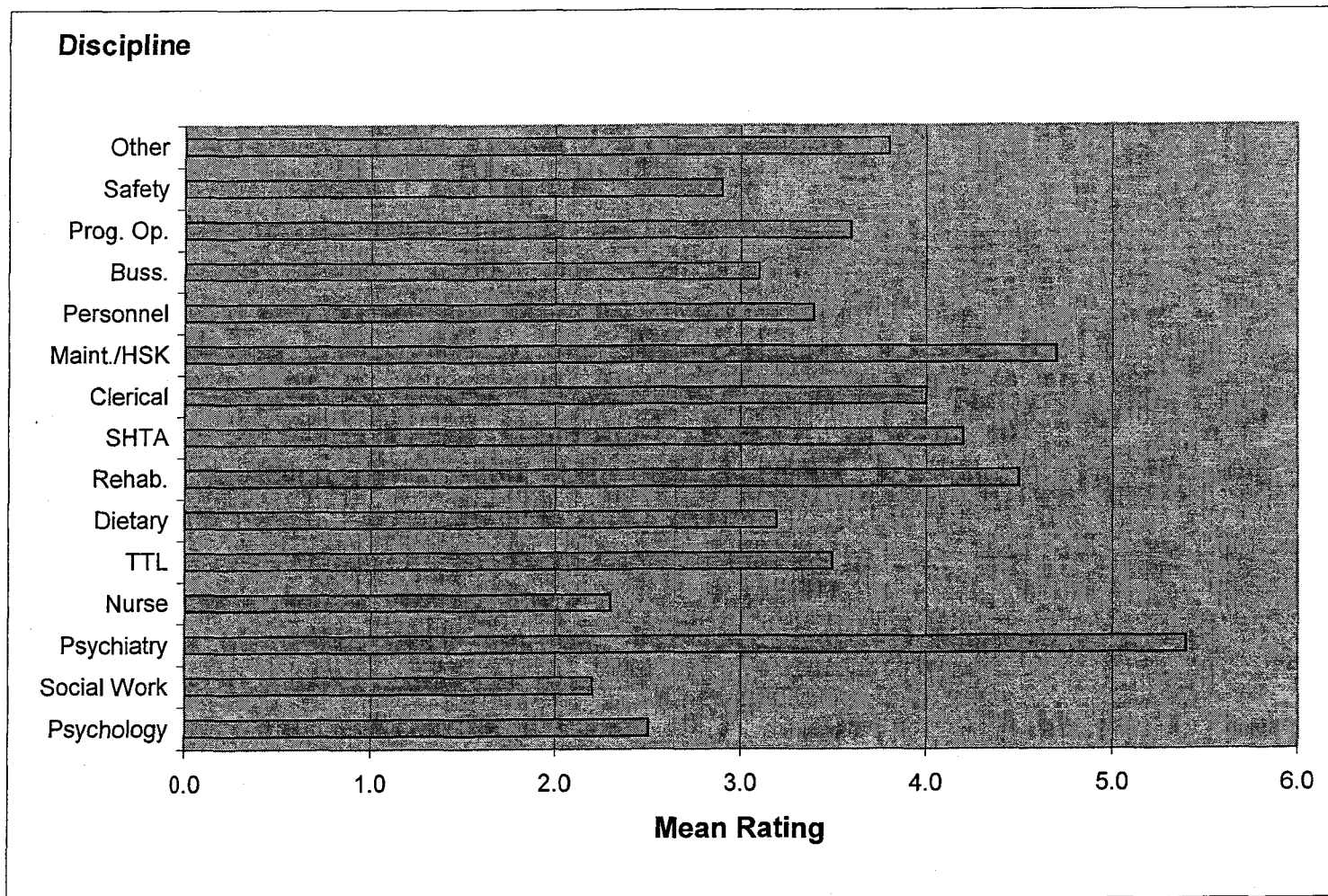


# How satisfied are you with your ability to have meaningful input into how you do your job?



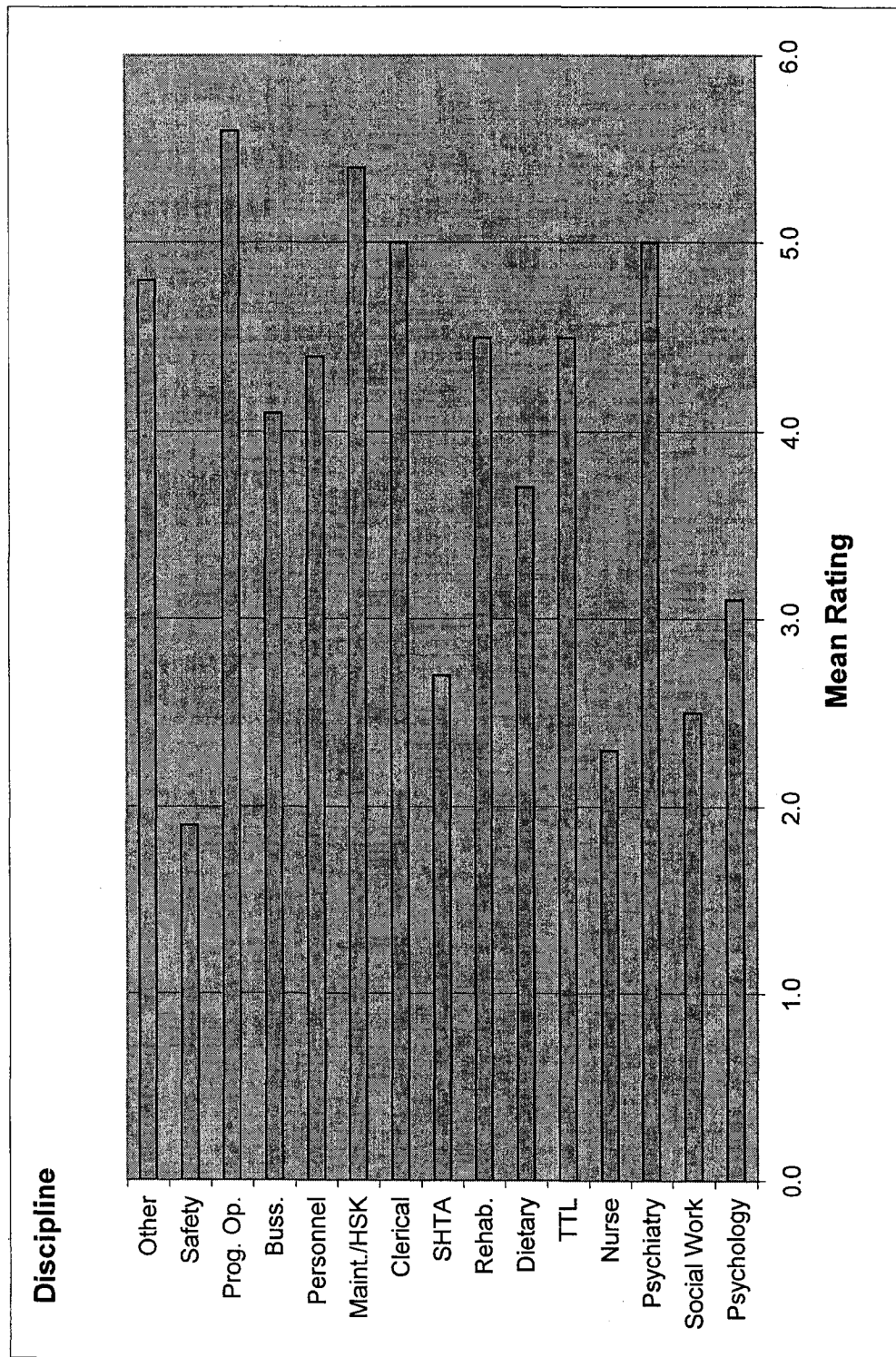
G-9

# How satisfied are you with your chances for advancement / promotion?



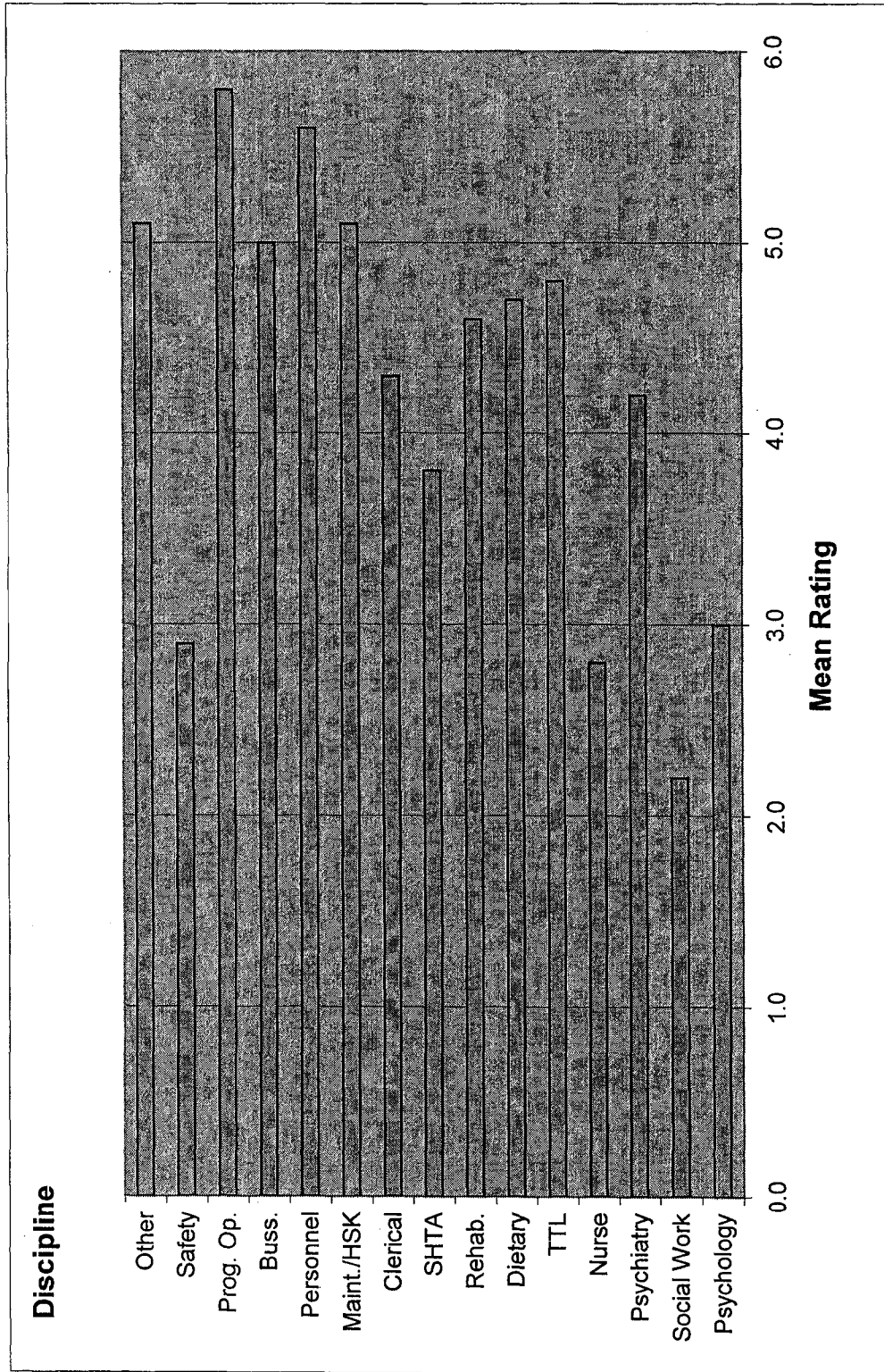
G-10

# How satisfied are you with your access to needed training?

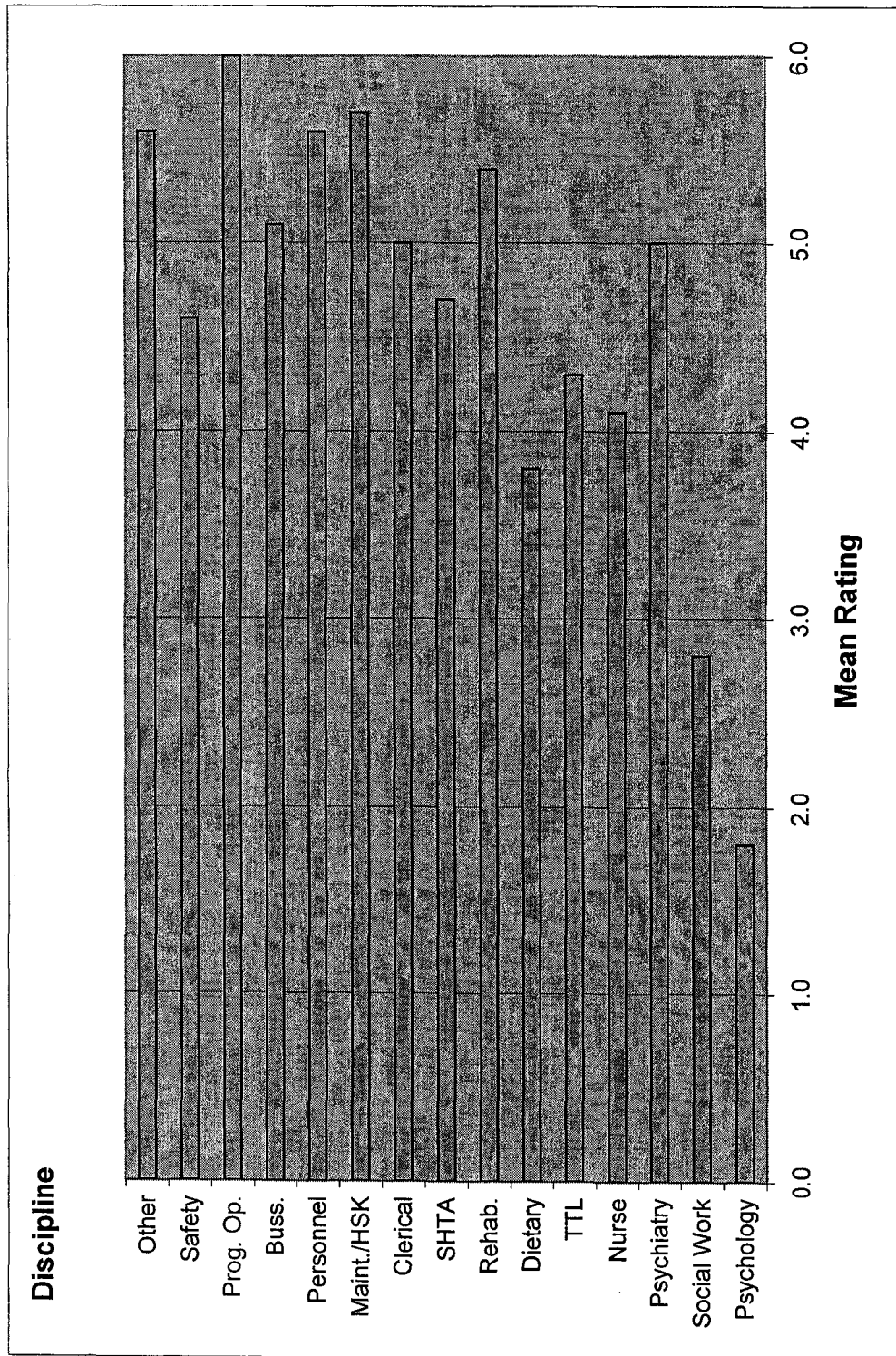




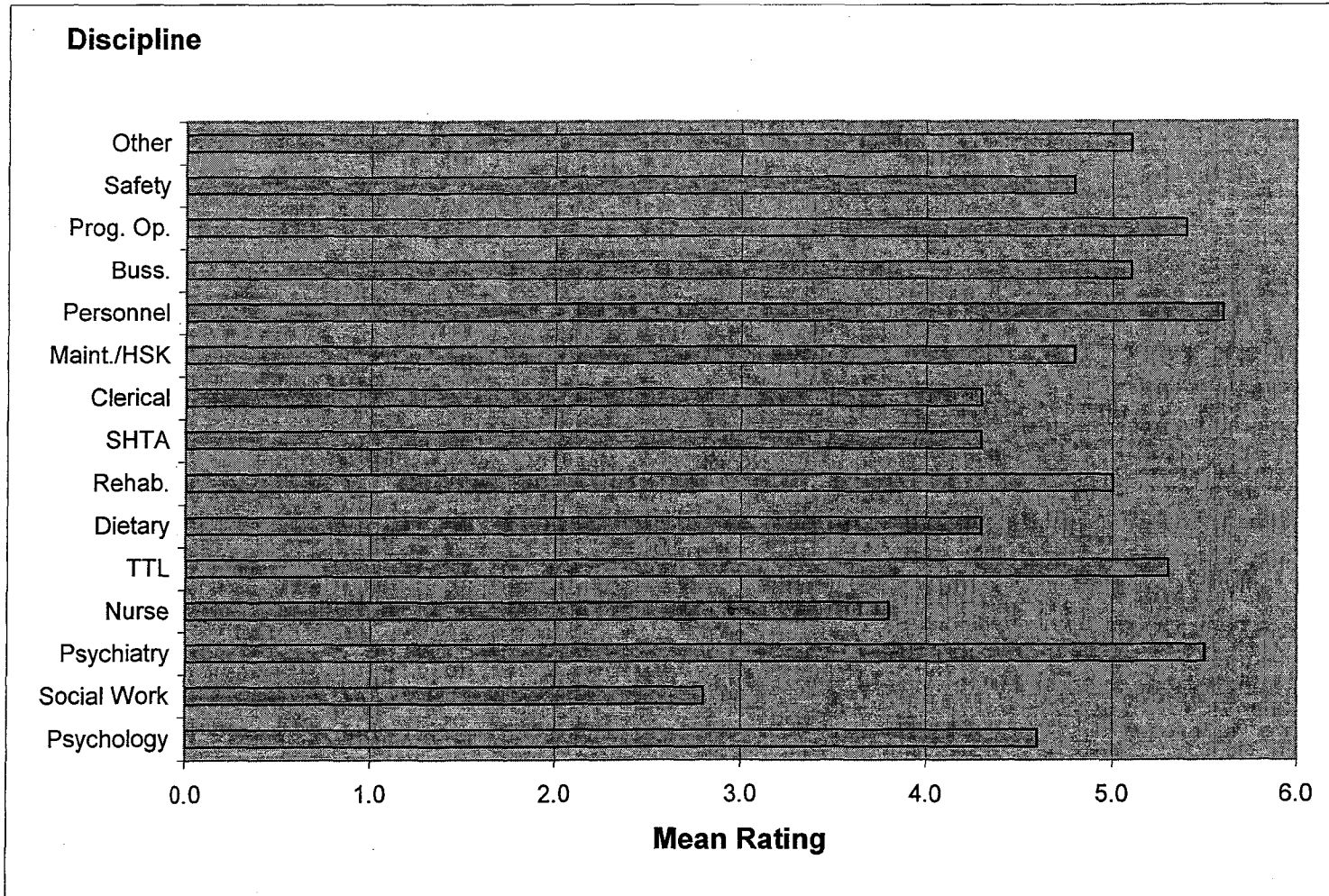
# How satisfied are you with your job as a whole?



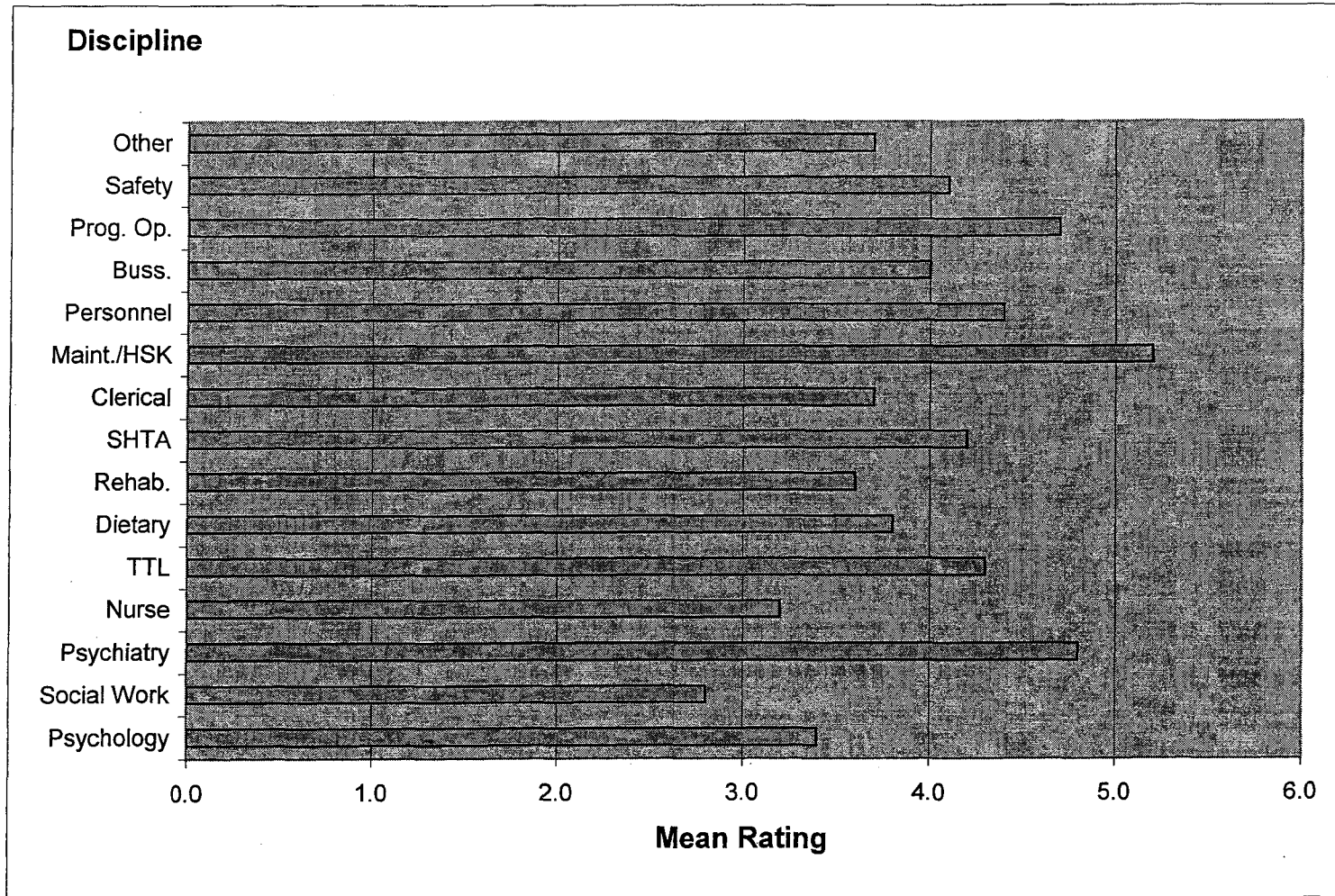
# How satisfied are you with your immediate supervisor?



# The work is really challenging.



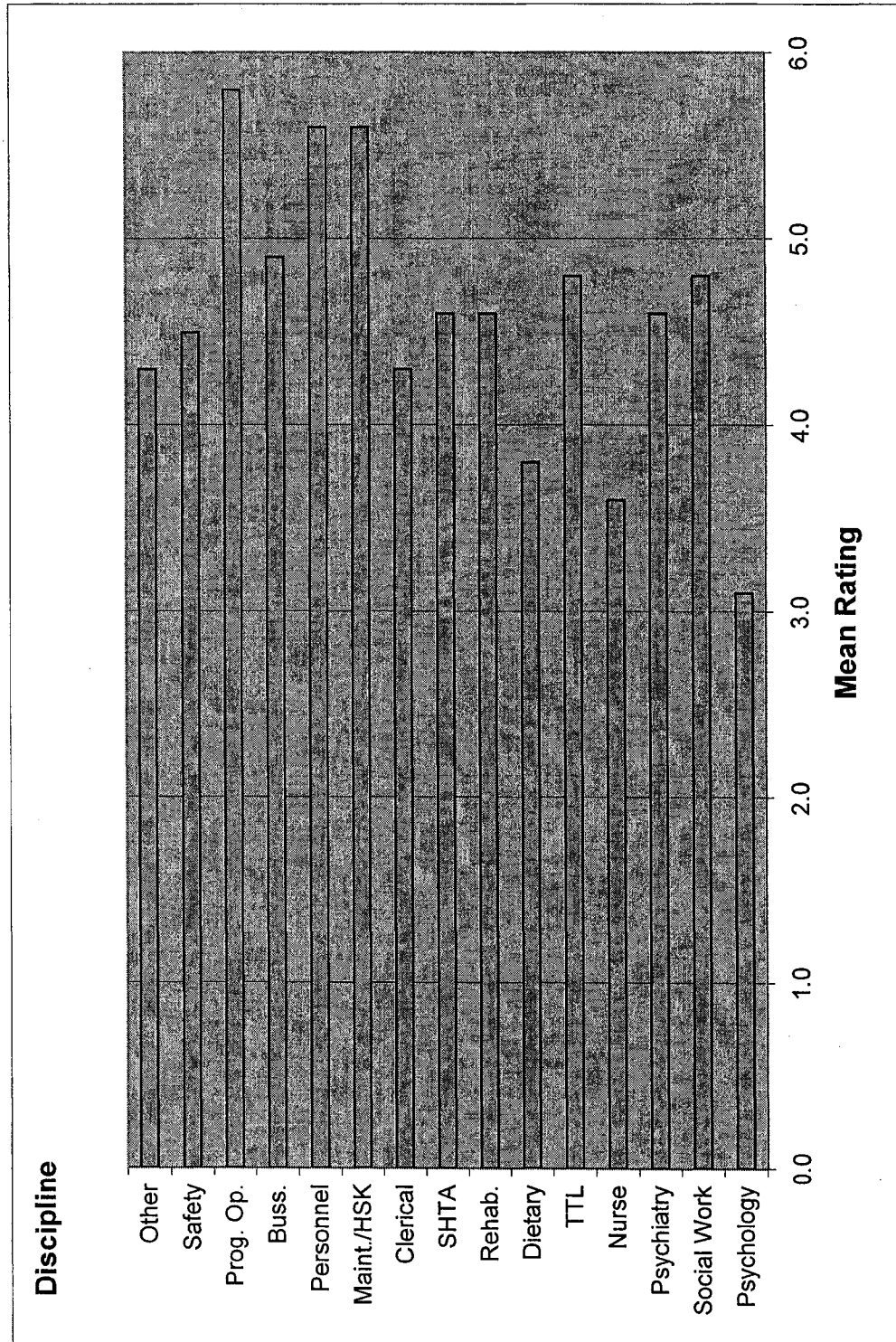
# Employees at KFPC go our of their way to help a new employee feel comfortable.



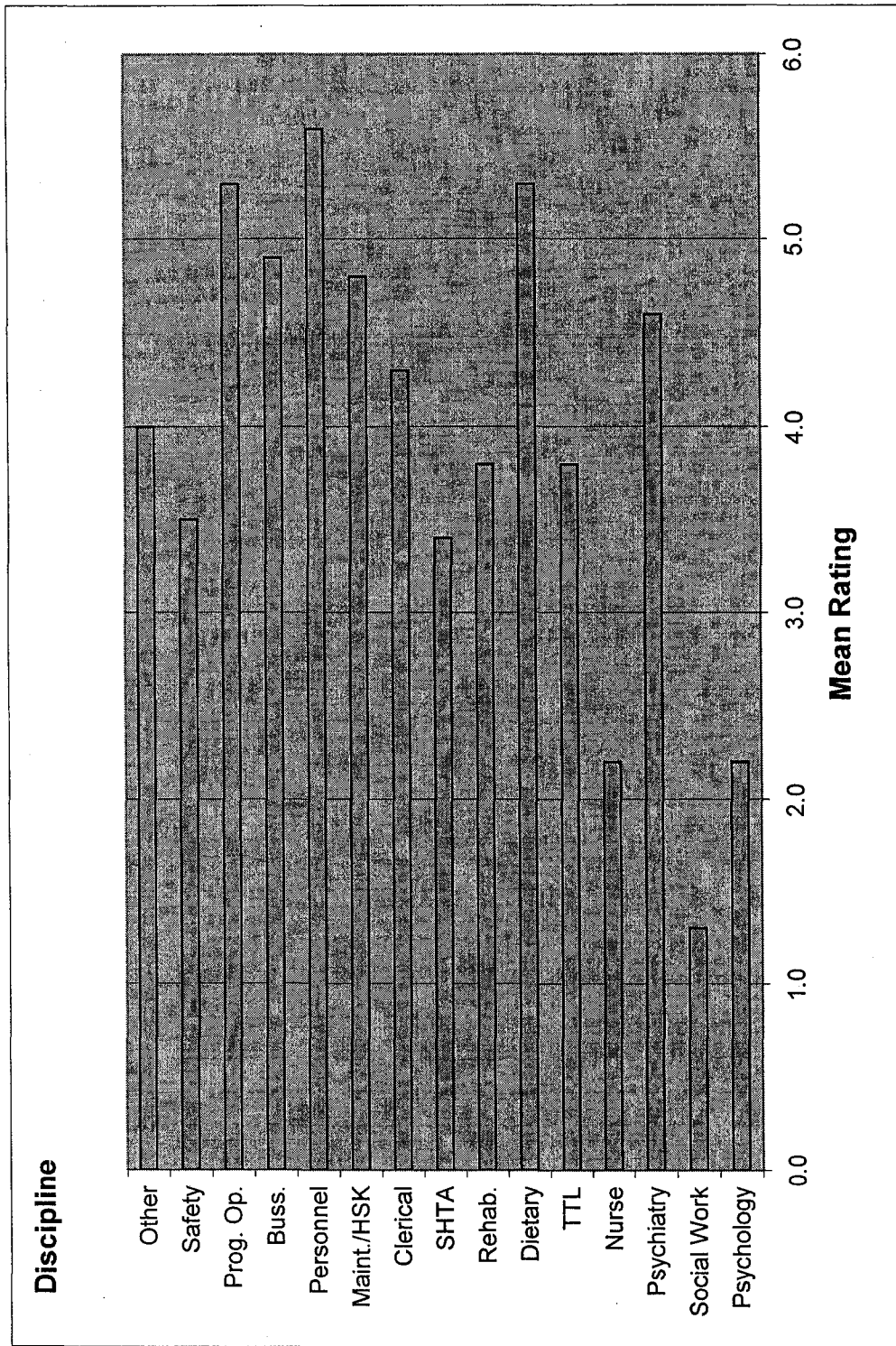
G-15



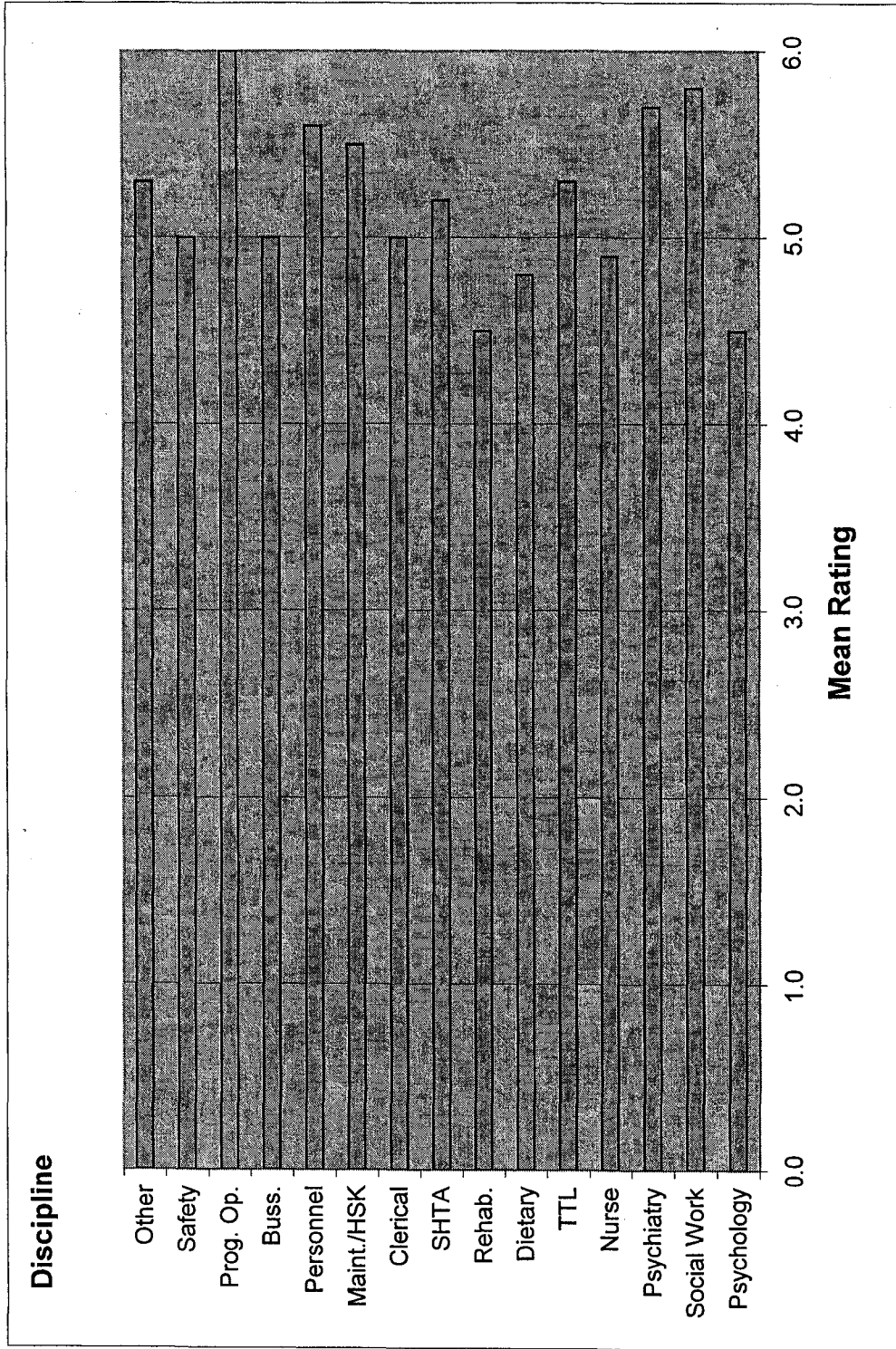
# Supervisors treat me with respect.



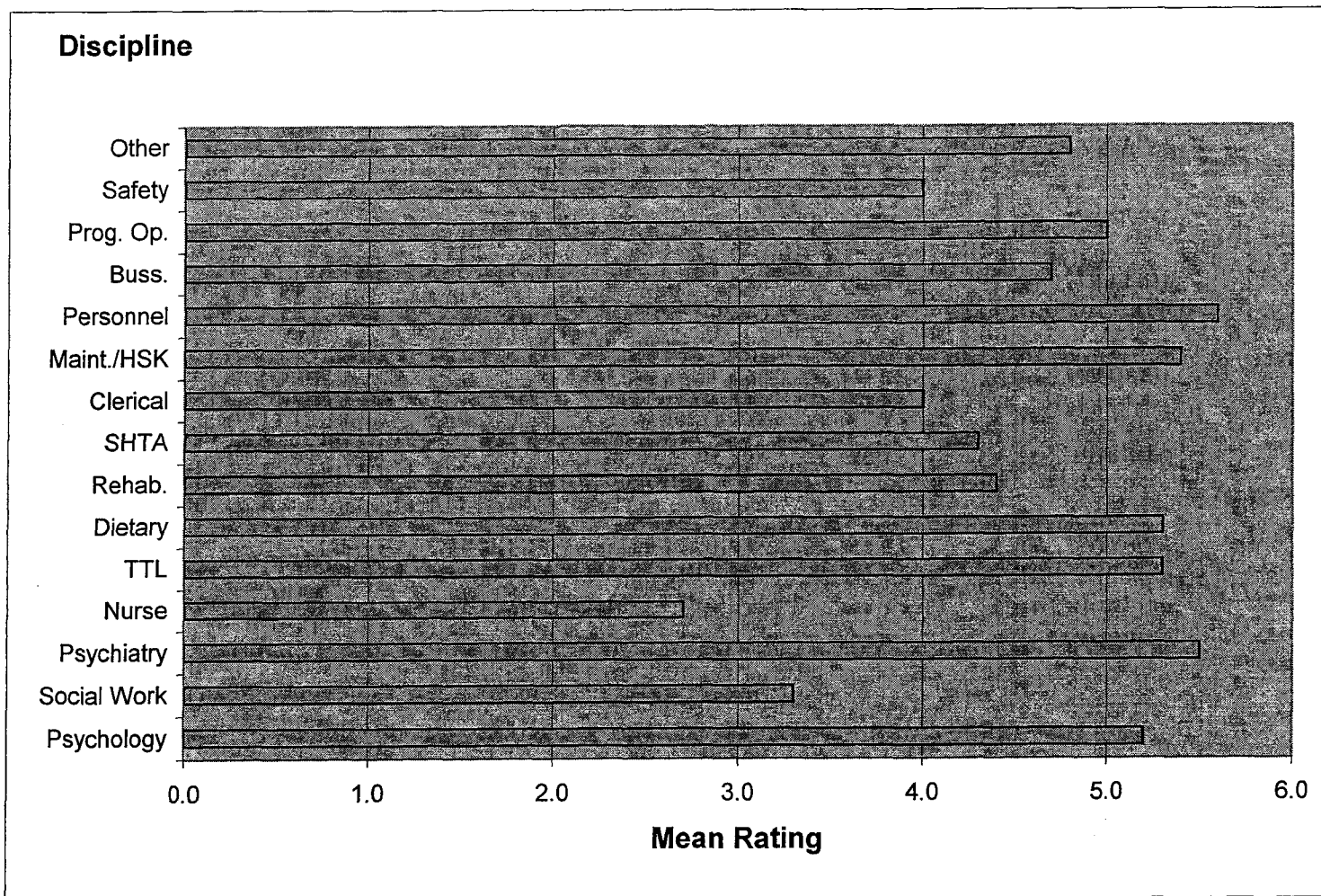
# KFPC is a well-managed hospital.



**I have a good working relationship with my co-workers / associates.**



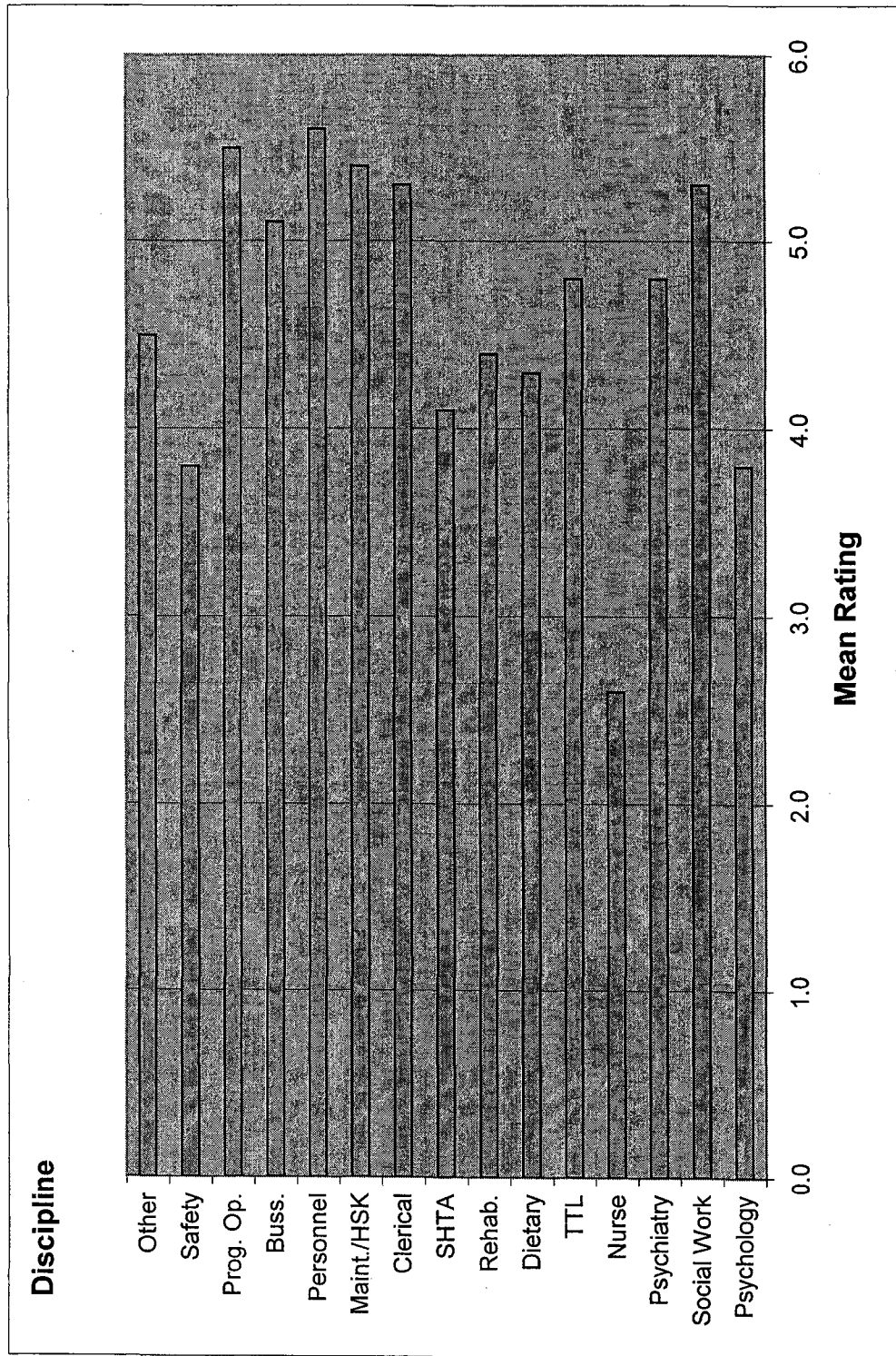
# I feel that people from diverse cultural backgrounds are well accepted within the organization.



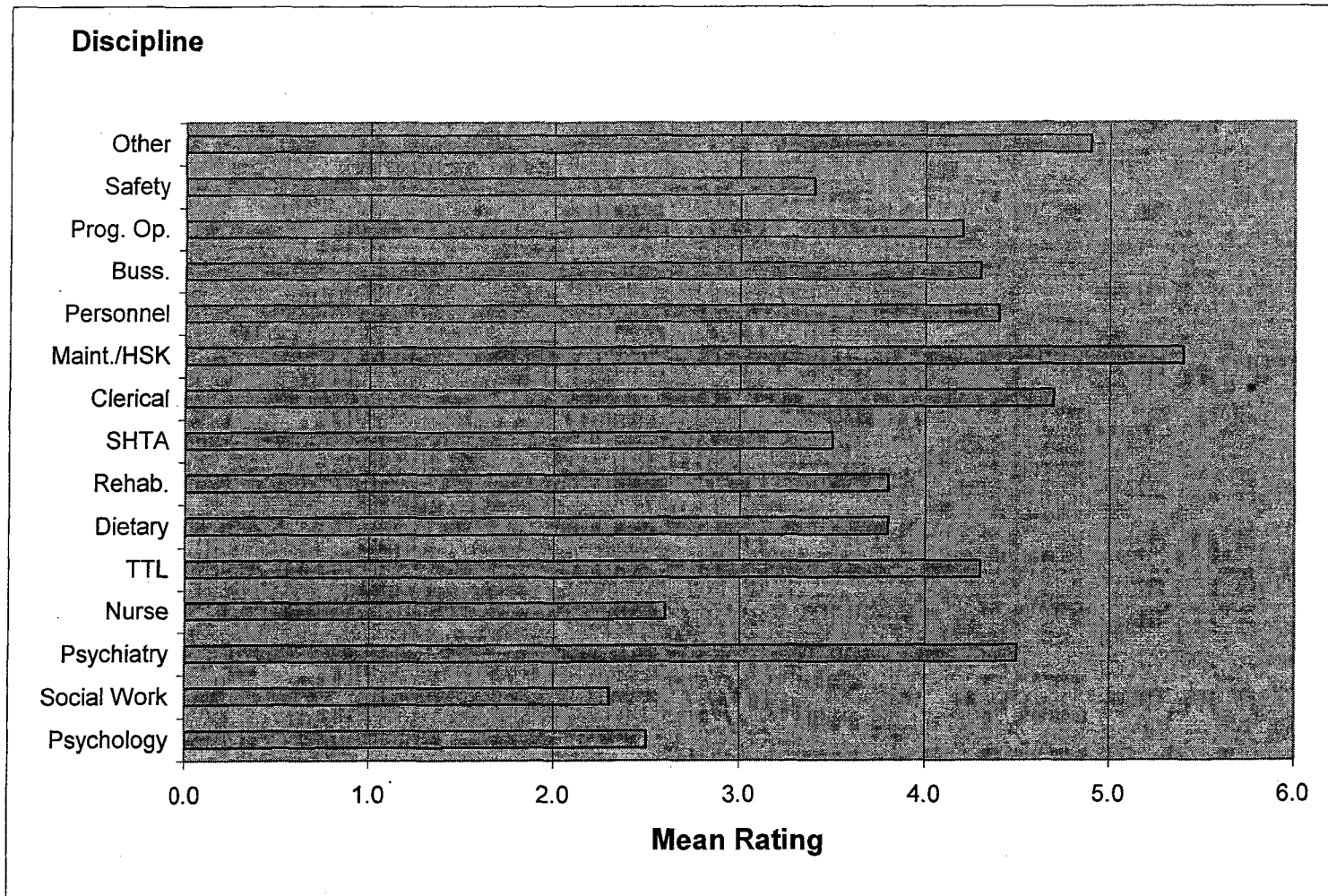
G-19



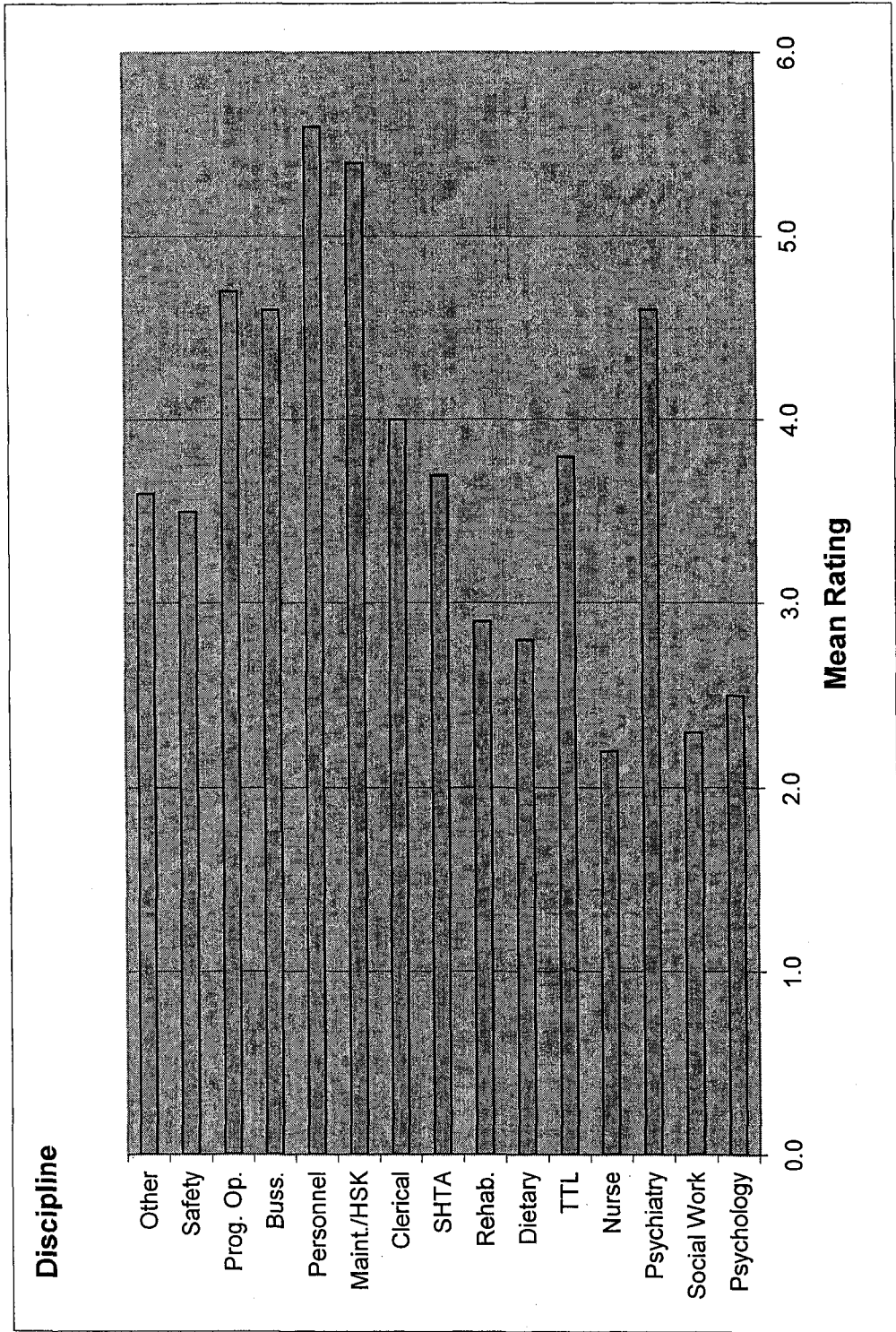
# The employee orientation at KFPC is adequate.



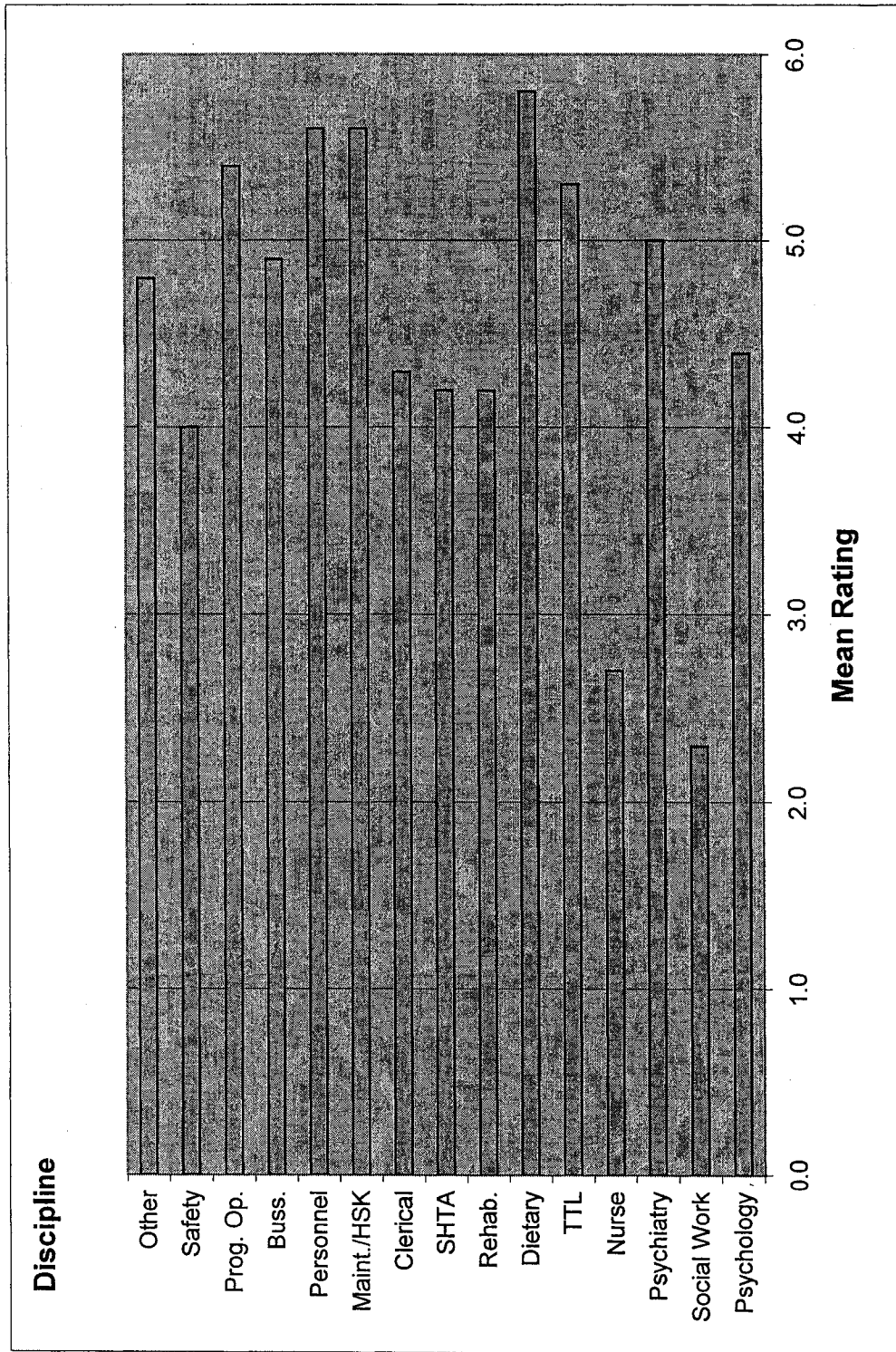
# I feel that information and changes affecting the operation of the hospital are effectively communicated to me.



**Supervisors usually compliment employees who do something well.**

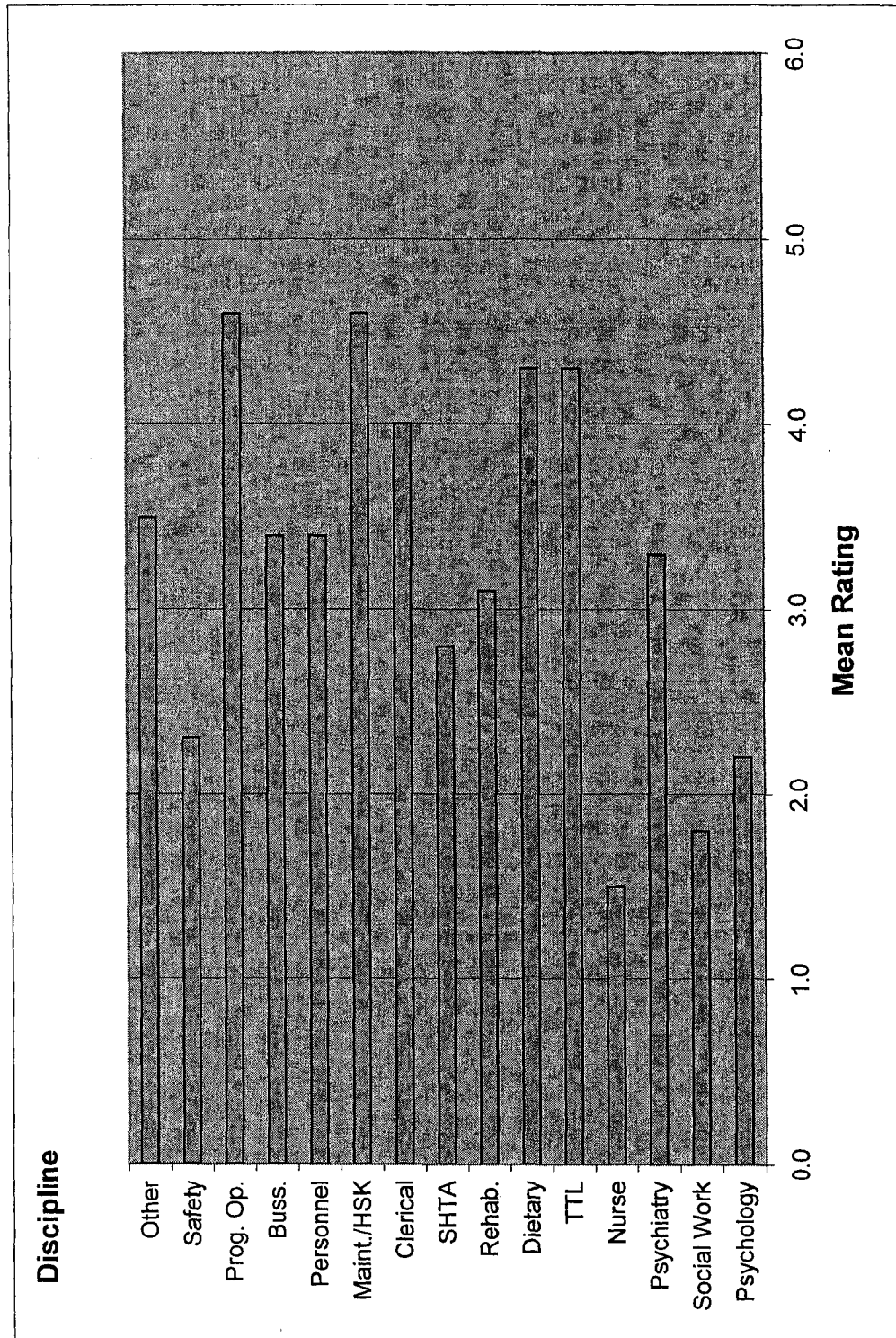


# I am proud to work at KFPC.

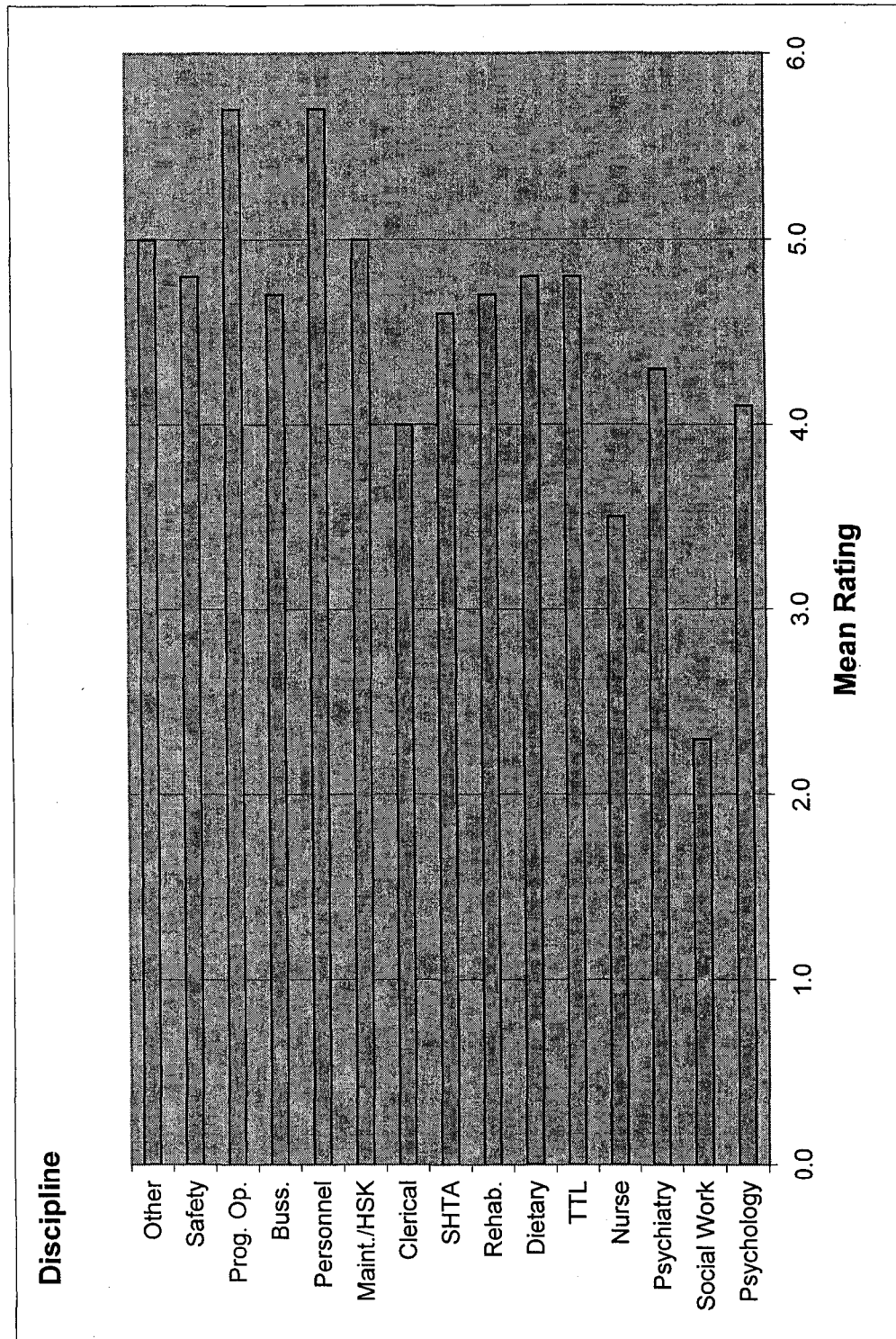




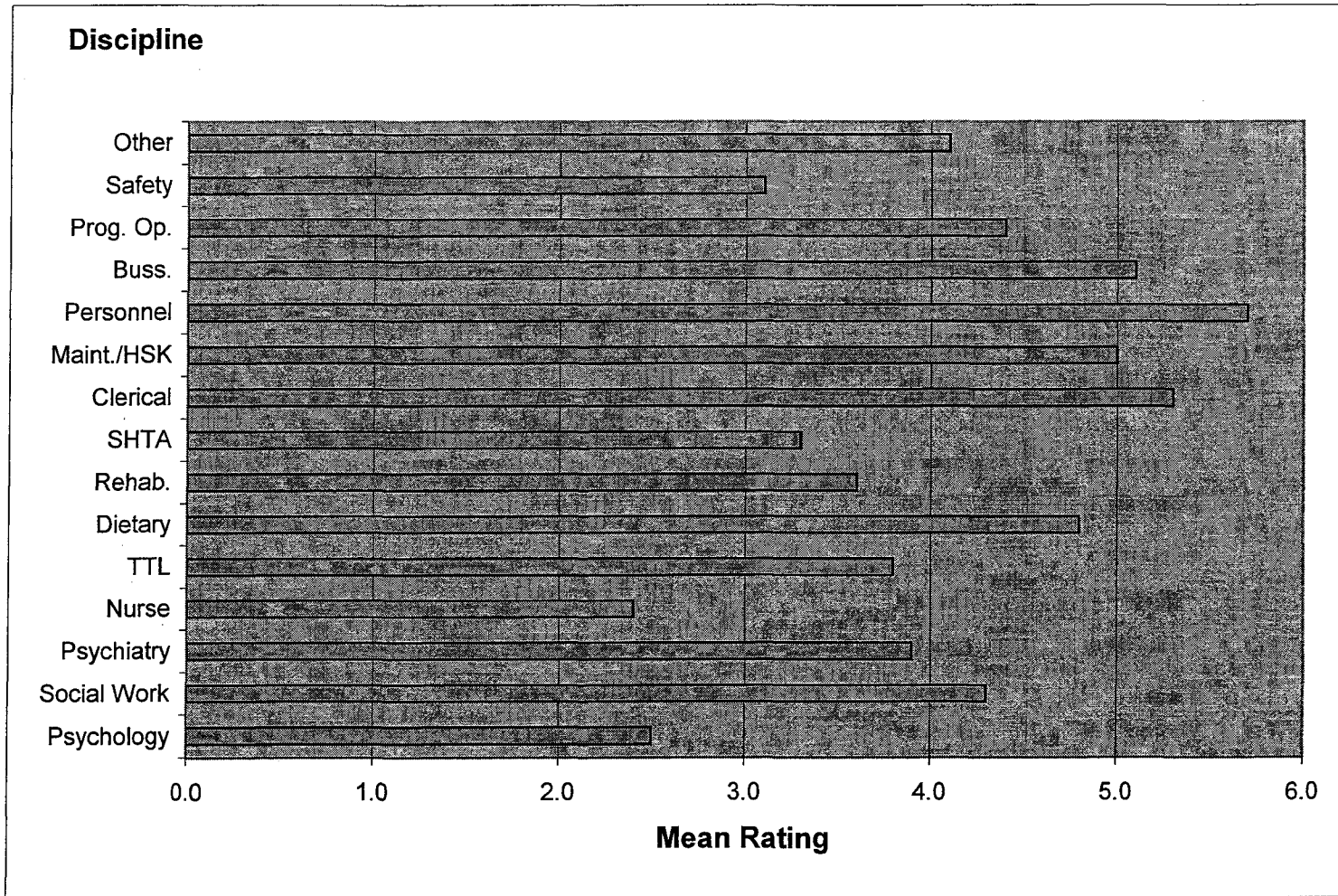
# Employees are empowered to make their own decisions.



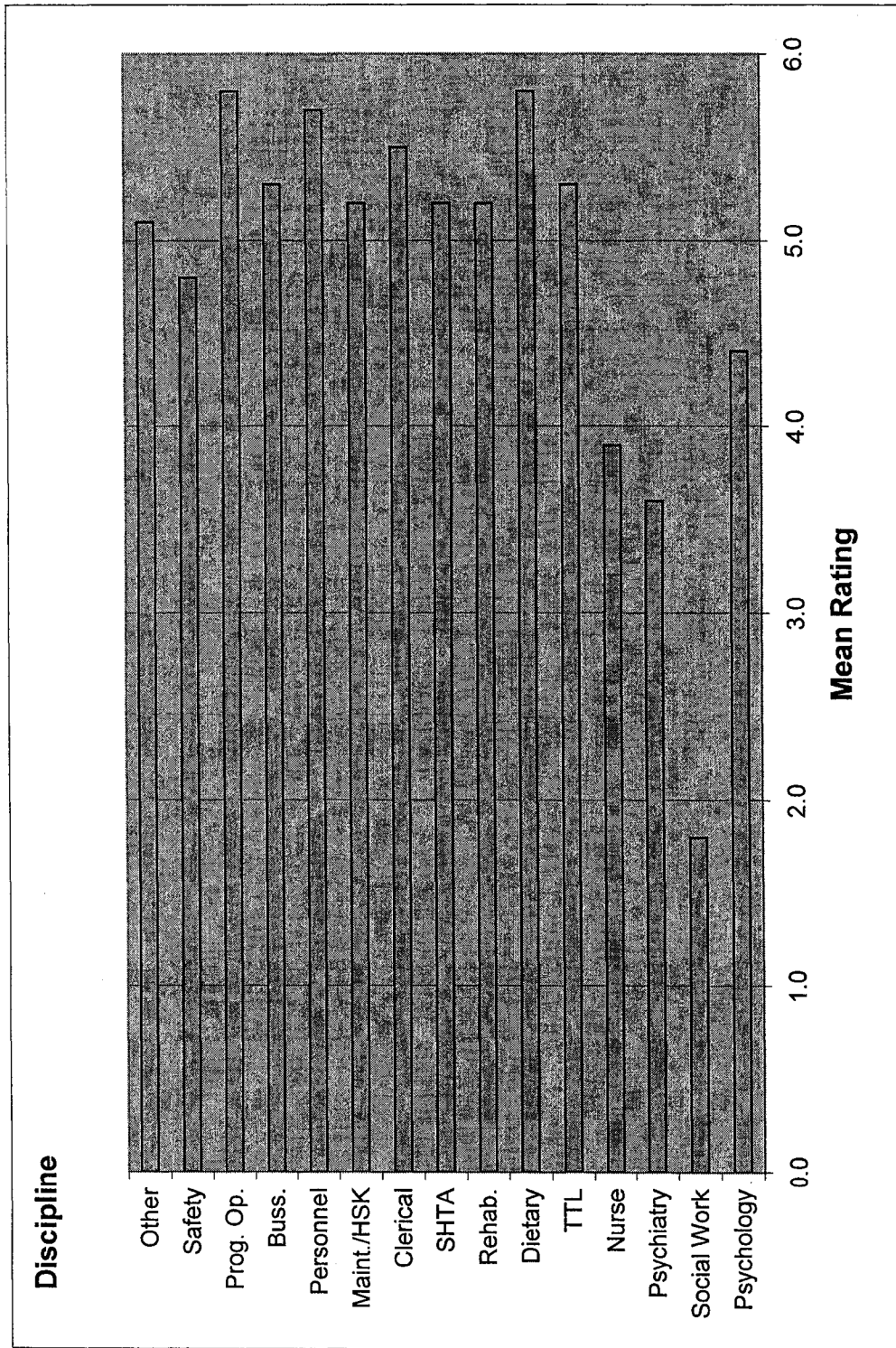
**I enjoy my job.**



# Policies and regulations are generally clear and understandable.

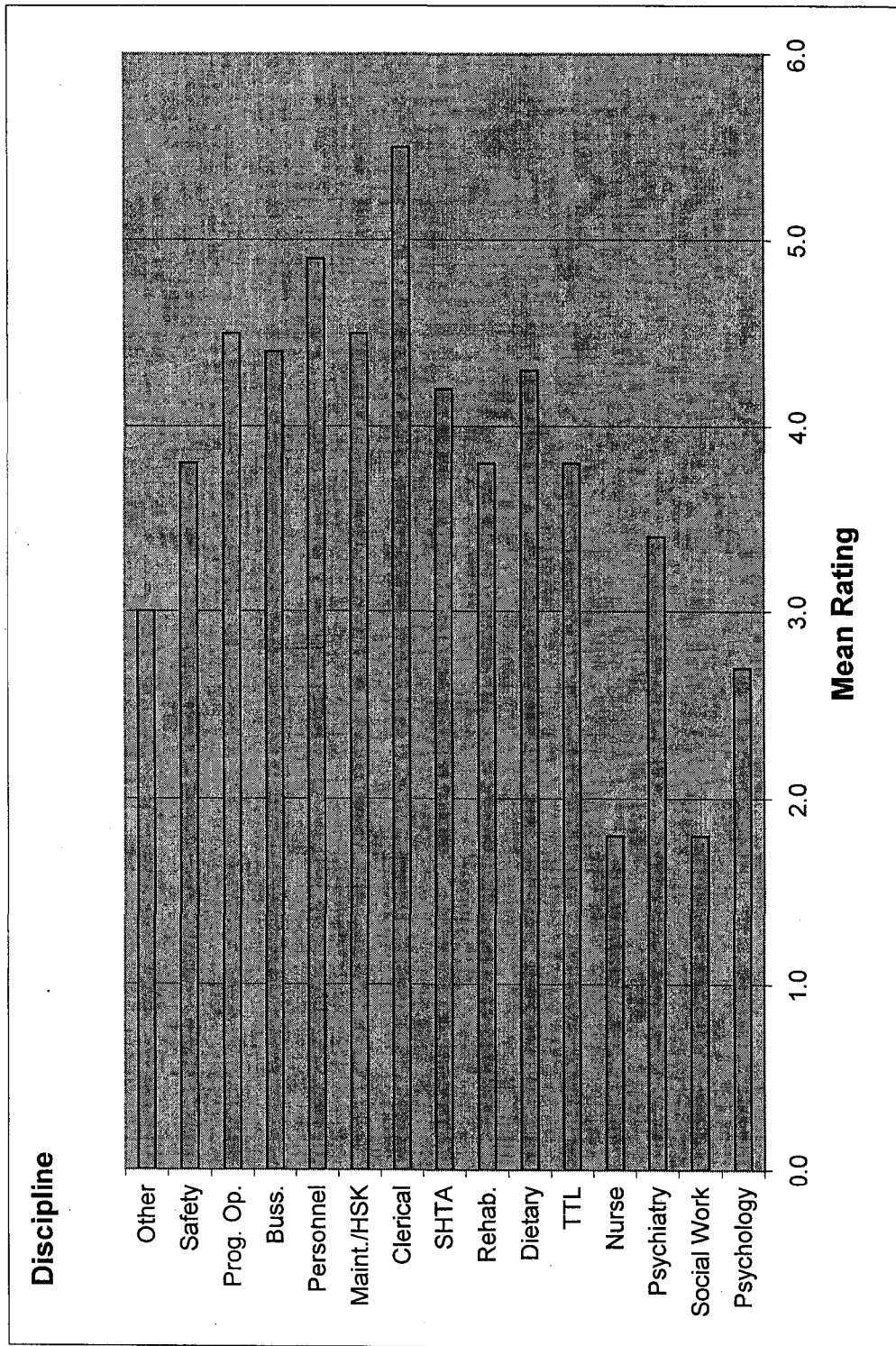


# I will be working at KFPC one year from now.

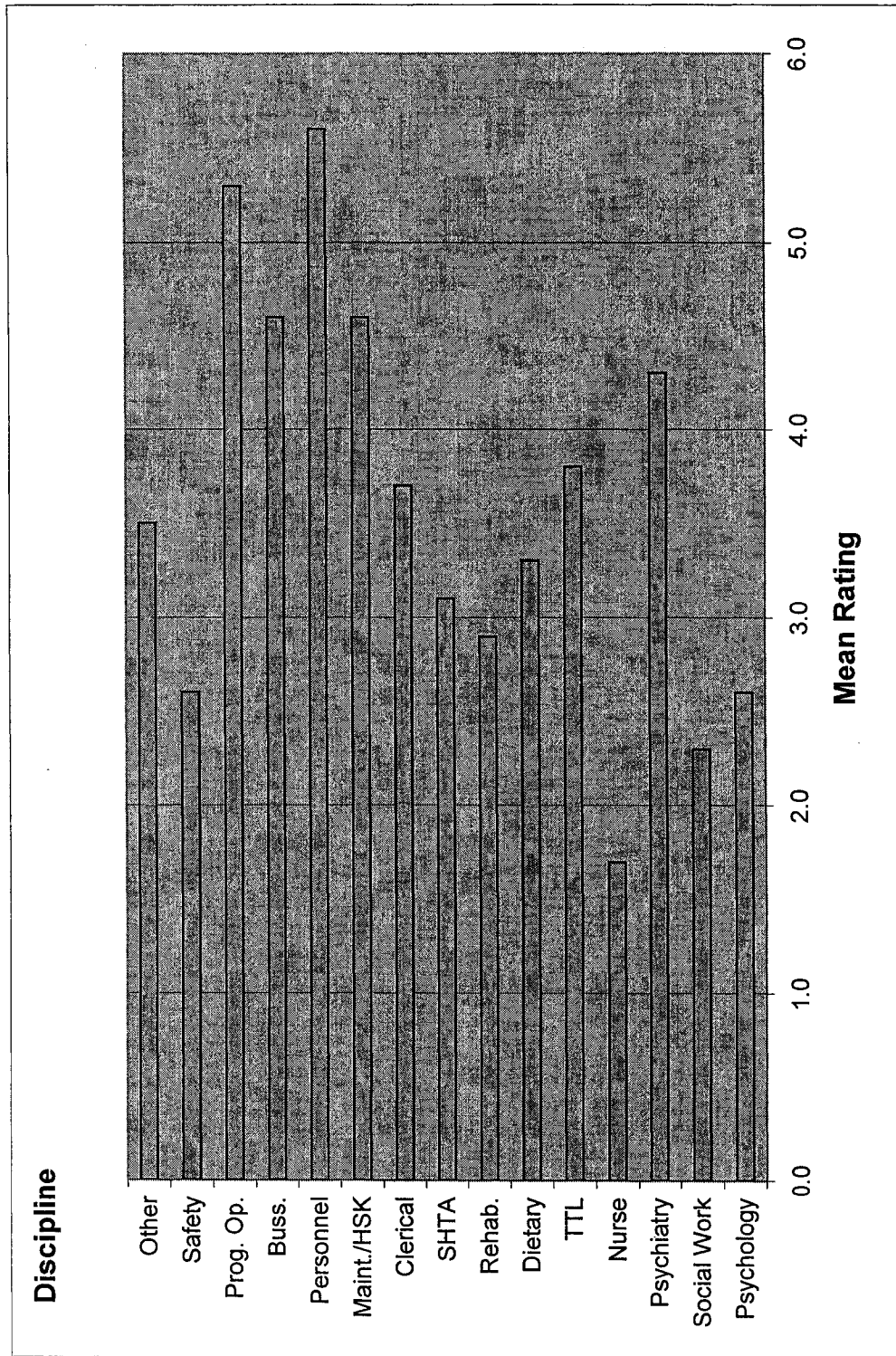




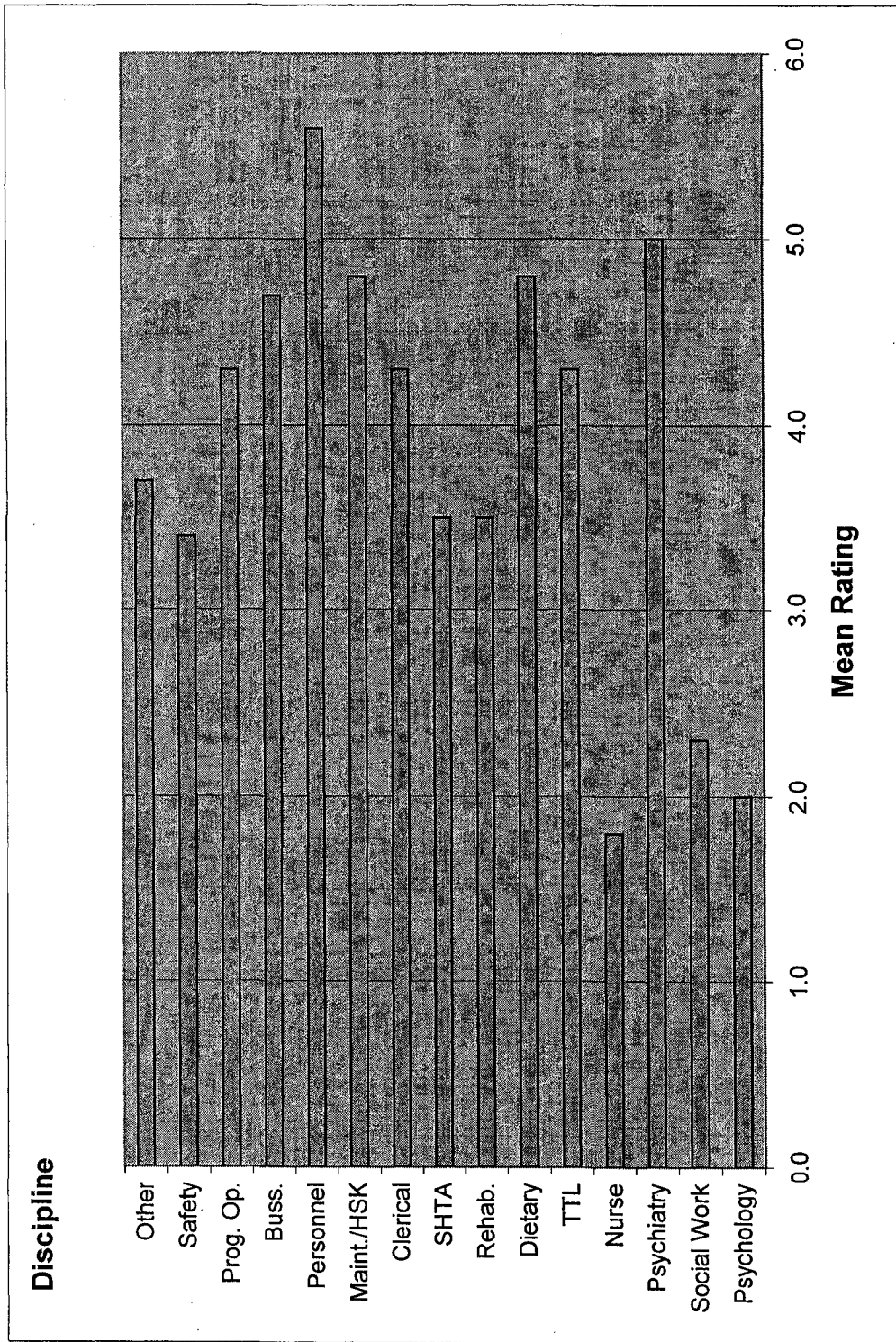
# I will be working at KFPC five years from now.



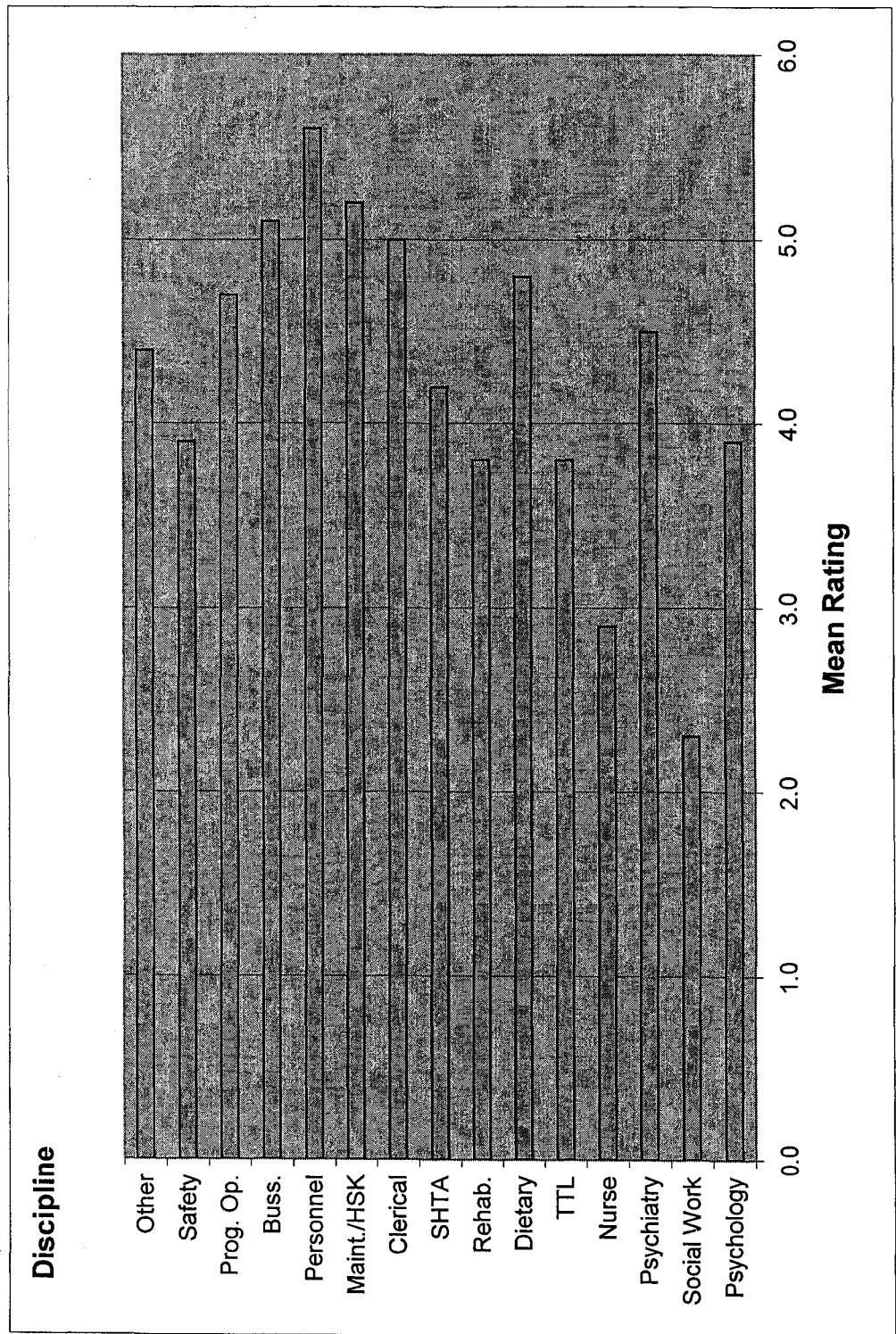
# Hard work is appreciated and rewarded at KFPC.



# KFPC is a highly efficient, work-oriented place.

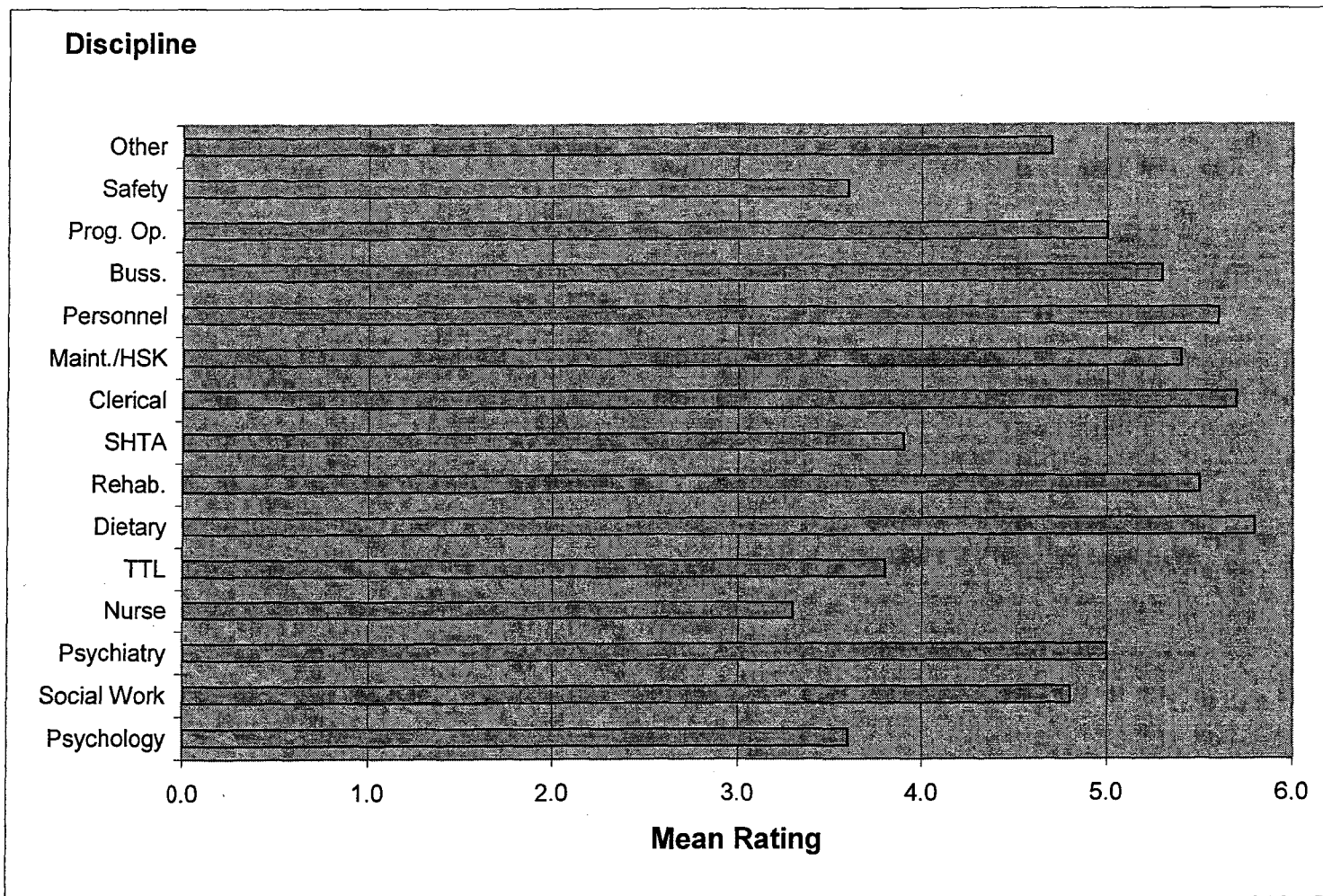


# People put a lot of effort into what they do at KFPC.

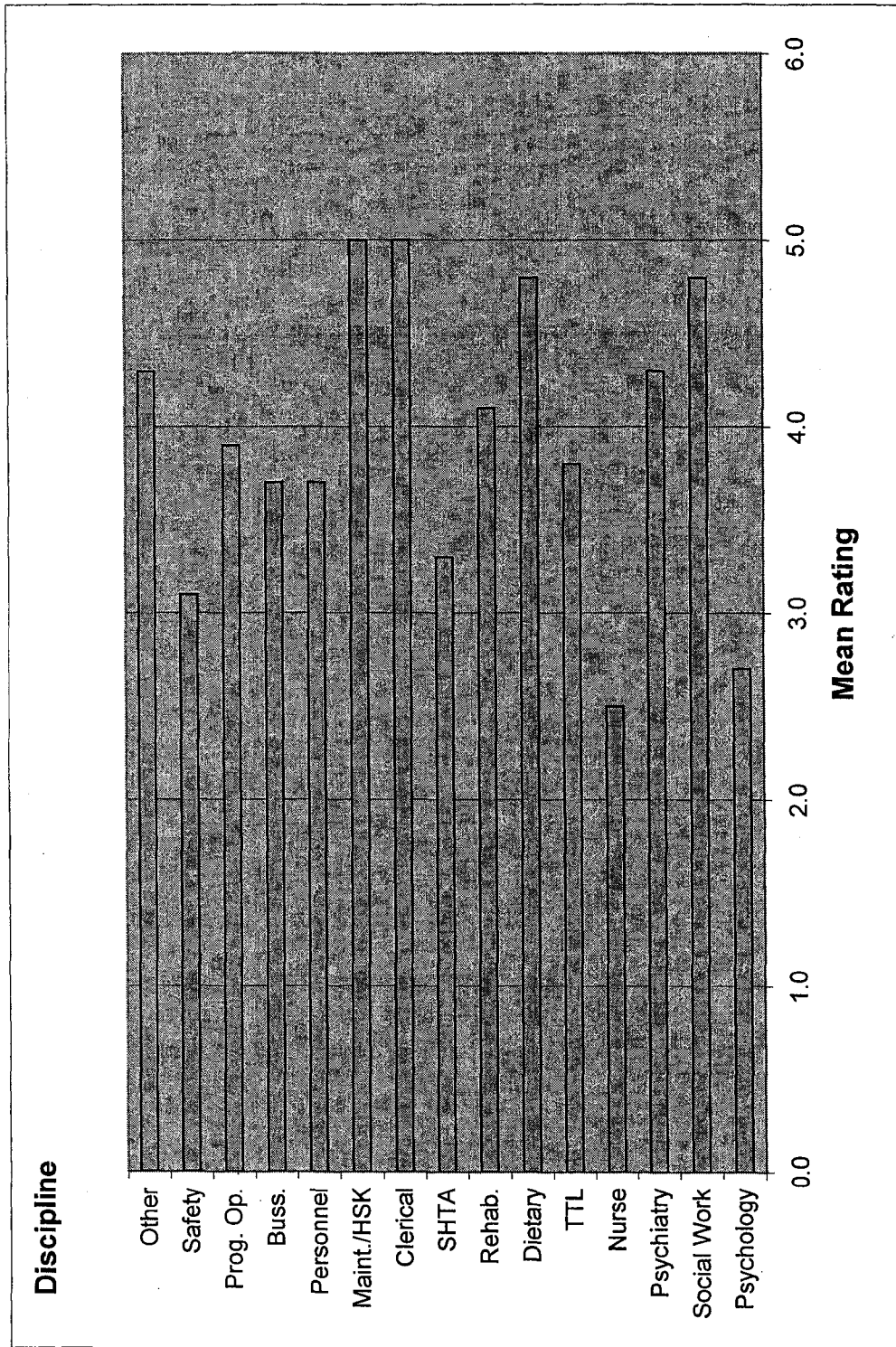




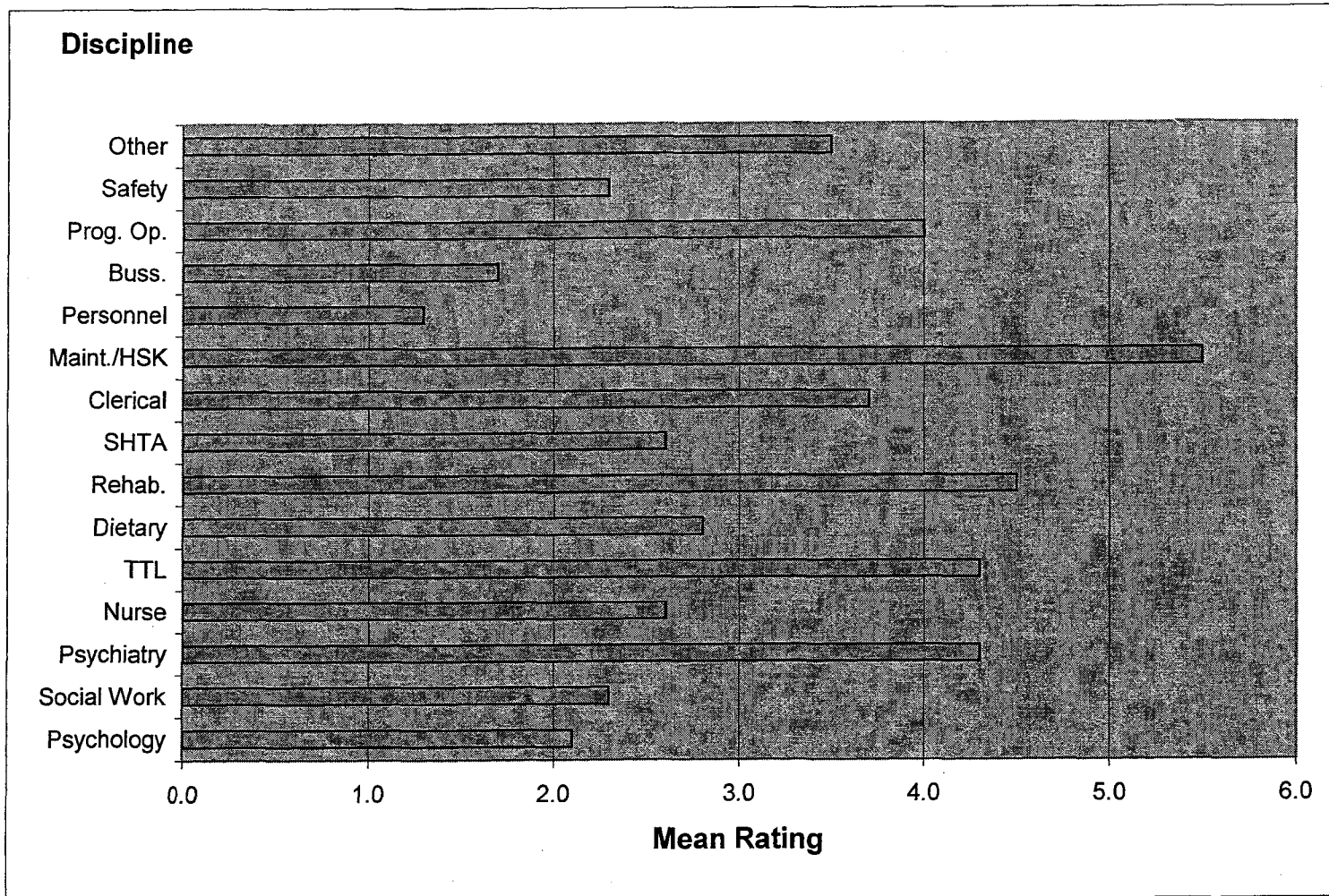
# My job function and responsibilities have been clearly explained to me and I understand them.



# Rules and regulations are well enforced.



# Supervisors meet with employees regularly to discuss their future work goals.



G-34

## **Appendix H**

### **Survey Results ---- Former Employees**



# **Kirby Forensic Psychiatric Center**

## **Staff Workplace Survey**

### **Former Employee**

### **Results**

# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

### Former Employee

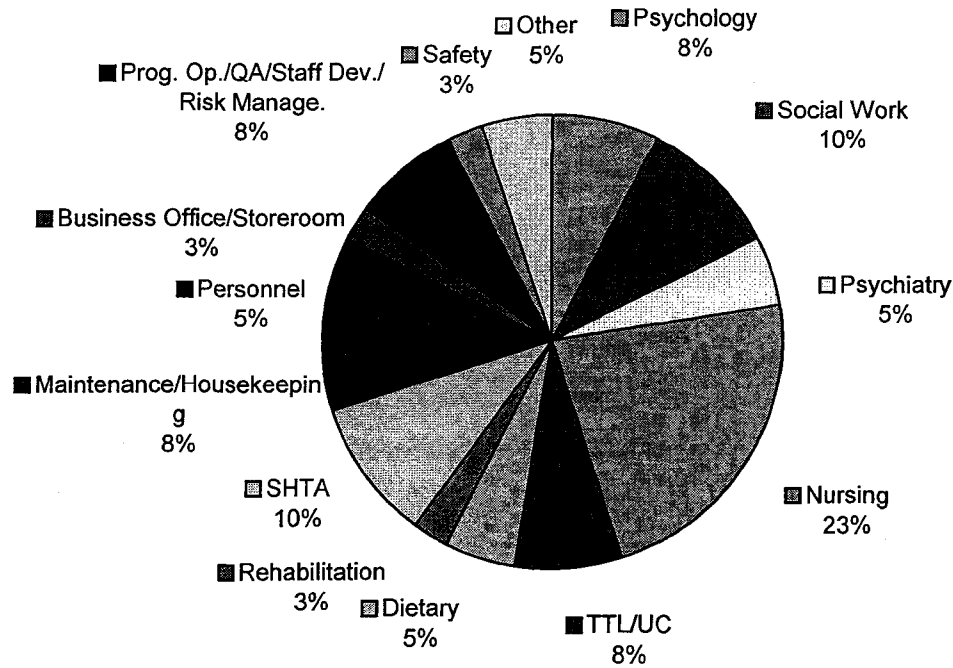
	Respondent	%
Psychology	3	7.50%
Social Work	4	10.00%
Psychiatry	2	5.00%
Medicine	0	0.00%
Pharmacy	0	0.00%
Nursing	9	22.50%
TTL/UC	3	7.50%
Dietary	2	5.00%
Dental	0	0.00%
Rehabilitation	1	2.50%
SHTA	4	10.00%
Clerical	0	0.00%
Maintenance/Housekeeping	3	7.50%
Personnel	2	5.00%
Business Office/Storeroom	1	2.50%
Prog. Op./QA/Staff Dev./ Risk Manage.	3	7.50%
Safety	1	2.50%
Other	2	5.00%
<b>TOTAL</b>	<b>40</b>	<b>100.00%</b>

# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

### Former Employee

#### Respondent



# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

### Former Employee

Dep.	Section I						Section II																					
	I1	I2	I3	I4	I5	I6	II1	II2	II3	II4	II5	II6	II7	II8	II9	II10	II11	II12	II13	II14	II15	II16	II17	II18	II19	II20	II21	
Psychology	3.63	2.63	2.38	2.75	2.75	1.75	4.63	3.13	3.00	2.25	4.38	6.00	3.75	2.50	2.38	5.50	2.25	4.00	2.50	5.38	2.50	2.63	2.00	3.75	3.50	4.25	1.88	
Social Work	3.75	4.50	2.00	2.25	2.00	2.75	2.75	2.75	4.75	1.25	5.75	3.25	5.25	2.25	2.25	2.25	1.75	2.25	4.25	1.75	1.75	2.25	2.25	2.25	4.75	4.75	2.25	
Psychiatry	5.14	4.86	5.29	4.86	4.14	5.14	5.57	4.71	4.71	4.71	5.71	5.57	4.57	4.57	4.71	5.14	3.14	4.29	3.86	4.14	4.00	4.29	5.14	4.29	5.14	4.29	4.29	
Nurse	4.41	3.06	2.29	2.29	2.85	4.03	3.85	3.18	3.65	2.18	4.85	2.68	2.59	2.53	2.21	2.74	1.47	3.50	2.32	4.35	3.03	1.71	1.76	2.91	3.29	2.44	2.59	
TTL	4.50	4.00	3.00	4.00	4.50	4.00	5.00	4.00	4.50	3.50	5.00	5.00	4.50	4.00	3.50	5.00	4.00	4.50	3.50	5.00	3.00	3.50	4.00	3.50	3.50	3.50	4.00	
Dietary	3.75	5.00	3.00	3.50	4.50	3.75	4.25	3.75	3.75	5.25	4.75	5.25	4.25	3.75	2.75	5.75	4.25	4.75	4.75	5.75	4.00	3.25	4.75	4.75	5.75	4.75	2.75	
Rehab.	4.60	4.60	4.20	4.20	4.40	5.20	4.80	3.40	4.40	3.60	4.40	4.20	4.20	3.60	2.60	4.00	2.80	4.60	3.40	5.00	4.60	2.60	3.20	3.60	5.40	3.80	4.40	
SHTA	4.92	2.77	4.18	2.68	3.80	4.74	4.34	4.23	4.65	3.38	5.15	4.31	4.43	3.46	3.68	4.18	2.85	4.63	3.34	5.18	4.08	3.15	3.46	4.25	3.92	3.32	2.65	
Maint./HSK	5.50	5.00	4.50	4.75	4.88	5.63	4.75	5.00	5.63	4.88	5.38	5.25	5.13	5.25	5.38	5.38	4.25	4.88	4.63	5.88	5.25	4.75	4.50	5.25	5.13	4.88	5.38	
Personnel	5.80	5.40	3.20	4.20	5.40	5.40	5.40	4.20	5.40	5.40	5.40	5.40	5.40	4.20	5.40	5.40	3.20	4.00	5.60	5.60	4.40	5.40	5.40	5.40	5.40	5.40	3.60	1.40
Buss.	5.14	4.86	3.14	4.14	5.00	5.14	5.14	4.00	4.86	4.86	5.00	4.71	5.14	4.29	4.57	4.86	3.43	4.71	5.14	5.29	4.43	4.57	4.71	5.14	5.29	3.71	1.71	
Prog. Op.	5.75	5.25	3.50	5.50	5.94	5.93	5.75	4.50	5.75	5.63	5.88	4.75	5.50	4.00	4.50	5.85	4.25	5.91	4.50	5.98	5.73	5.25	4.25	4.50	4.75	3.75	3.75	
Safety	4.88	3.13	2.88	1.88	2.88	4.63	4.75	4.13	4.50	3.50	5.00	4.00	3.75	3.38	3.50	4.00	2.25	4.75	3.13	4.75	3.75	2.63	3.38	3.88	3.63	3.13	2.25	
Other	4.43	5.07	3.64	4.71	5.14	5.64	5.07	4.00	4.36	4.00	5.36	4.71	5.00	4.79	3.64	4.86	3.50	5.07	4.14	5.14	3.07	3.64	3.79	4.50	4.71	4.21	3.29	
Average Mean	4.70	4.30	3.40	3.70	4.20	4.60	4.70	3.90	4.60	3.90	5.20	4.60	4.50	3.80	3.60	4.70	3.10	4.40	3.90	5.00	3.90	3.50	3.80	4.10	4.60	3.90	3.00	

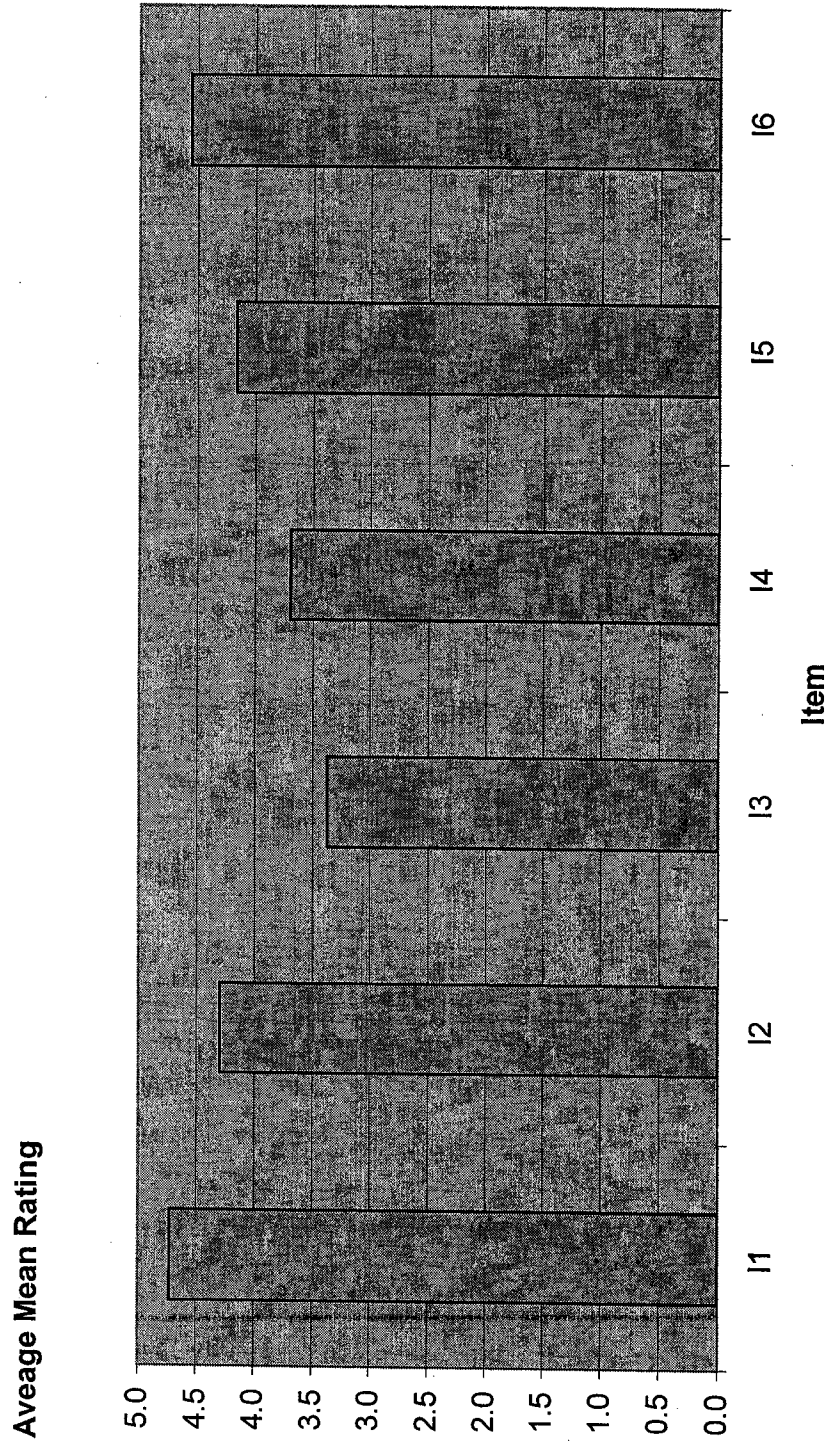
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H-4

# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

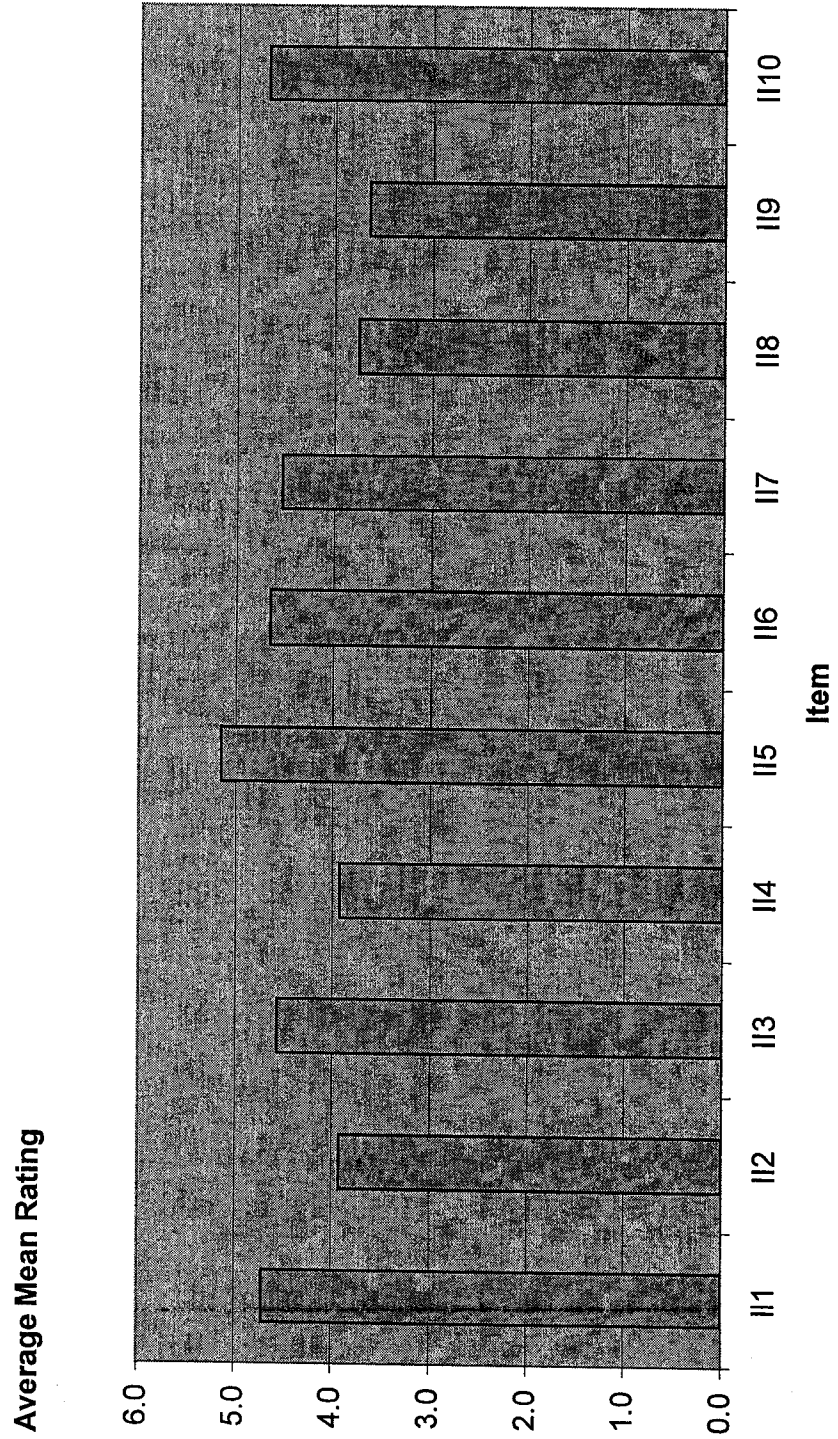
### Former Employee



# Kirby Forensic Psychiatric Center

## Staff Workplace Survey

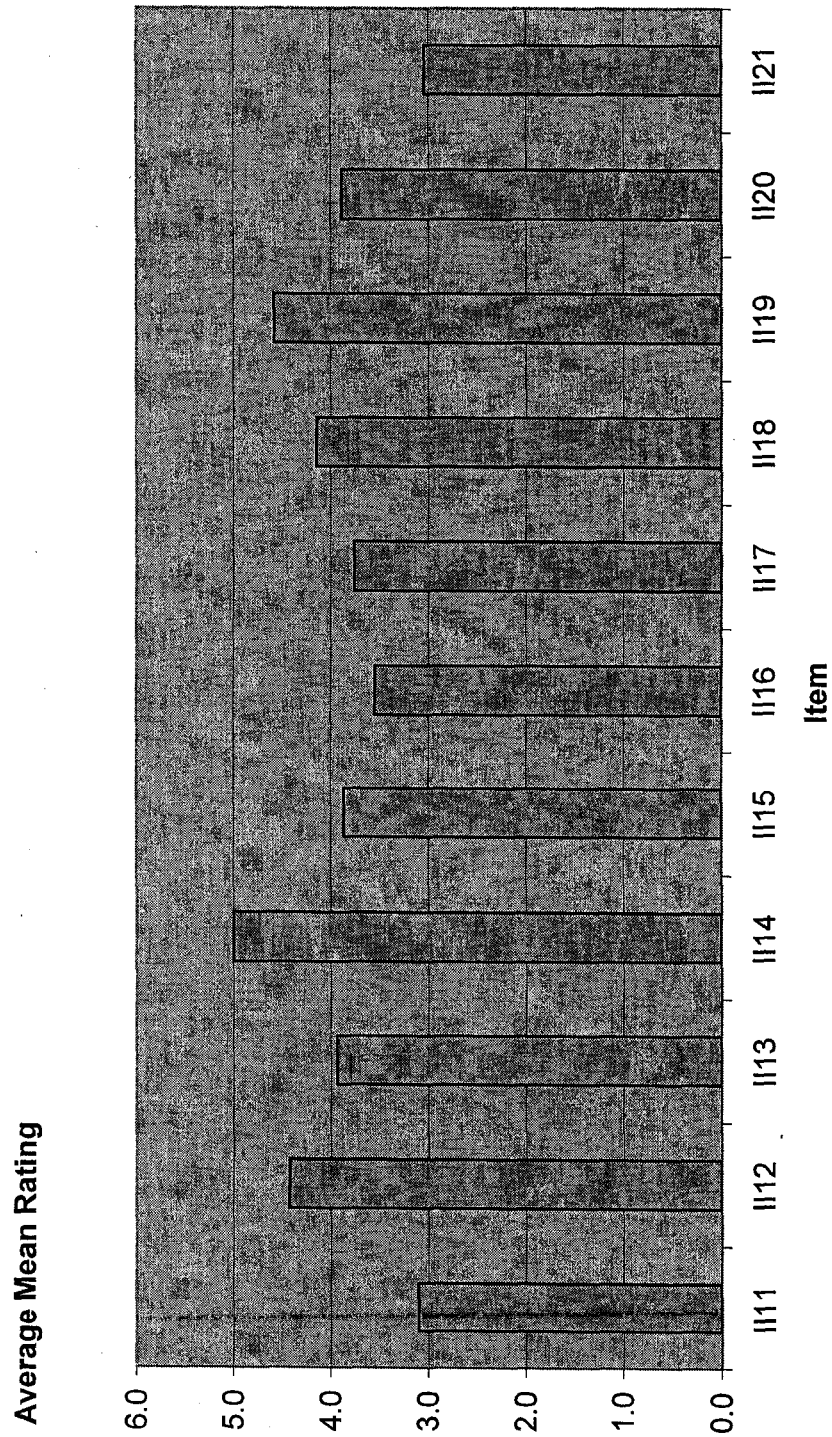
### Former Employee



# Kirby Forensic Psychiatric Center

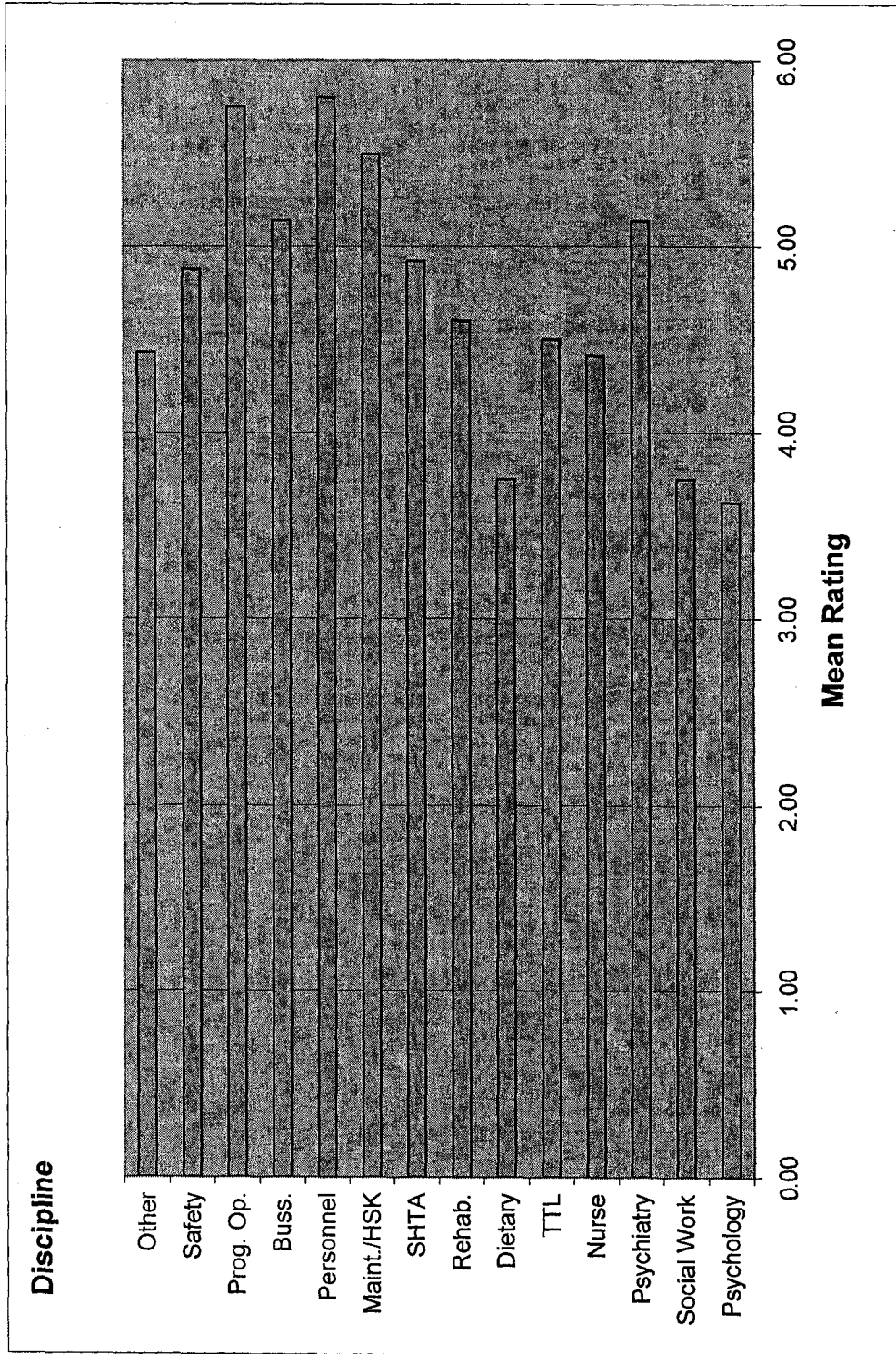
## Staff Workplace Survey

### Former Employee



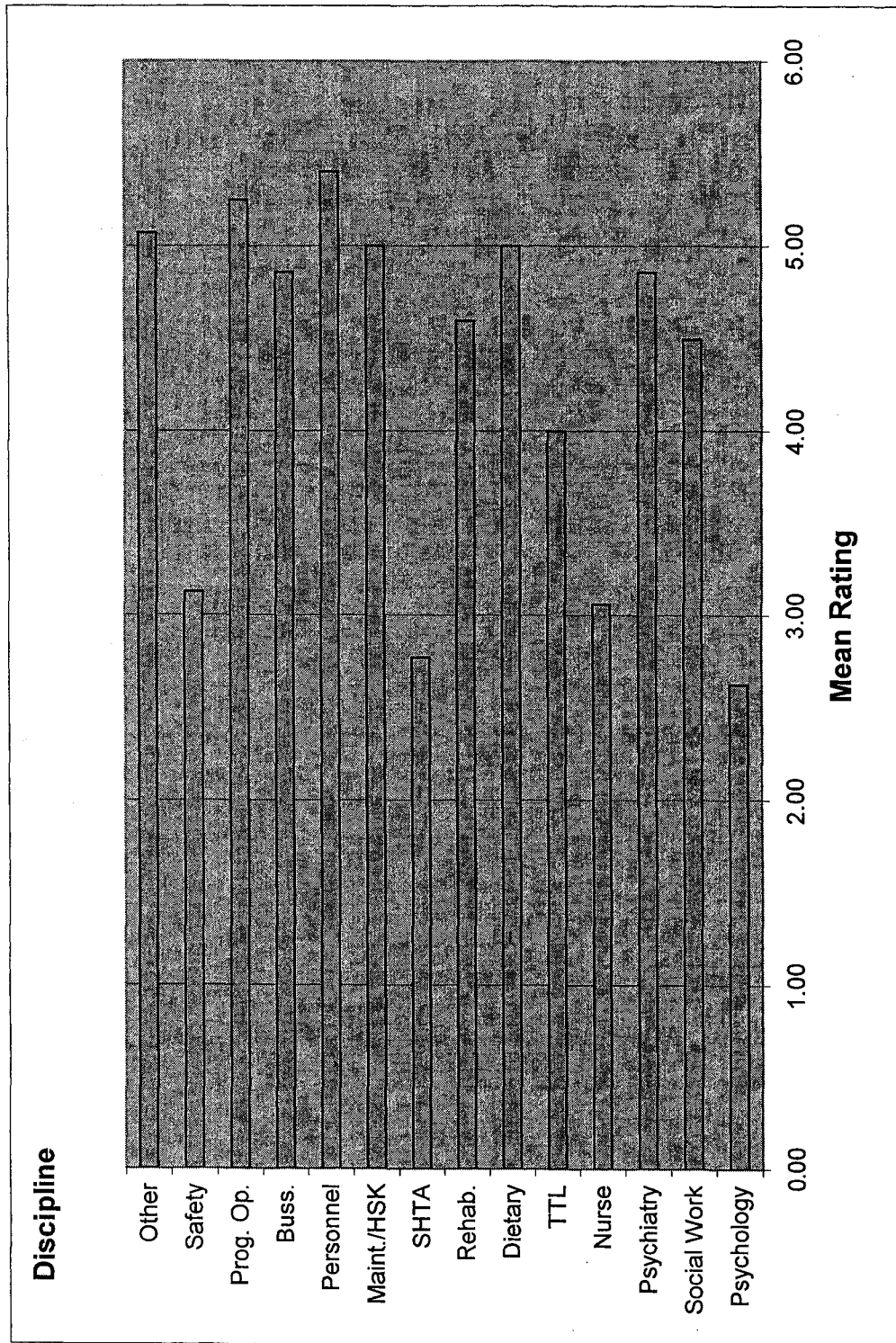


# How satisfied are you with your co-workers?

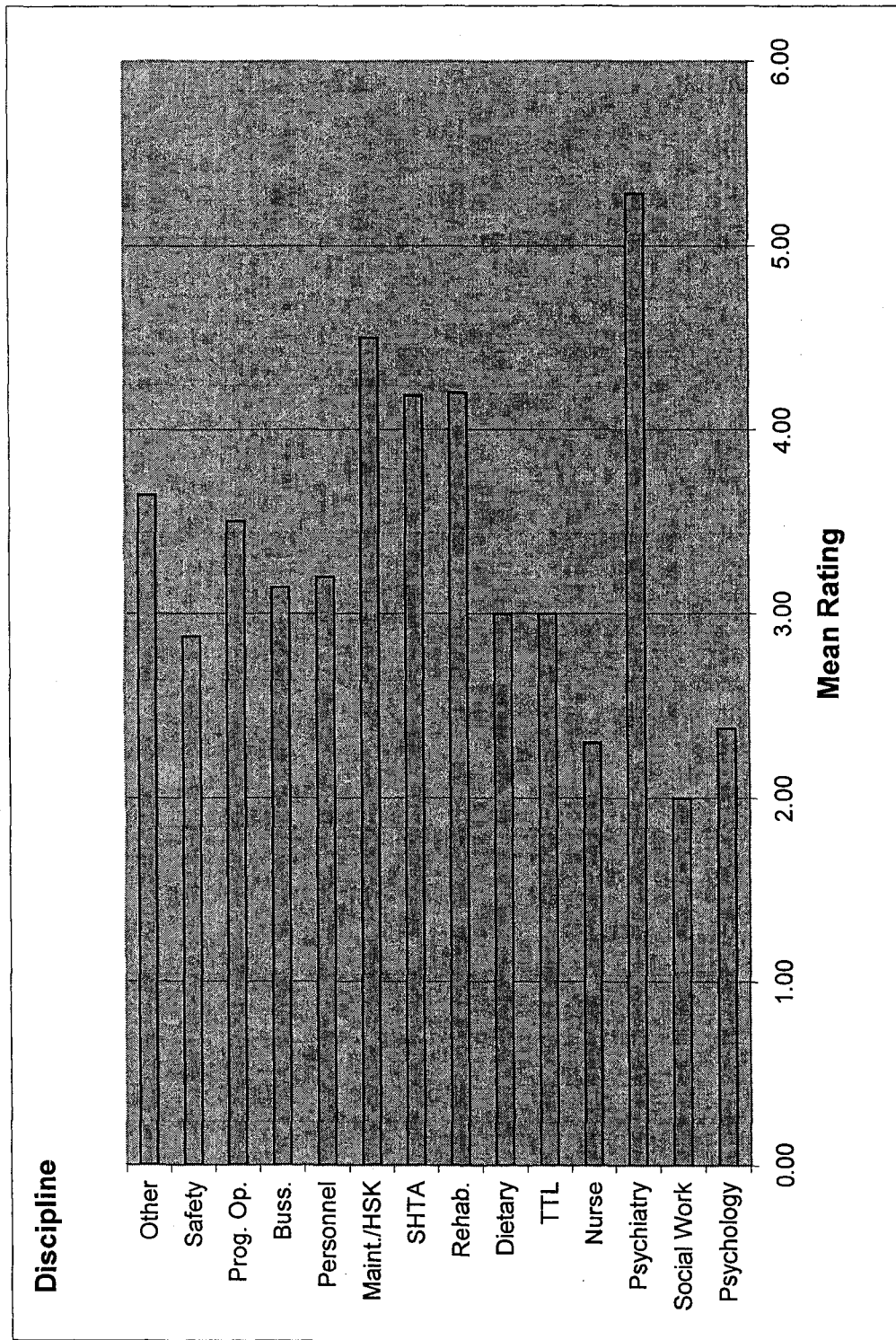




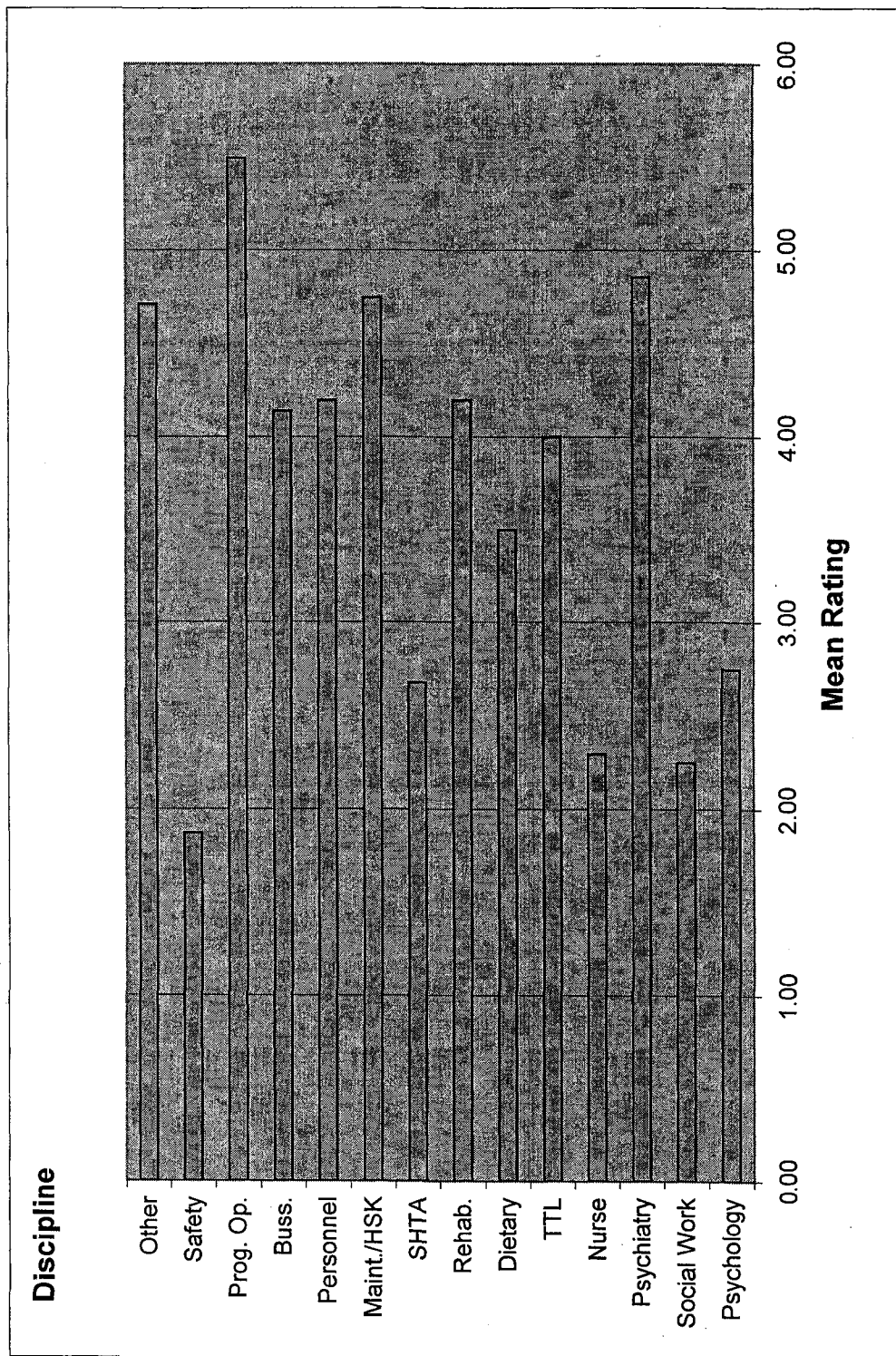
# How satisfied are you with your ability to have meaningful input into how you do your job?



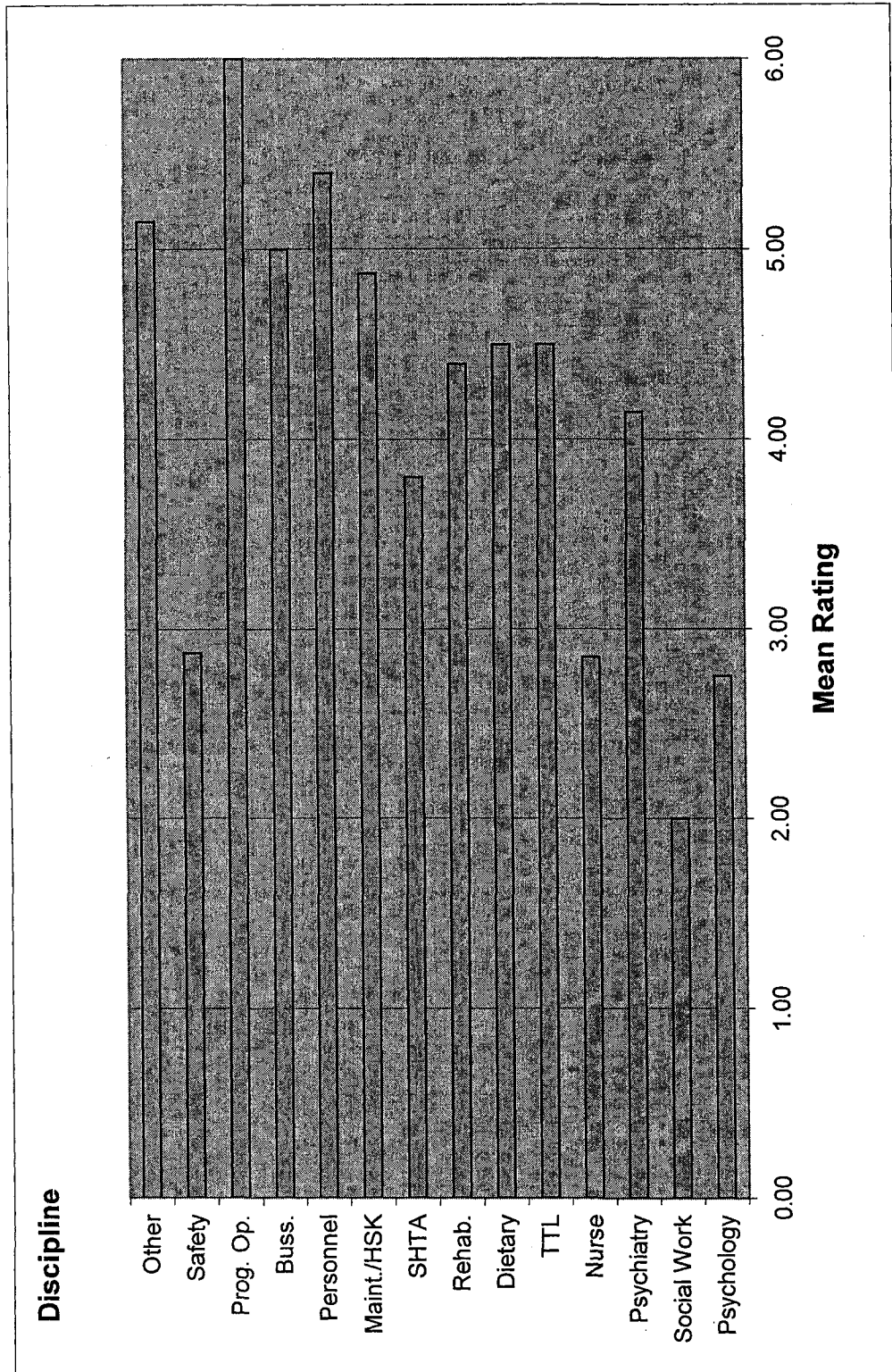
# How satisfied are you with your chances for advancement / promotion?



# How satisfied are you with your access to needed training?

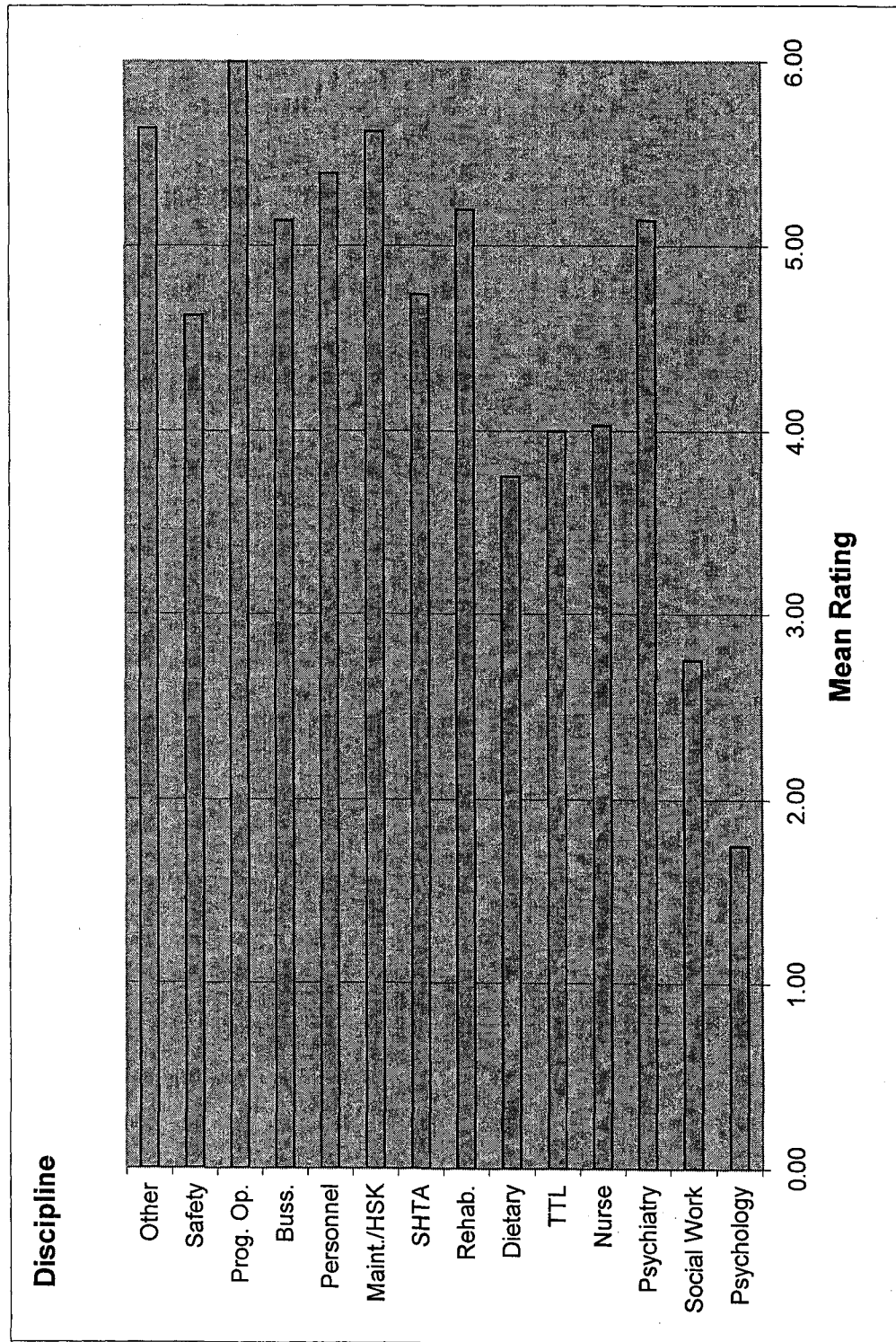


# How satisfied are you with your job as a whole?

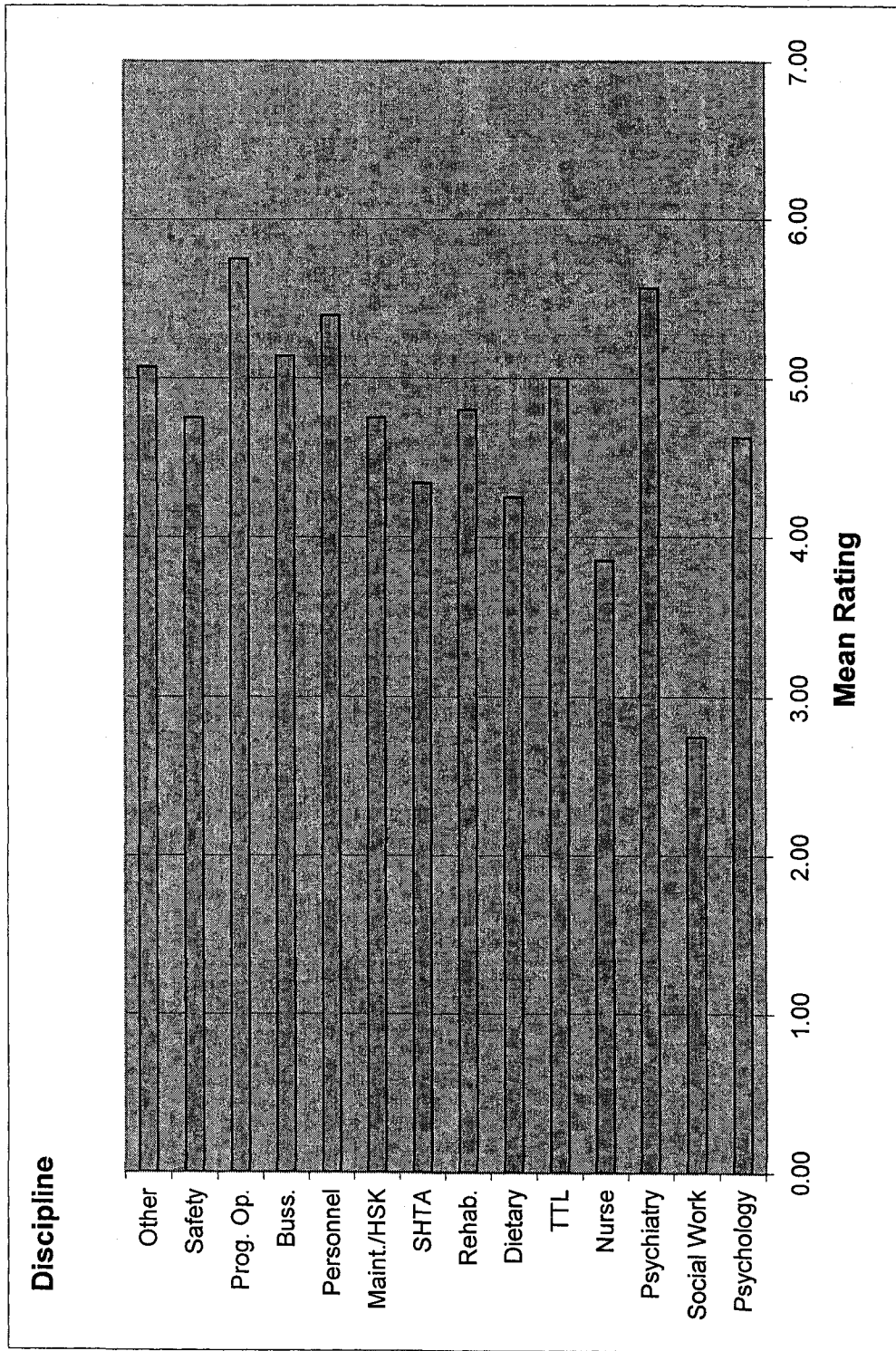




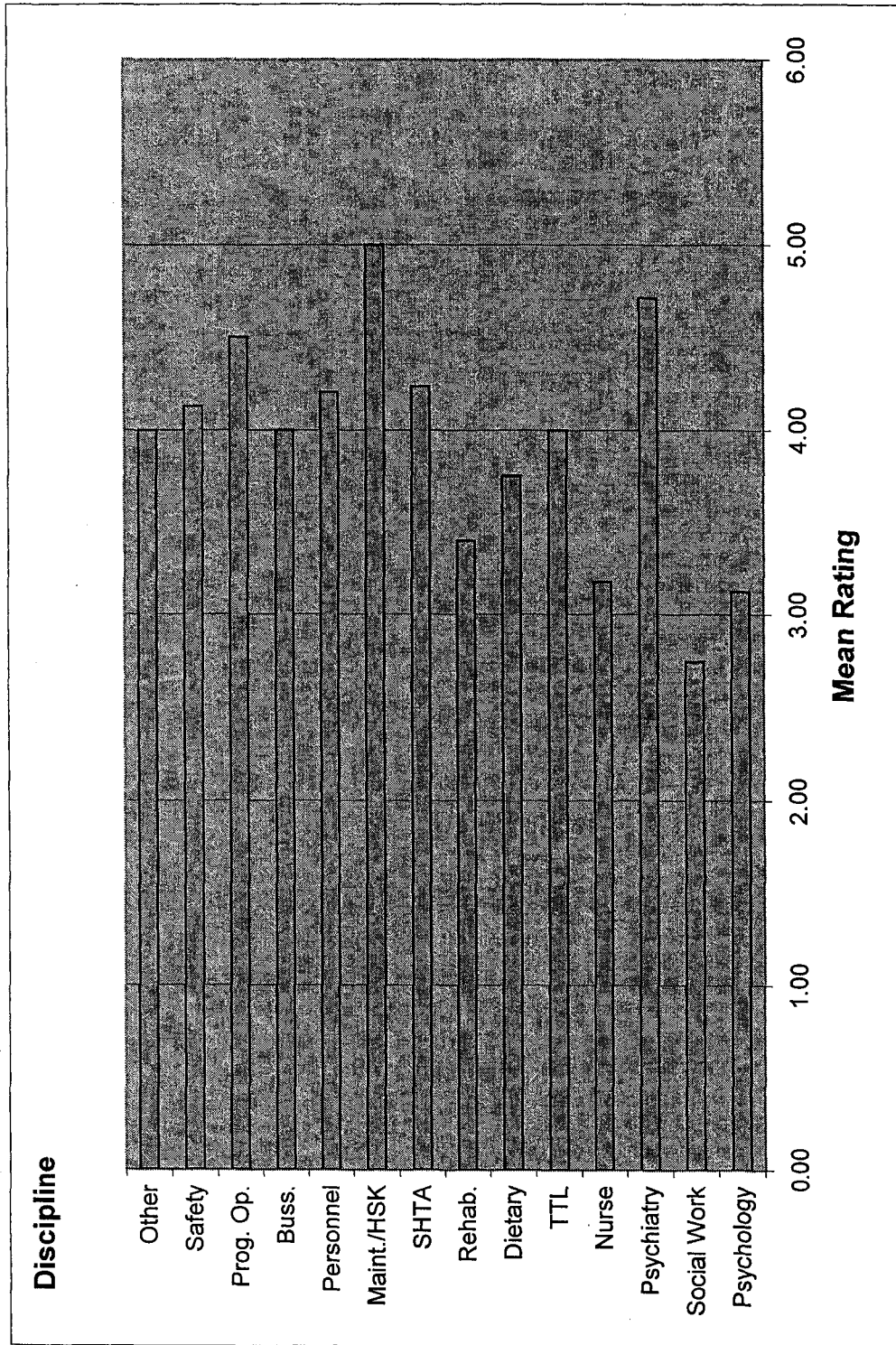
# How satisfied are you with your immediate supervisor?



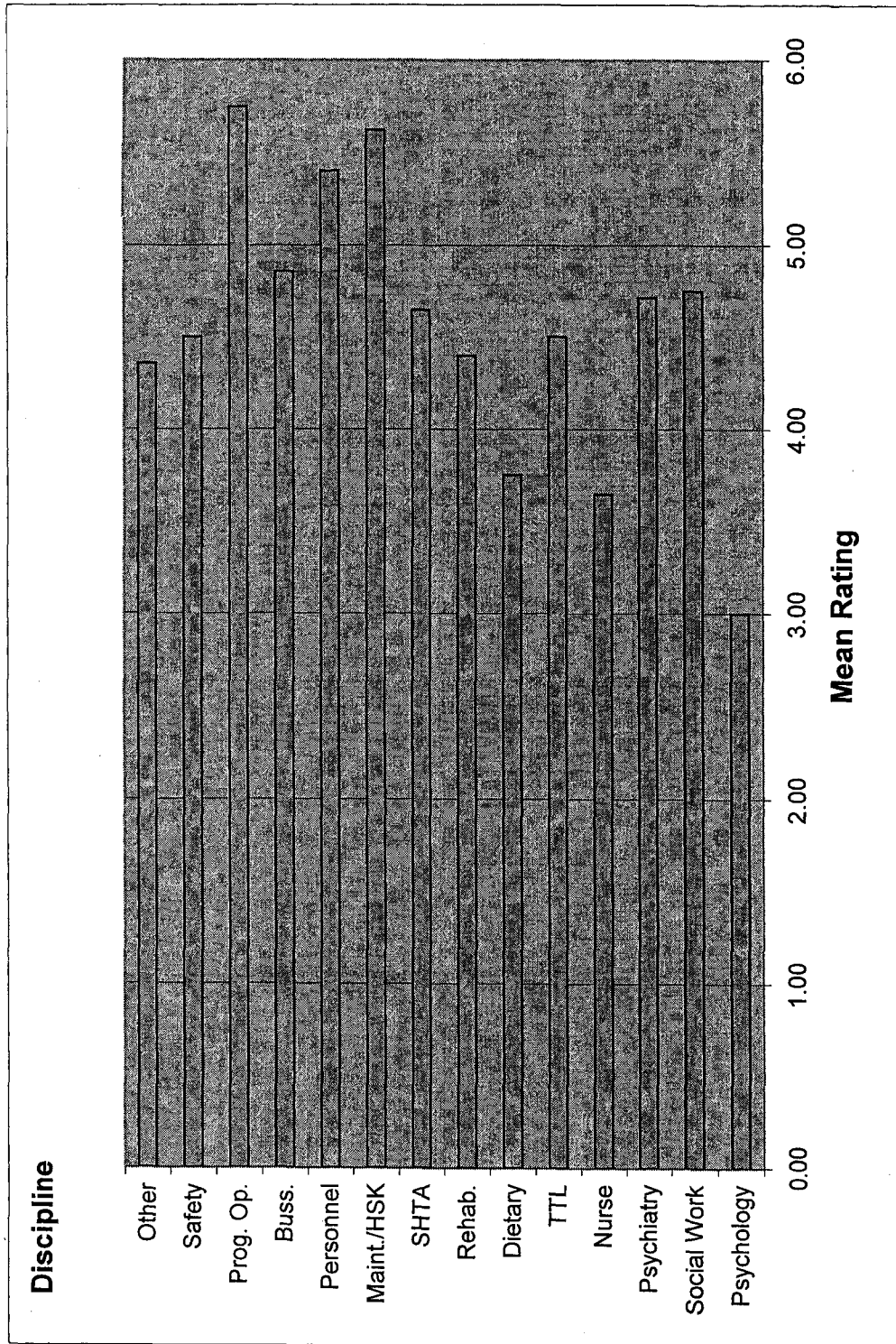
# The work is really challenging.



# Employees at KFPC go our of their way to help a new employee feel comfortable.

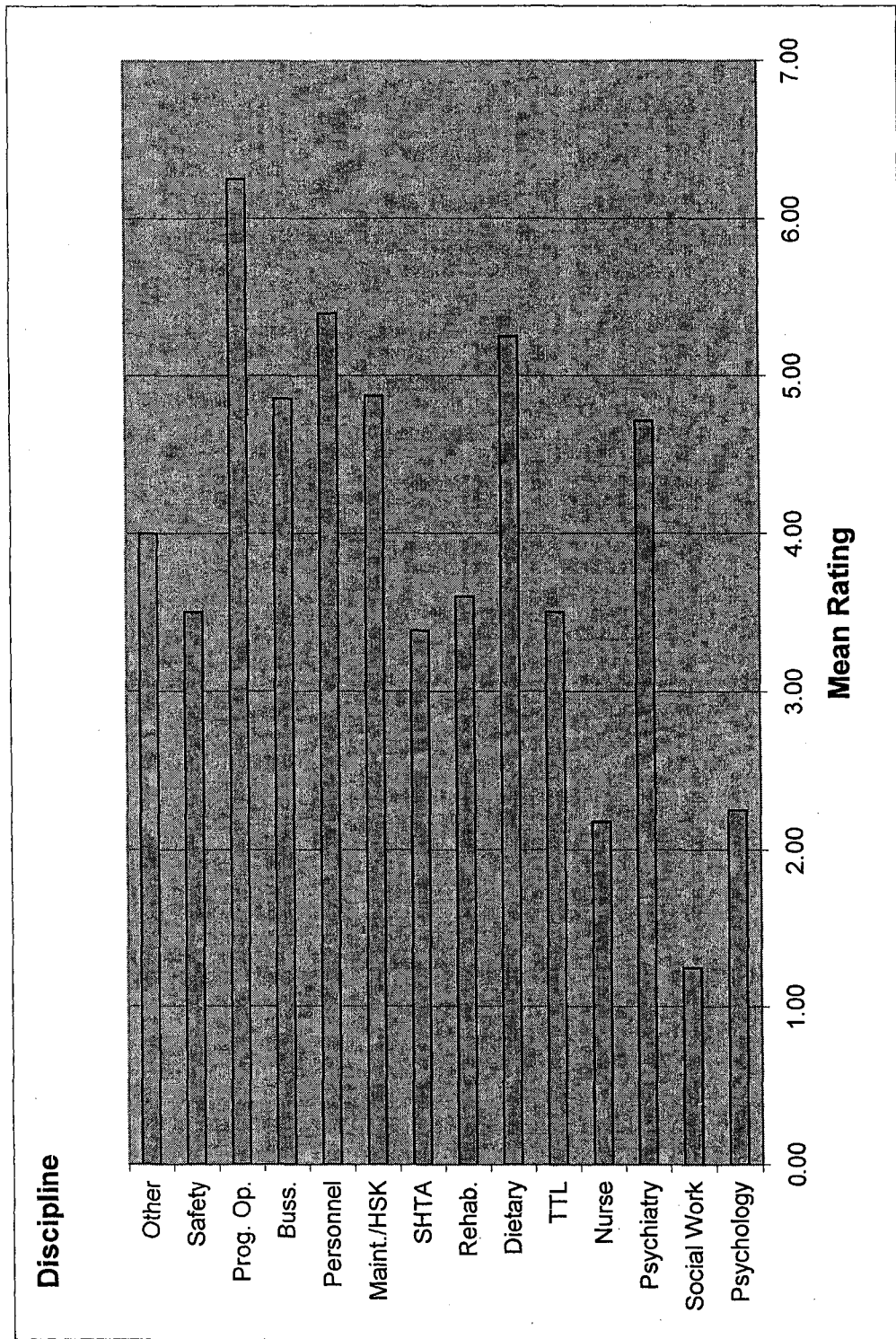


# Supervisors treat me with respect.

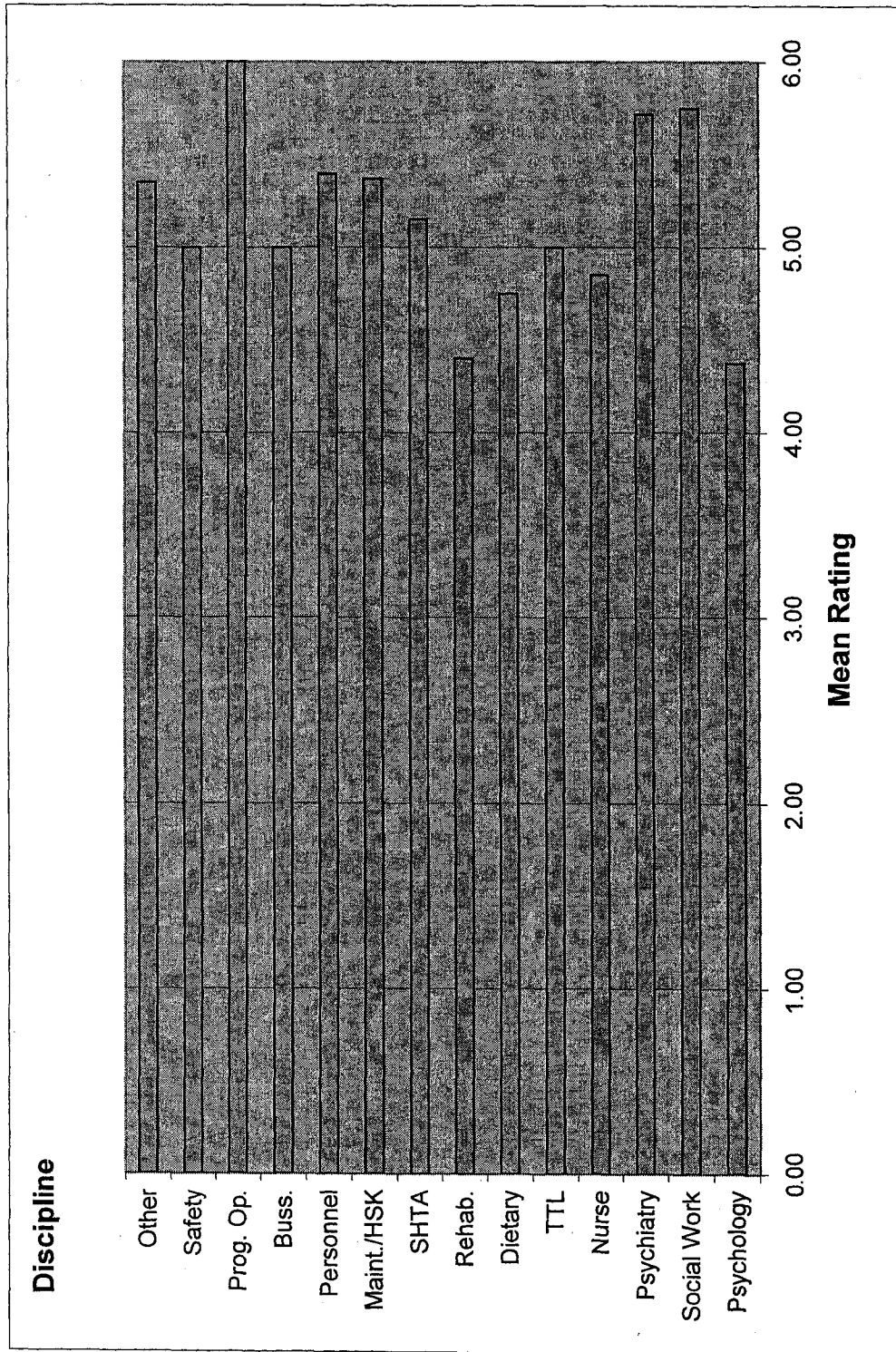




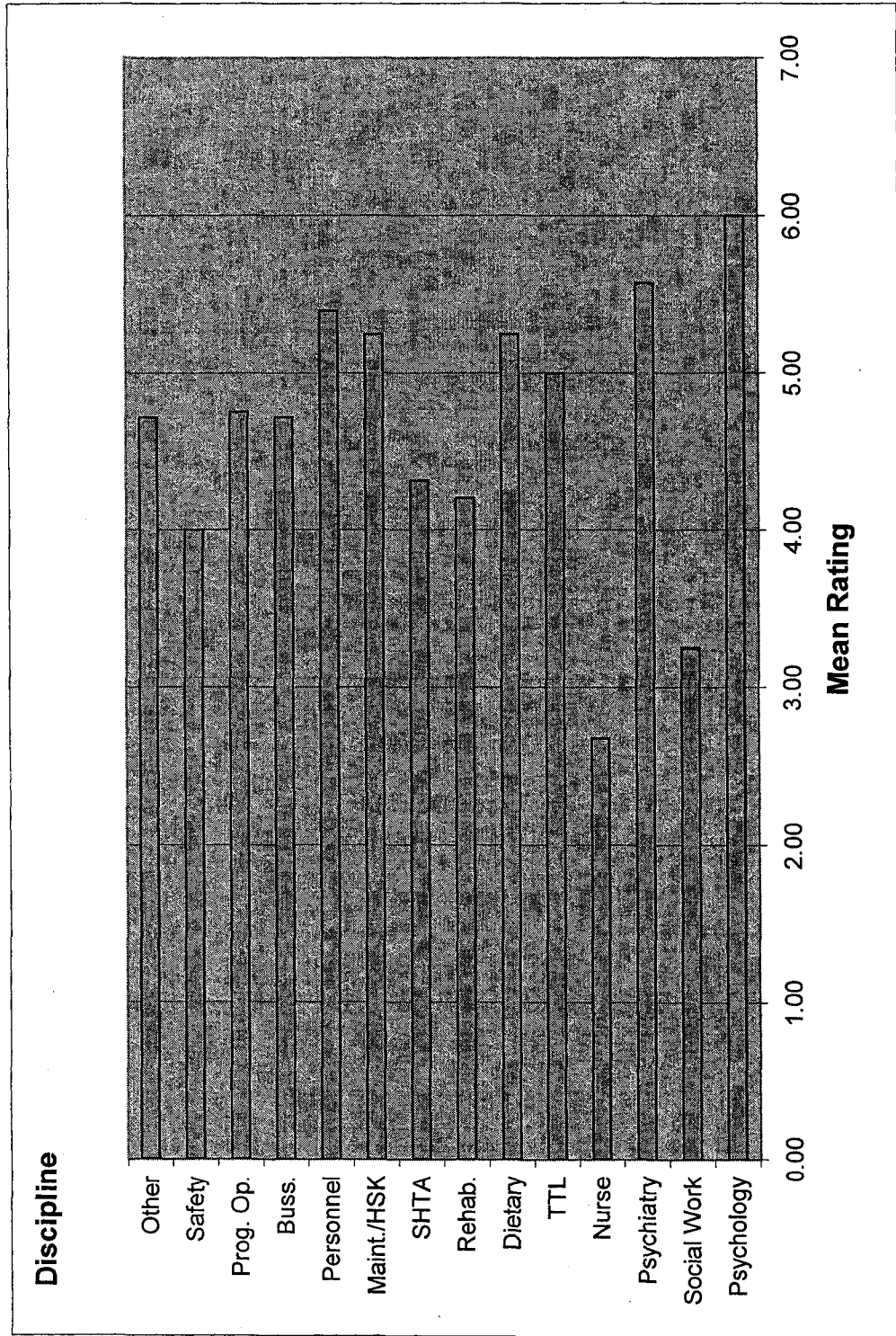
# KFPC is a well-managed hospital.



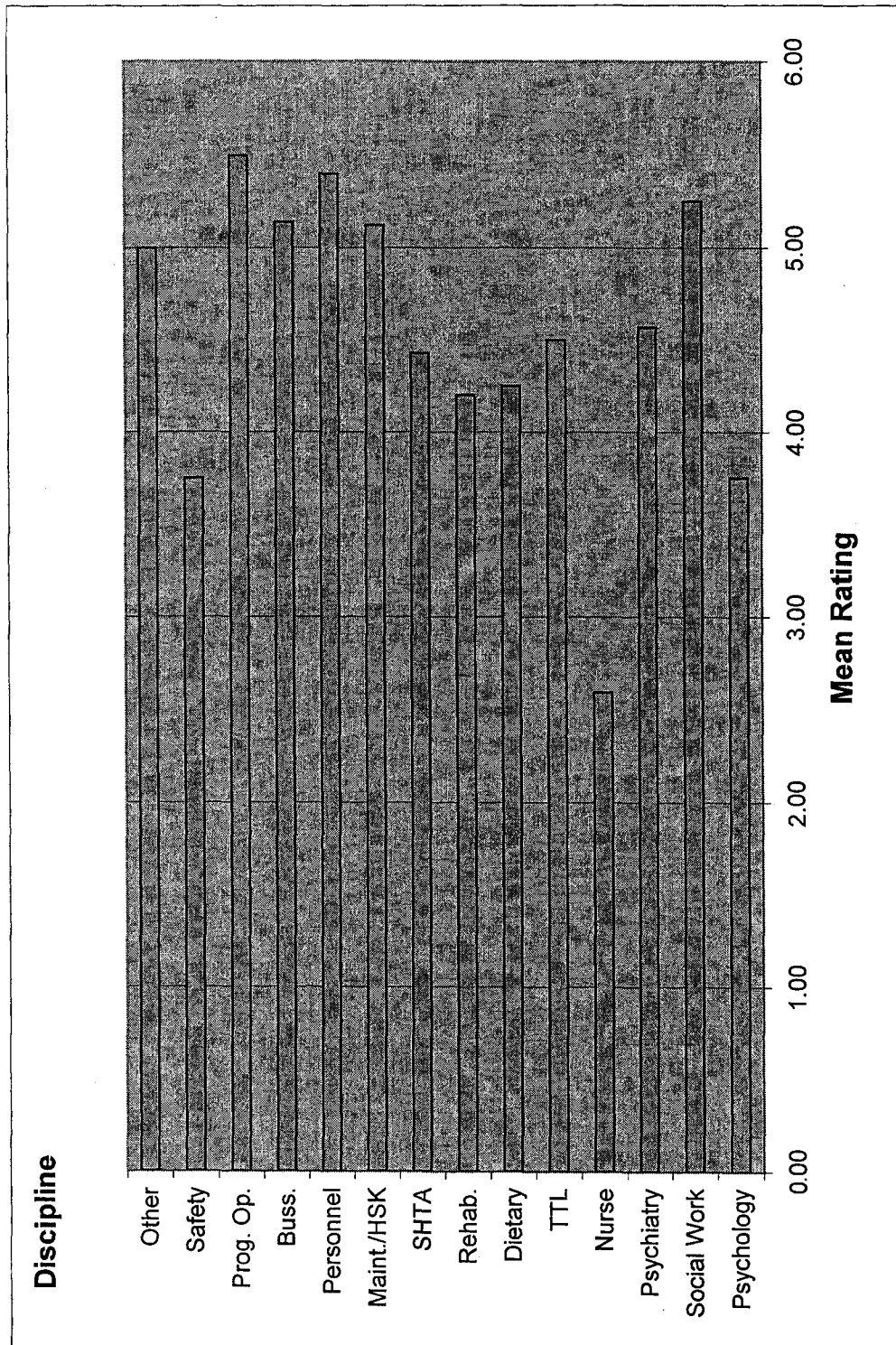
**I have a good working relationship with my co-workers / associates.**



**I feel that people from diverse cultural backgrounds are well accepted within the organization.**

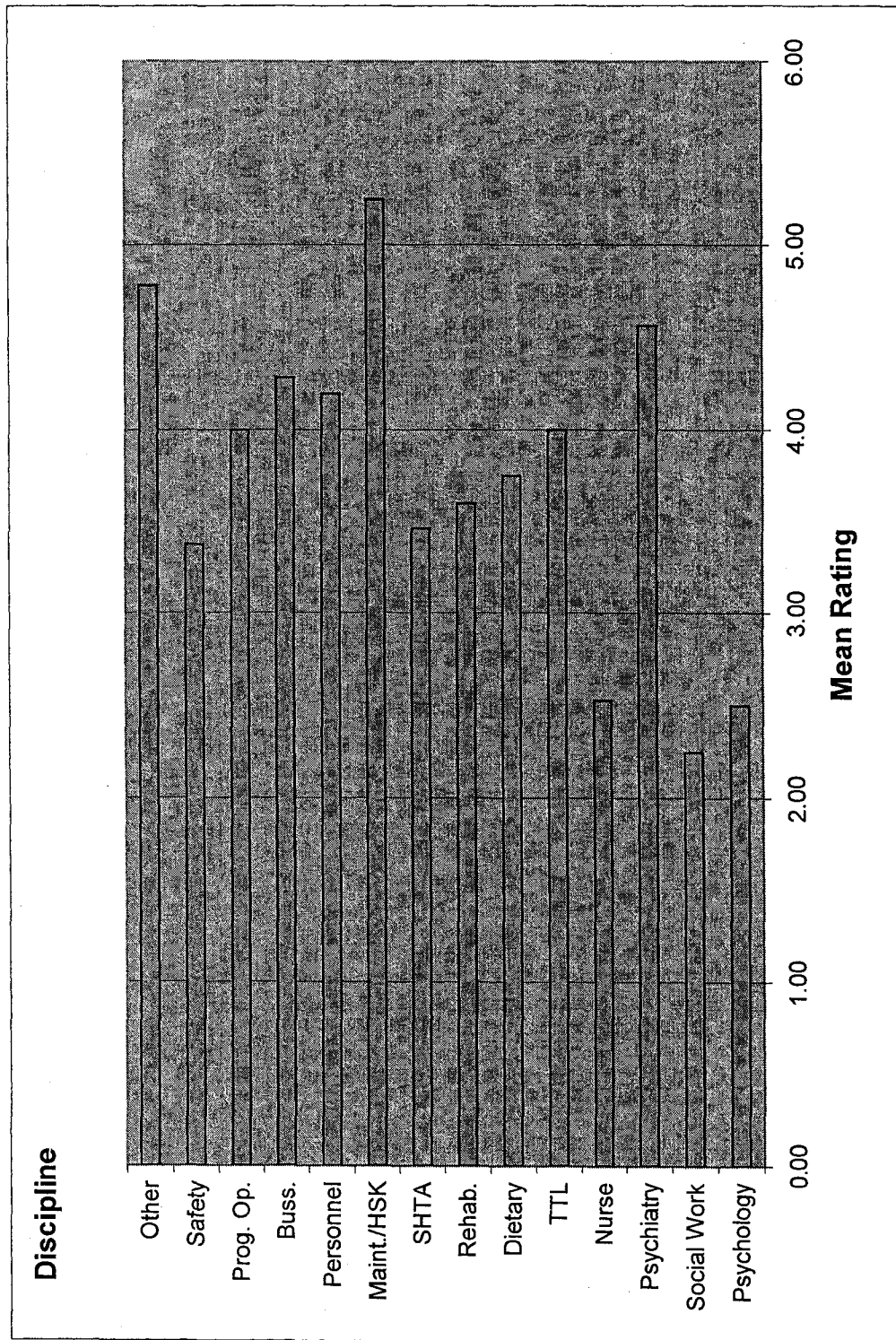


# The employee orientation at KFPC is adequate.

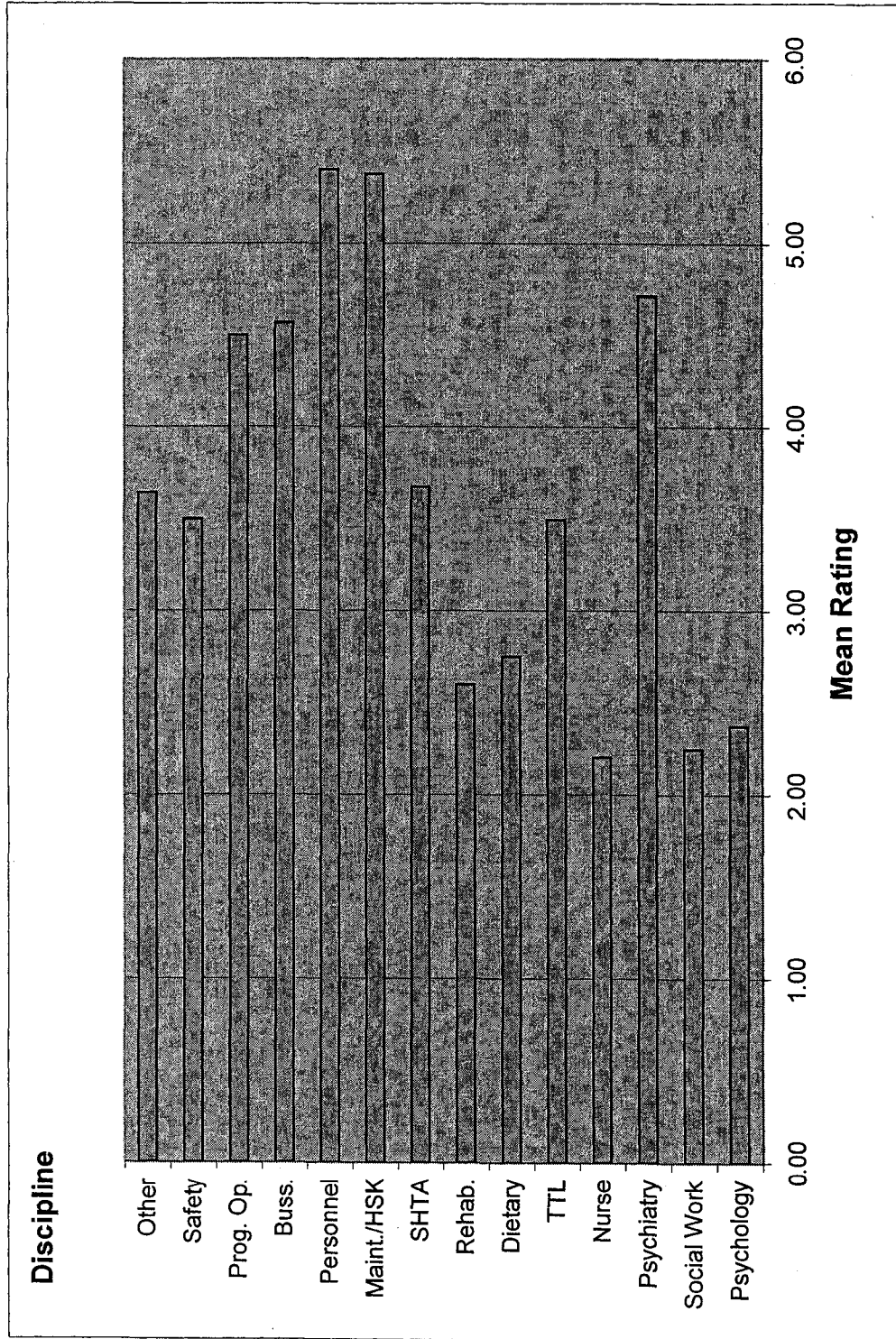




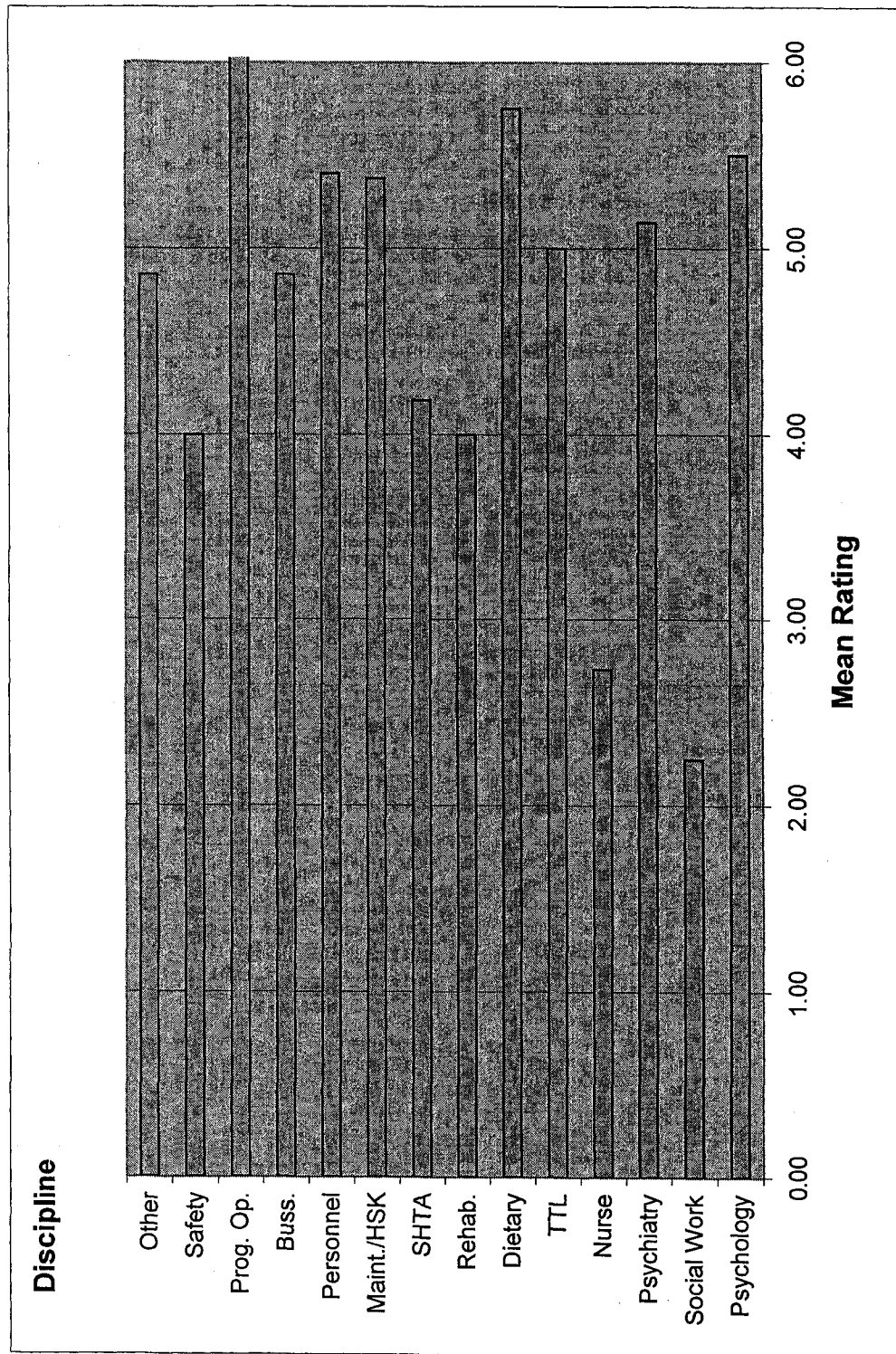
**I feel that information and changes affecting the operation of the hospital are effectively communicated to me.**



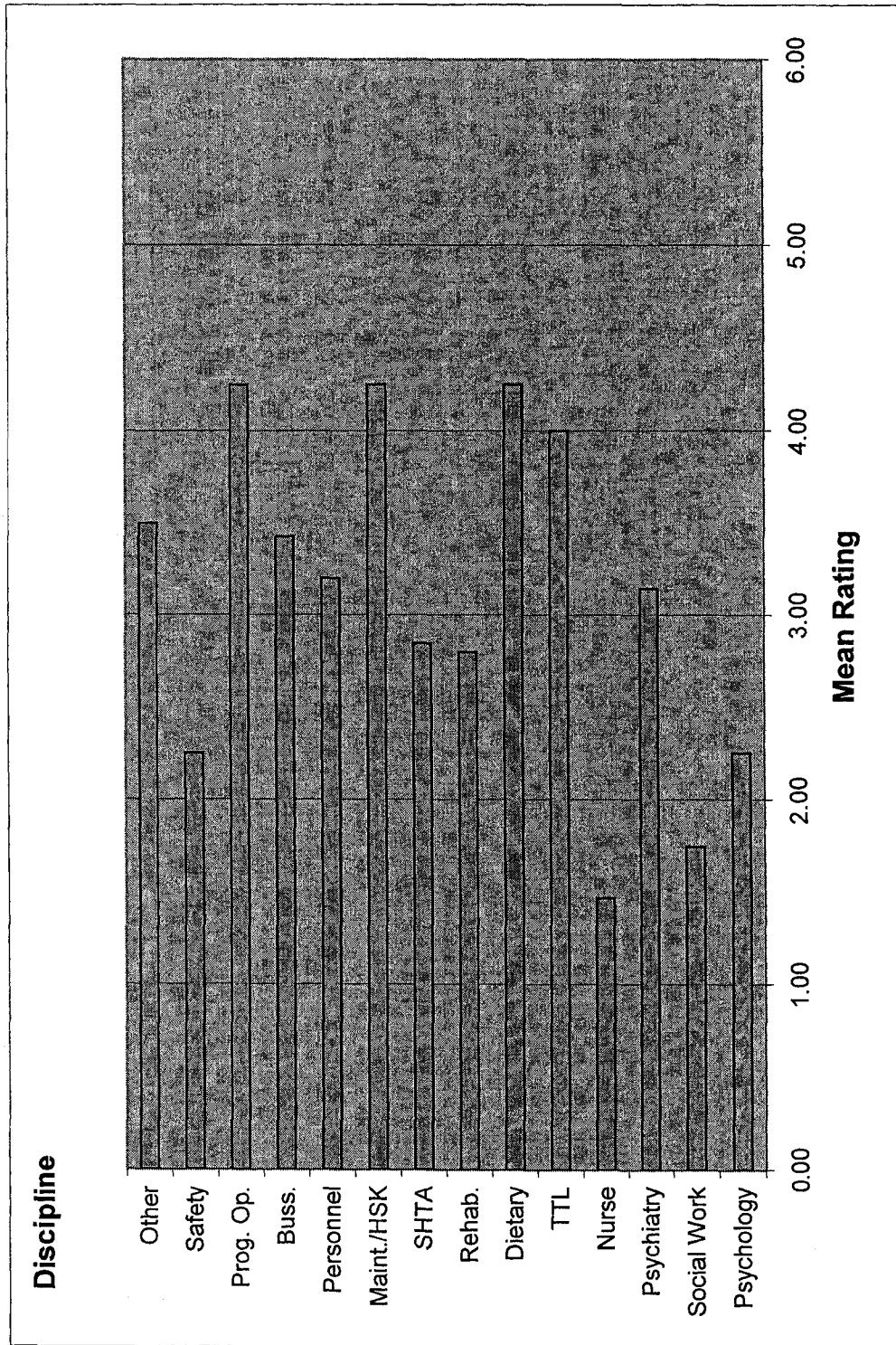
# Supervisors usually compliment employees who do something well.



# I am proud to work at KFPC.

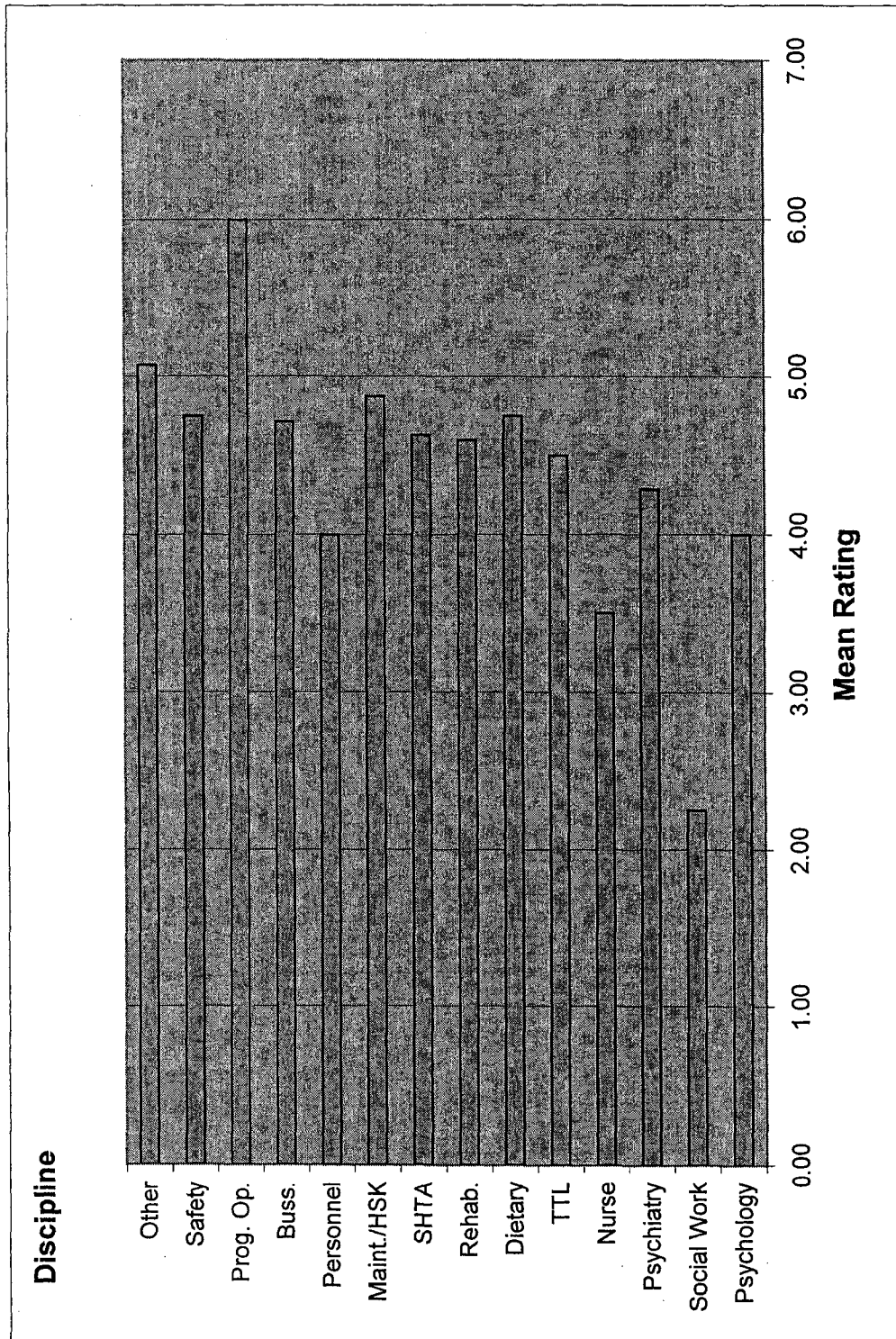


# Employees are empowered to make their own decisions.

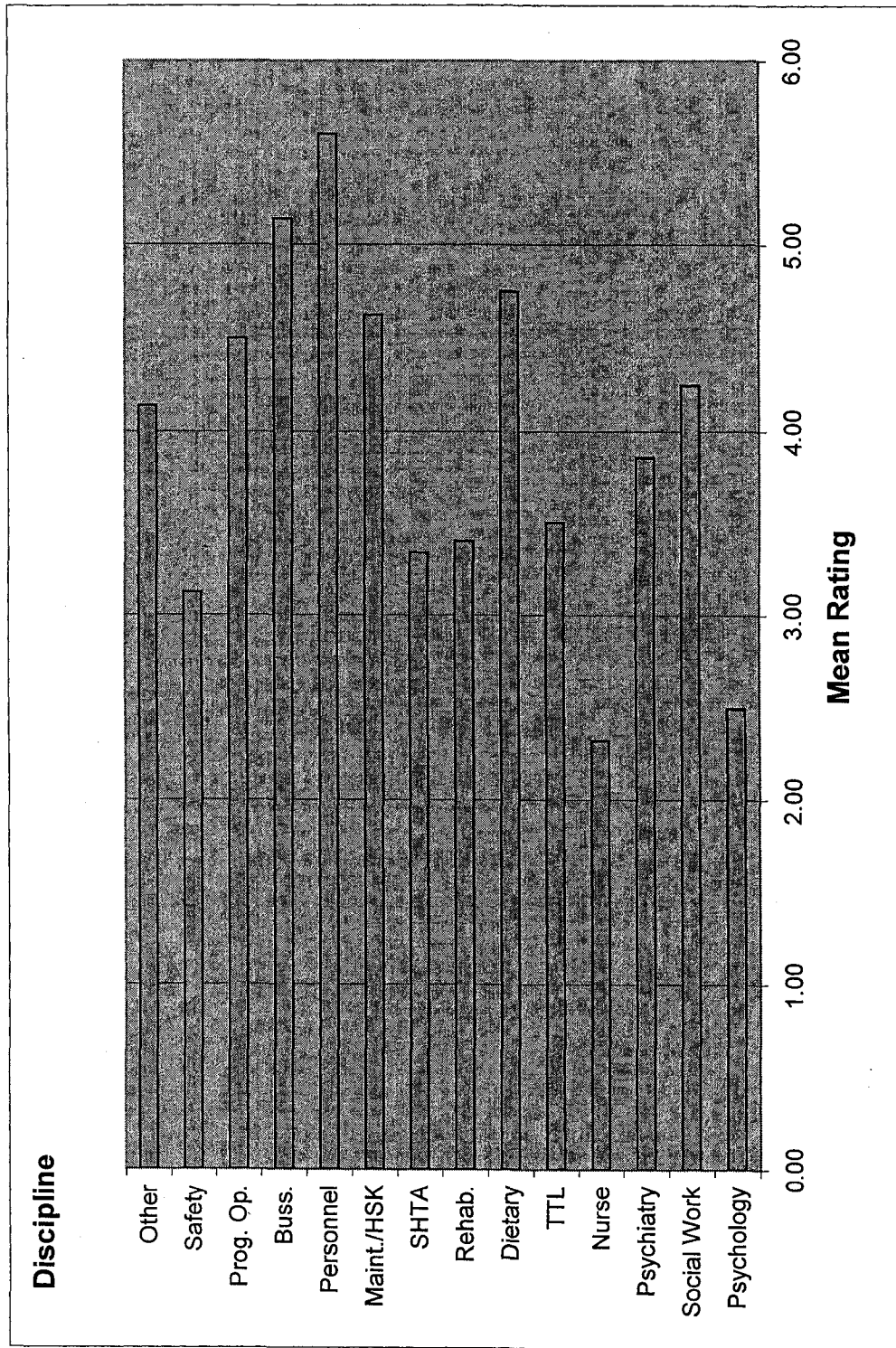




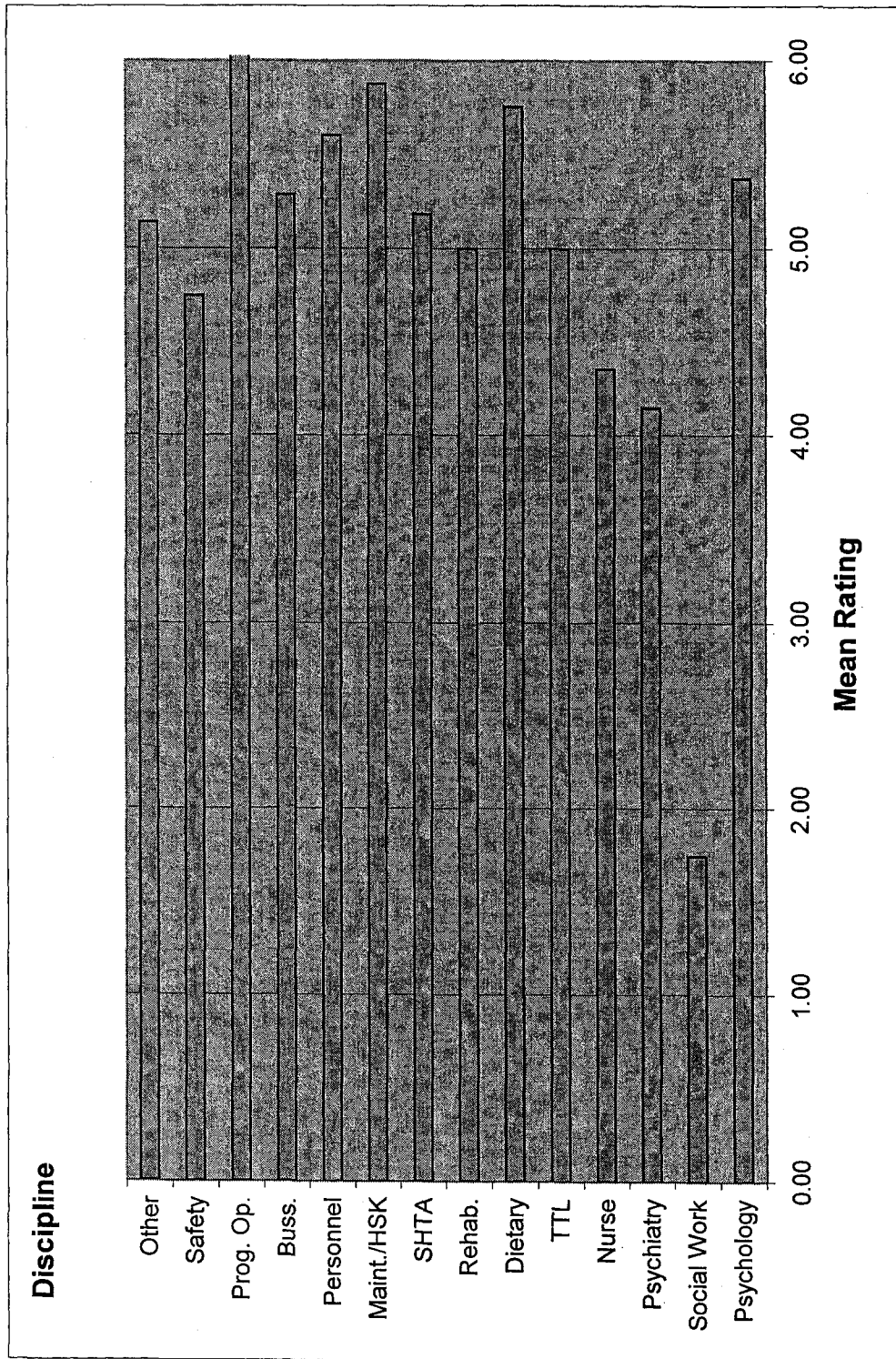
**I enjoy my job.**



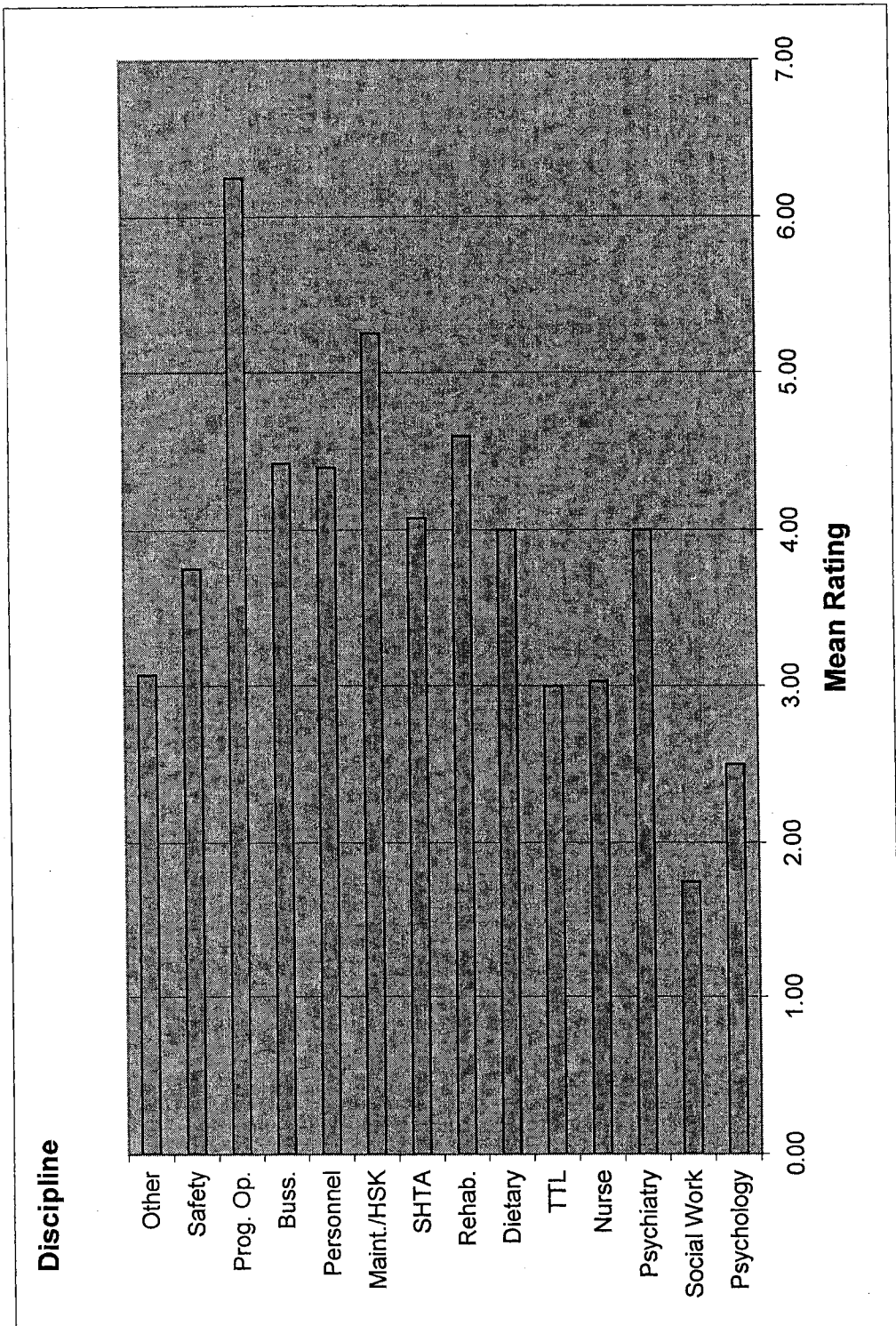
**Policies and regulations are generally clear and understandable.**



**I will be working at KFPC one year from now.**

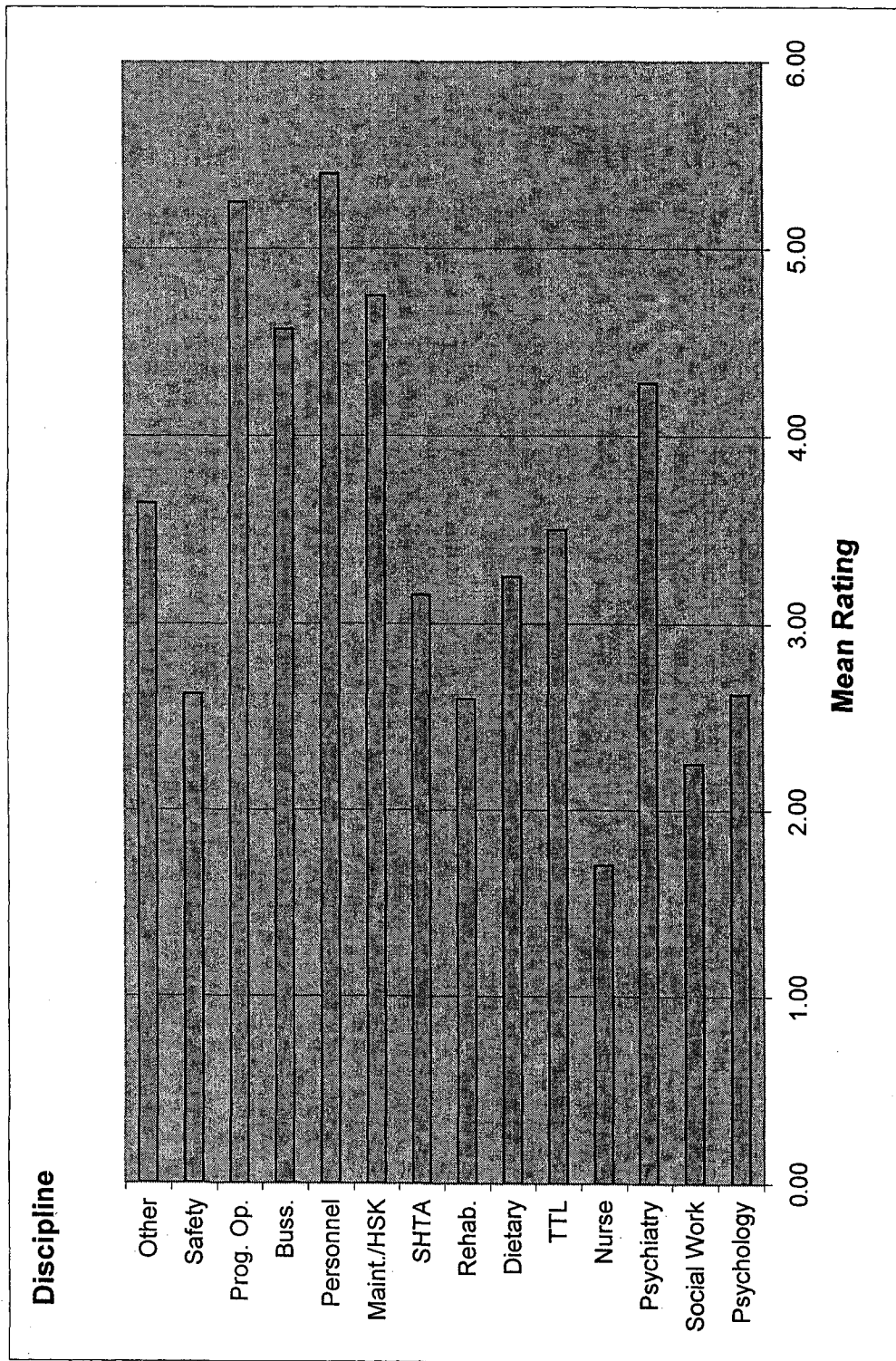


# I will be working at KFPC five years from now.

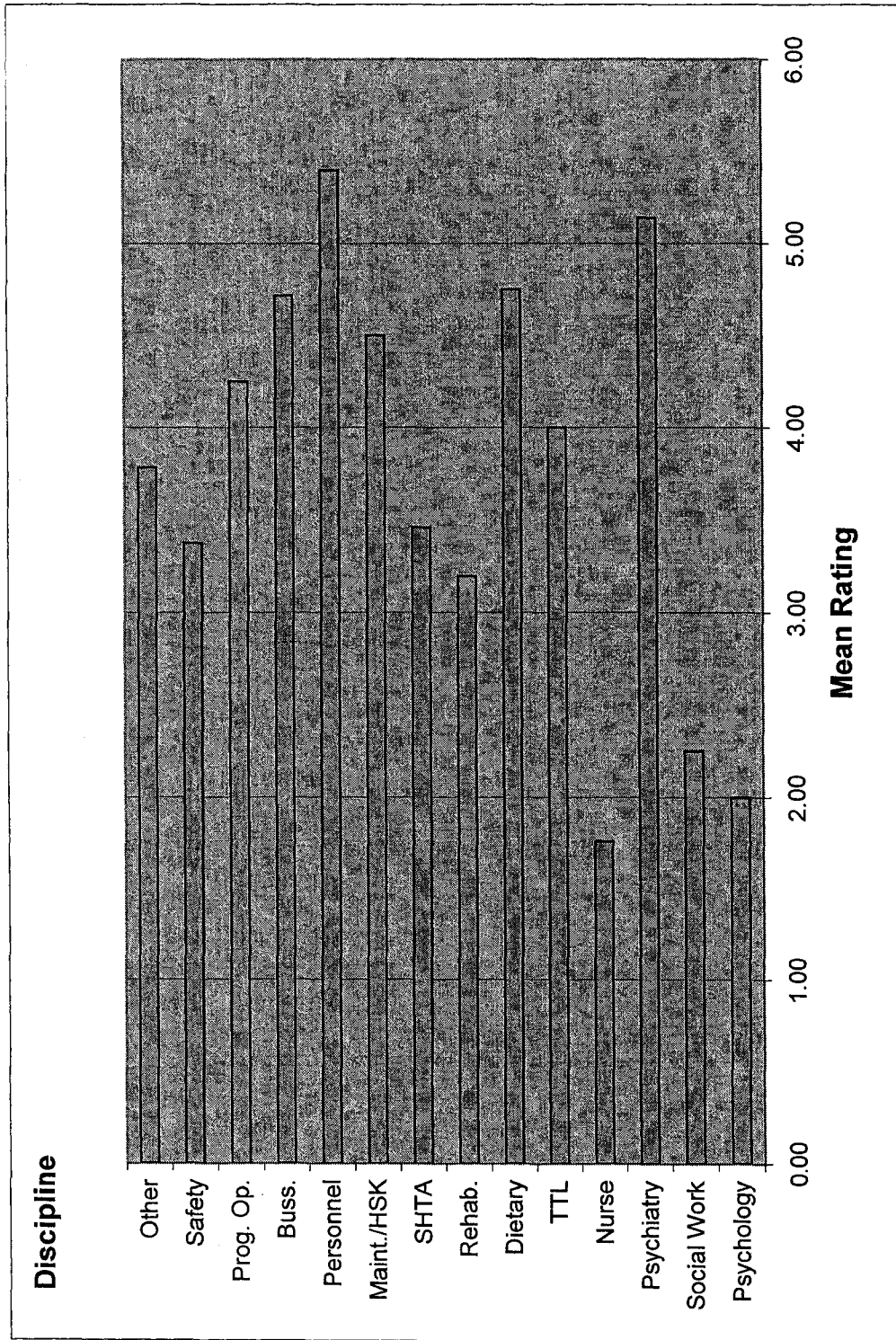




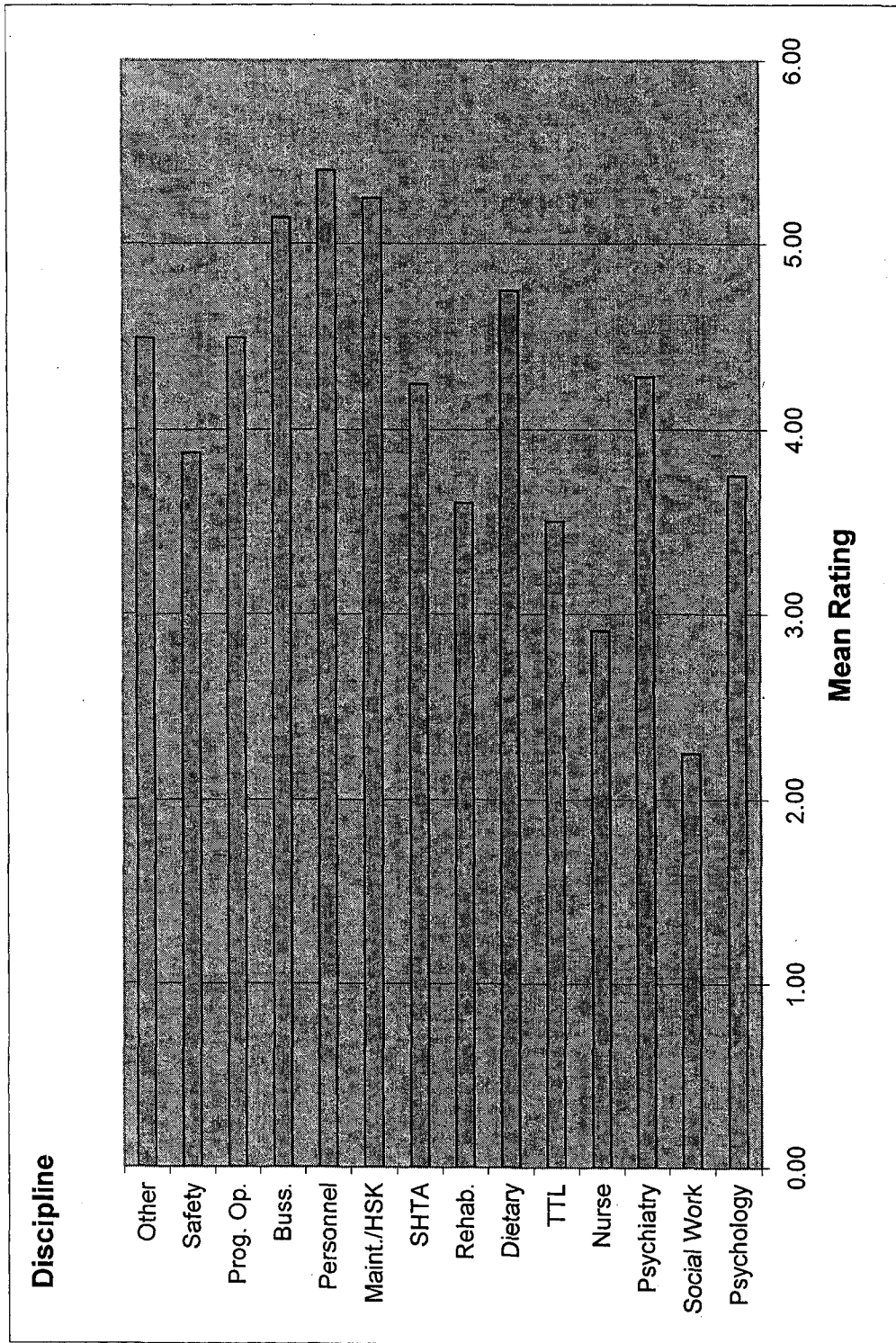
# Hard work is appreciated and rewarded at KFPC.



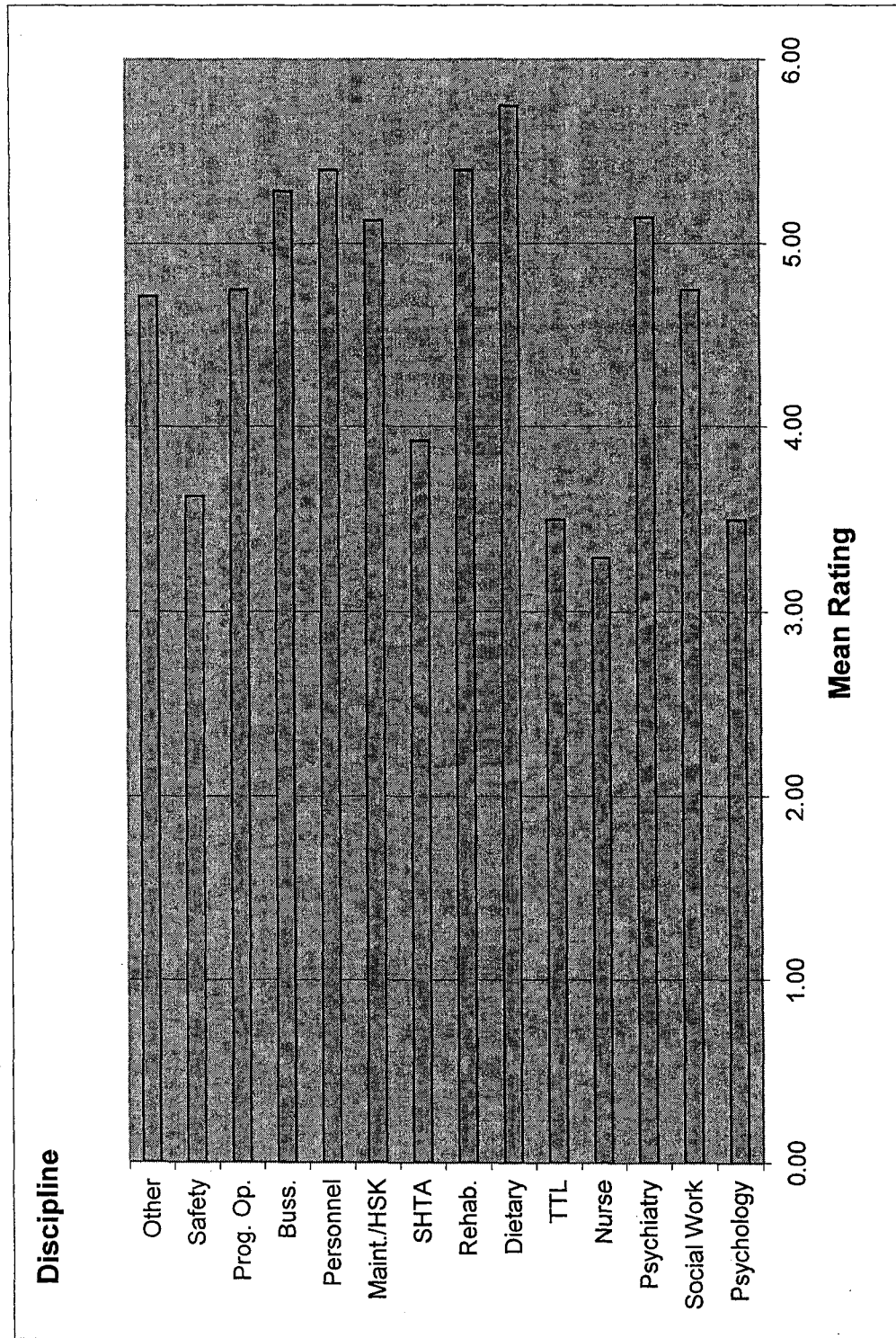
# KFPC is a highly efficient, work-oriented place.



# People put a lot of effort into what they do at KFPC.

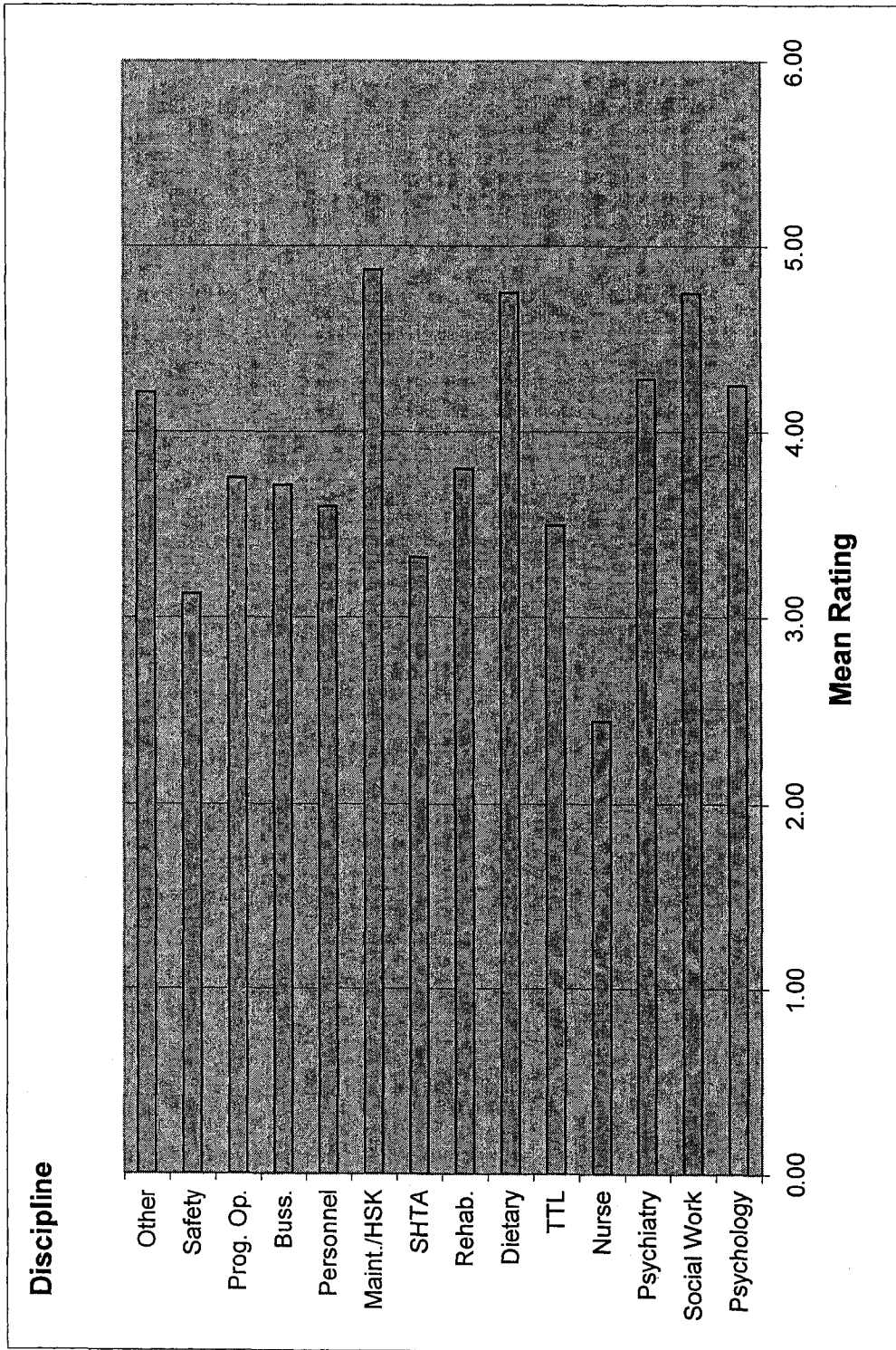


**My job function and responsibilities have been clearly explained to me and I understand them.**

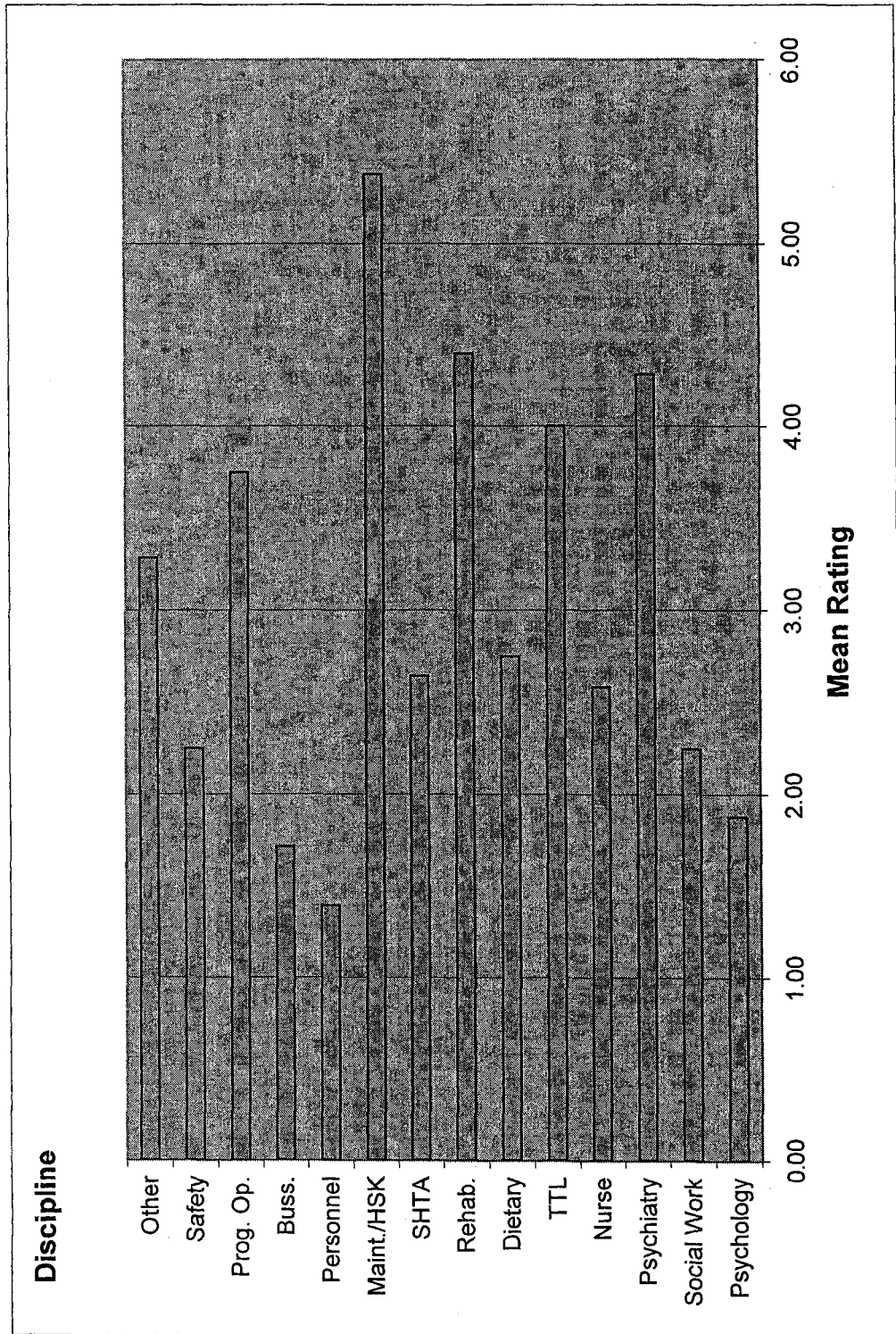




# Rules and regulations are well enforced.



**Supervisors meet with employees regularly to discuss their future work goals.**



# Appendix I

## Related T-test Statistical Reports

	I1	I2	I3	I4	I5
N of cases	292	292	292	291	292
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	4.000	4.000	4.000	4.000
Mean	4.791	3.894	3.462	3.570	3.976
Standard Dev	1.155	1.795	1.644	1.741	1.651
Variance	1.334	3.222	2.703	3.032	2.725
Skewness(G1)	-1.161	-0.493	-0.052	-0.221	-0.571
Kurtosis(G2)	1.128	-1.110	-1.148	-1.351	-0.854

	I6	II1	II2	II3	II4
N of cases	292	292	288	292	290
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	5.000	4.000	5.000	4.000
Mean	4.548	4.517	4.000	4.322	3.545
Standard Dev	1.580	1.598	1.453	1.618	1.729
Variance	2.496	2.553	2.111	2.618	2.989
Skewness(G1)	-0.944	-0.981	-0.768	-0.753	-0.266
Kurtosis(G2)	-0.206	-0.140	-0.173	-0.610	-1.221

	II5	II6	II7	II8	II9
N of cases	292	289	282	290	292
Minimum	2.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	5.000	5.000	4.000	4.000
Mean	5.178	4.197	4.230	3.628	3.486
Standard Dev	0.752	1.618	1.623	1.668	1.655
Variance	0.566	2.617	2.634	2.781	2.739
Skewness(G1)	-0.891	-0.809	-0.785	-0.396	-0.255
Kurtosis(G2)	1.484	-0.414	-0.515	-1.153	-1.186

	II10	II11	II12	II13	II14
N of cases	287	292	288	292	276
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	3.000	4.000	4.000	5.000
Mean	4.192	2.928	4.340	3.699	4.562
Standard Dev	1.685	1.603	1.456	1.537	1.631
Variance	2.841	2.569	2.121	2.362	2.662
Skewness(G1)	-0.741	0.123	-0.832	-0.256	-1.052
Kurtosis(G2)	-0.637	-1.302	0.045	-0.949	-0.049

	II15	II16	II17	II18	II19
N of cases	273	292	292	290	292
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	3.000	3.000	3.000	4.000	5.000
Mean	3.275	3.092	3.360	4.083	4.349
Standard Dev	1.737	1.811	1.600	1.417	1.589
Variance	3.016	3.280	2.561	2.007	2.524
Skewness(G1)	0.033	0.218	-0.024	-0.691	-0.799
Kurtosis(G2)	-1.280	-1.419	-1.067	-0.294	-0.375

	II20	II21
N of cases	289	292
Minimum	1.000	1.000
Maximum	6.000	6.000
Median	4.000	3.000
Mean	3.654	3.075
Standard Dev	1.626	1.699
Variance	2.644	2.888
Skewness(G1)	-0.268	0.101
Kurtosis(G2)	-1.106	-1.354

The following results are for:

QUIT = 0.000

	I1	I2	I3	I4	I5
N of cases	252	252	252	251	252
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	4.000	4.000	4.000	4.000
Mean	4.802	3.833	3.619	3.450	3.976
Standard Dev	1.171	1.846	1.657	1.714	1.641
Variance	1.371	3.406	2.747	2.937	2.693
Skewness(G1)	-1.169	-0.408	-0.219	-0.155	-0.567
Kurtosis(G2)	1.128	-1.249	-1.105	-1.376	-0.833

	I6	II1	II2	II3	II4
N of cases	252	252	249	252	250
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	5.000	4.000	5.000	4.000
Mean	4.655	4.524	4.000	4.480	3.504
Standard Dev	1.575	1.625	1.470	1.583	1.770
Variance	2.482	2.641	2.161	2.506	3.135
Skewness(G1)	-1.123	-0.947	-0.752	-0.981	-0.215
Kurtosis(G2)	0.161	-0.241	-0.249	-0.129	-1.312

	II5	II6	II7	II8	II9
N of cases	252	249	243	250	252
Minimum	2.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	5.000	5.000	4.000	4.000
Mean	5.151	4.297	4.128	3.616	3.544
Standard Dev	0.748	1.611	1.612	1.695	1.690
Variance	0.559	2.597	2.599	2.872	2.855
Skewness(G1)	-0.714	-0.918	-0.692	-0.381	-0.308
Kurtosis(G2)	0.773	-0.232	-0.628	-1.224	-1.232

	II10	II11	II12	II13	II14
N of cases	247	252	249	252	236
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	3.000	5.000	4.000	5.000
Mean	4.219	2.909	4.406	3.587	4.805
Standard Dev	1.711	1.628	1.487	1.524	1.498
Variance	2.928	2.649	2.210	2.323	2.243
Skewness(G1)	-0.752	0.148	-0.840	-0.184	-1.457
Kurtosis(G2)	-0.659	-1.322	-0.060	-0.944	1.258

	II15	II16	II17	II18	II19
N of cases	233	252	252	250	252
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	4.000	3.000	4.000	4.000	5.000
Mean	3.524	3.202	3.409	4.056	4.294
Standard Dev	1.710	1.869	1.654	1.402	1.619
Variance	2.923	3.493	2.737	1.965	2.623
Skewness(G1)	-0.171	0.098	-0.064	-0.665	-0.740
Kurtosis(G2)	-1.177	-1.526	-1.175	-0.319	-0.518

	II20	II21
N of cases	249	252
Minimum	1.000	1.000
Maximum	6.000	6.000
Median	4.000	3.000
Mean	3.562	3.083
Standard Dev	1.601	1.744
Variance	2.562	3.041
Skewness(G1)	-0.206	0.103
Kurtosis(G2)	-1.103	-1.414

The following results are for:

QUIT = 1.000

	I1	I2	I3	I4	I5
N of cases	40	40	40	40	40
Minimum	2.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	4.500	2.000	5.000	4.000
Mean	4.725	4.275	2.475	4.325	3.975
Standard Dev	1.062	1.396	1.154	1.745	1.732
Variance	1.128	1.948	1.333	3.046	2.999
Skewness(G1)	-1.170	-1.176	0.853	-0.834	-0.614
Kurtosis(G2)	1.406	1.063	1.068	-0.625	-0.942

	I6	II1	II2	II3	II4
N of cases	40	40	39	40	40
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	4.000	5.000	4.000	3.000	4.000
Mean	3.875	4.475	4.000	3.325	3.800
Standard Dev	1.453	1.432	1.357	1.492	1.436
Variance	2.112	2.051	1.842	2.225	2.062
Skewness(G1)	-0.035	-1.353	-0.932	0.382	-0.615
Kurtosis(G2)	-0.743	0.983	0.653	-0.790	-0.144

	II5	II6	II7	II8	II9
N of cases	40	40	39	40	40
Minimum	2.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	6.000	6.000	6.000
Median	5.000	4.000	5.000	4.000	3.000
Mean	5.350	3.575	4.872	3.700	3.125
Standard Dev	0.770	1.534	1.559	1.506	1.381
Variance	0.592	2.353	2.430	2.267	1.907
Skewness(G1)	-2.130	-0.351	-1.709	-0.501	-0.051
Kurtosis(G2)	8.074	-0.640	1.945	-0.498	-0.396

	II10	II11	II12	II13	II14
N of cases	40	40	39	40	40
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	6.000	6.000	5.000	6.000	6.000
Median	4.500	3.000	4.000	5.000	3.000
Mean	4.025	3.050	3.923	4.400	3.125
Standard Dev	1.527	1.449	1.178	1.446	1.667
Variance	2.333	2.100	1.389	2.092	2.779
Skewness(G1)	-0.771	-0.038	-1.573	-0.860	0.526
Kurtosis(G2)	-0.317	-1.145	1.903	-0.164	-0.667

	II15	II16	II17	II18	II19
N of cases	40	40	40	40	40
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	4.000	6.000	6.000	6.000	6.000
Median	1.000	2.000	3.000	5.000	5.000
Mean	1.825	2.400	3.050	4.250	4.700
Standard Dev	1.059	1.194	1.176	1.515	1.344
Variance	1.122	1.426	1.382	2.295	1.805
Skewness(G1)	1.049	0.868	-0.101	-0.914	-1.219
Kurtosis(G2)	-0.177	0.876	0.237	0.071	1.272

	II20	II21
N of cases	40	40
Minimum	1.000	1.000
Maximum	6.000	6.000
Median	5.000	3.000
Mean	4.225	3.025
Standard Dev	1.687	1.405
Variance	2.846	1.974
Skewness(G1)	-0.812	0.012
Kurtosis(G2)	-0.567	-0.907

IMPORT successfully completed.

292 cases and 34 variables processed and saved.

Latent Roots (Eigenvalues)

1	2	3	4	5
12.950	2.273	1.645	1.158	1.098
6	7	8	9	10
1.074	1.001	0.835	0.657	0.543
11	12	13	14	15
0.492	0.439	0.394	0.378	0.338
16	17	18	19	20
0.264	0.241	0.210	0.197	0.150
21	22	23	24	25
0.145	0.137	0.119	0.097	0.073
26	27			
0.053	0.040			

Component loadings

	1	2	3	4	5
II17	0.898	0.079	0.053	0.059	0.004
II10	0.860	0.199	0.214	0.005	-0.007
II16	0.838	0.121	-0.063	0.144	0.008
II11	0.804	-0.128	0.180	0.006	0.204
II9	0.794	0.155	-0.177	0.078	-0.095
II12	0.784	0.156	0.084	0.017	-0.049
I5	0.772	0.191	0.260	0.092	-0.046
II8	0.771	-0.043	0.041	-0.116	-0.200
II7	0.735	-0.369	-0.096	-0.295	0.194
II6	0.725	0.081	-0.114	-0.124	0.237
II13	0.709	-0.518	0.076	-0.158	0.082
II20	0.703	-0.421	0.124	-0.167	-0.017
I3	0.689	0.387	0.084	0.279	0.000
I4	0.687	-0.196	0.325	0.094	-0.083
II3	0.684	0.293	-0.258	0.269	0.042
II15	0.662	0.460	-0.095	-0.092	0.416
I6	0.660	0.262	-0.307	0.225	-0.241
II19	0.639	-0.440	0.087	0.259	0.239
I2	0.635	-0.305	0.349	0.278	0.072
II4	0.627	-0.312	0.045	0.124	0.078
II18	0.606	0.167	0.217	-0.603	-0.192
II21	0.577	-0.145	-0.105	0.185	-0.537
II2	0.566	-0.106	-0.567	-0.267	-0.089
I1	0.551	-0.132	-0.506	-0.011	-0.163
II14	0.521	0.580	-0.032	-0.190	0.292



III1	0.487	0.233	0.345	-0.256	-0.378
II5	0.480	-0.339	-0.489	-0.027	0.081

## Variance Explained by Components

1	2	3	4	5
12.950	2.273	1.645	1.158	1.098

## Percent of Total Variance Explained

1	2	3	4	5
47.961	8.420	6.093	4.288	4.067

## Rotated Loading Matrix ( VARIMAX, Gamma = 1.0000)

	1	2	3	4	5
III5	0.876	0.158	0.187	0.117	0.005
II14	0.814	-0.024	0.084	0.243	-0.007
I3	0.626	0.263	-0.035	0.124	0.480
II3	0.602	0.186	0.271	-0.040	0.471
III10	0.572	0.477	0.074	0.396	0.330
II6	0.561	0.368	0.363	0.177	0.060
II16	0.534	0.429	0.268	0.163	0.418
II17	0.526	0.521	0.237	0.282	0.367
II19	0.157	0.796	0.205	-0.123	0.132
I2	0.147	0.782	-0.051	0.067	0.247
II13	0.054	0.758	0.411	0.249	0.000
II20	0.063	0.689	0.345	0.334	0.072
II11	0.427	0.683	0.177	0.210	0.111
I4	0.168	0.661	0.020	0.294	0.283
II4	0.156	0.626	0.245	0.048	0.185
II7	0.234	0.612	0.554	0.255	-0.098
II2	0.210	0.092	0.790	0.171	0.161
II5	0.093	0.306	0.683	-0.112	0.104
I1	0.149	0.158	0.660	0.044	0.346
II18	0.310	0.179	0.202	0.821	-0.009
II1	0.196	0.145	-0.076	0.690	0.278
II21	-0.056	0.293	0.297	0.249	0.670
I6	0.428	0.091	0.337	0.093	0.628
II9	0.488	0.296	0.359	0.204	0.452
I5	0.498	0.457	-0.020	0.342	0.370
II12	0.489	0.396	0.163	0.325	0.347
II8	0.270	0.429	0.307	0.436	0.333

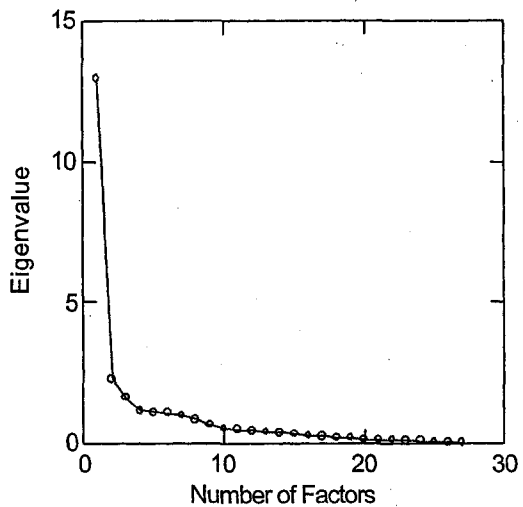
## "Variance" Explained by Rotated Components

1	2	3	4	5
4.926	5.825	3.137	2.494	2.743

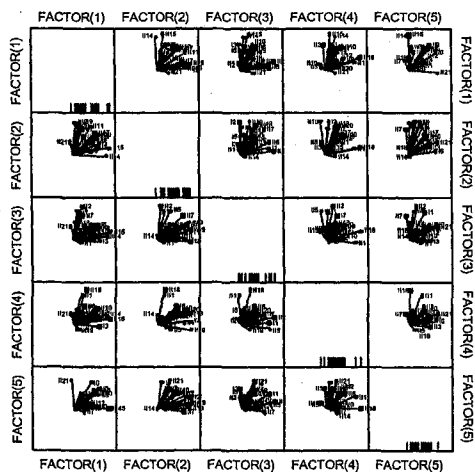
## Percent of Total Variance Explained

1	2	3	4	5
18.243	21.573	11.618	9.238	10.158

### Scree Plot



### Factor Loadings Plot

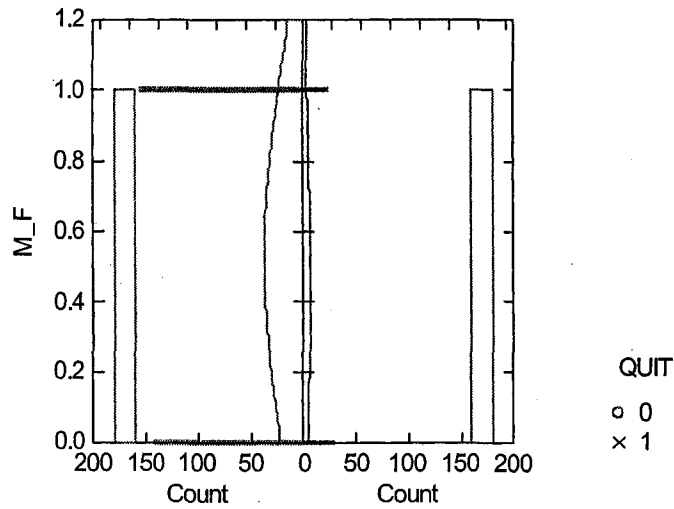


Two-sample t test on M\_F grouped by QUIT

Group	N	Mean	SD
0	236	0.521	0.501
1	40	0.450	0.504

Separate Variance t = 0.827 df = 52.9 Prob = 0.412  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.071 95.00% CI = -0.101 to 0.244

Pooled Variance  $t = 0.831$   $df = 274$   $Prob = 0.407$   
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.071 95.00% CI = -0.097 to 0.240

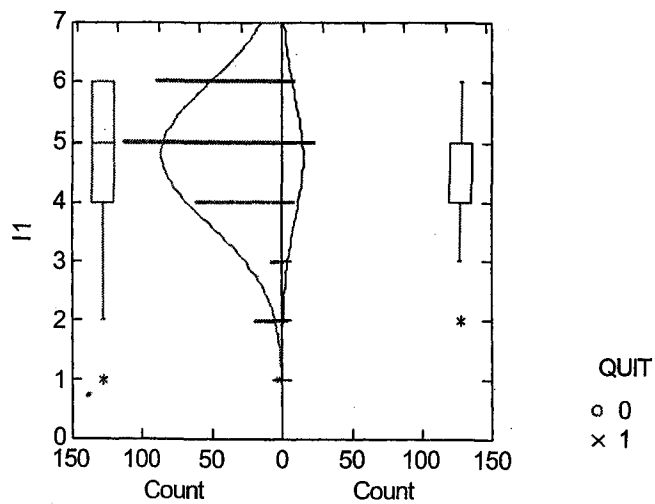


Two-sample t test on I1 grouped by QUIT

Group	N	Mean	SD
0	252	4.802	1.171
1	40	4.725	1.062

Separate Variance  $t = 0.418$   $df = 55.2$   $Prob = 0.678$   
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.077 95.00% CI = -0.291 to 0.444

Pooled Variance  $t = 0.389$   $df = 290$   $Prob = 0.698$   
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.077 95.00% CI = -0.311 to 0.464

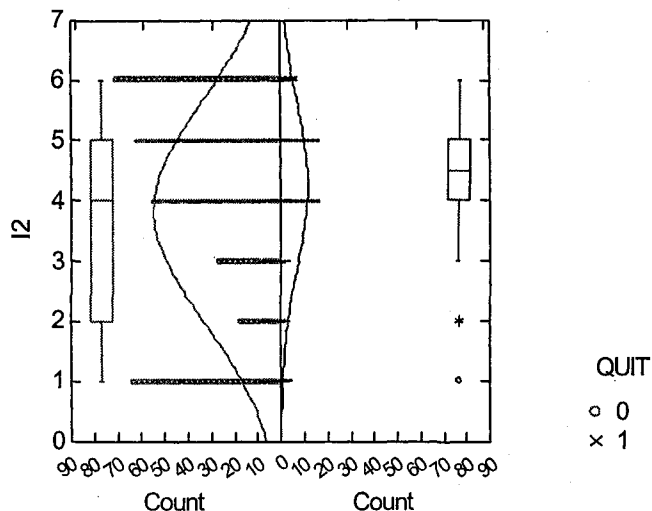


Two-sample t test on I2 grouped by QUIT

Group	N	Mean	SD
0	252	3.833	1.846
1	40	4.275	1.396

Separate Variance t = -1.771 df = 62.9 Prob = 0.081  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.442 95.00% CI = -0.940 to 0.057

Pooled Variance t = -1.448 df = 290 Prob = 0.149  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.442 95.00% CI = -1.042 to 0.159

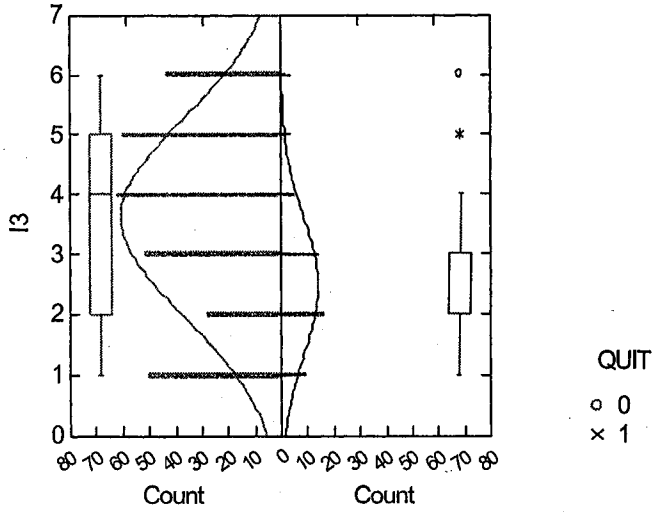


Two-sample t test on I3 grouped by QUIT

Group	N	Mean	SD
0	252	3.619	1.657
1	40	2.475	1.154

Separate Variance t = 5.441 df = 67.6 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.000  
 Difference in Means = 1.144 95.00% CI = 0.724 to 1.564

Pooled Variance t = 4.204 df = 290 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.001  
 Difference in Means = 1.144 95.00% CI = 0.608 to 1.680

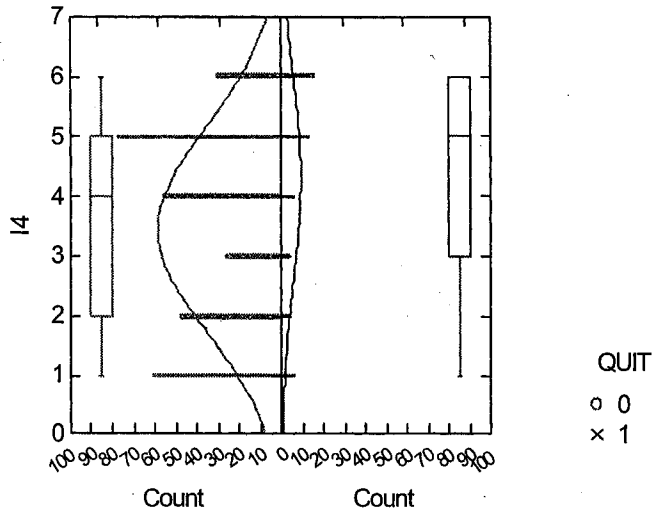


Two-sample t test on I4 grouped by QUIT

Group	N	Mean	SD
0	251	3.450	1.714
1	40	4.325	1.745

Separate Variance t = -2.952 df = 51.7 Prob = 0.005  
 Bonferroni Adjusted Prob = 0.133  
 Difference in Means = -0.875 95.00% CI = -1.470 to -0.280

Pooled Variance t = -2.991 df = 289 Prob = 0.003  
 Bonferroni Adjusted Prob = 0.085  
 Difference in Means = -0.875 95.00% CI = -1.450 to -0.299

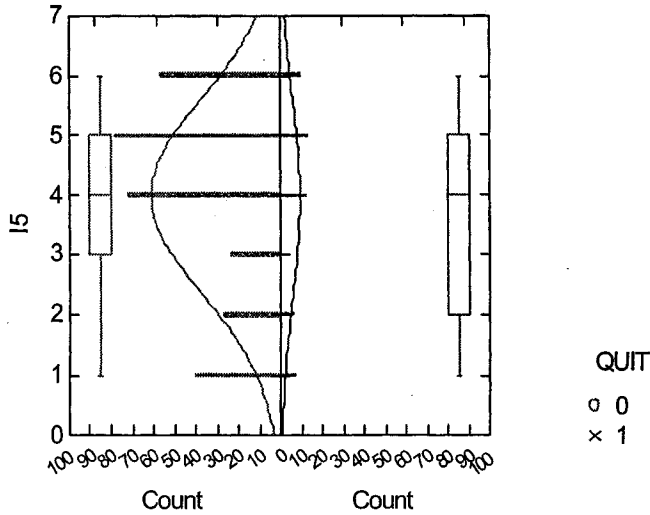


Two-sample t test on I5 grouped by QUIT

Group	N	Mean	SD
0	252	3.976	1.641
1	40	3.975	1.732

Separate Variance t = 0.004 df = 50.7 Prob = 0.997  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.001 95.00% CI = -0.586 to 0.589

Pooled Variance t = 0.004 df = 290 Prob = 0.997  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.001 95.00% CI = -0.553 to 0.555

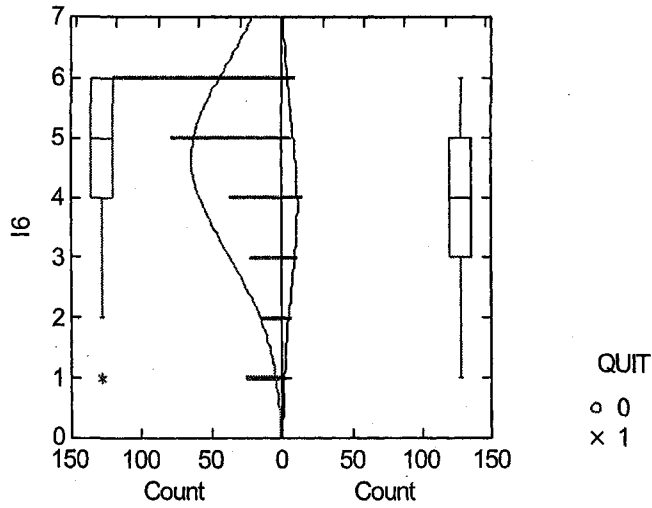


Two-sample t test on I6 grouped by QUIT

Group	N	Mean	SD
0	252	4.655	1.575
1	40	3.875	1.453

Separate Variance t = 3.115 df = 54.6 Prob = 0.003  
 Bonferroni Adjusted Prob = 0.082  
 Difference in Means = 0.780 95.00% CI = 0.278 to 1.281

Pooled Variance t = 2.938 df = 290 Prob = 0.004  
 Bonferroni Adjusted Prob = 0.100  
 Difference in Means = 0.780 95.00% CI = 0.257 to 1.302

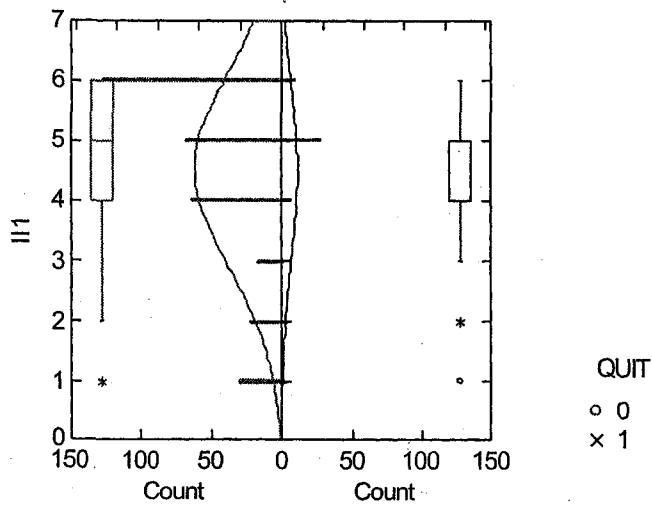


Two-sample t test on I11 grouped by QUIT

Group	N	Mean	SD
0	252	4.524	1.625
1	40	4.475	1.432

Separate Variance t = 0.196 df = 56.2 Prob = 0.845  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.049 95.00% CI = -0.449 to 0.547

Pooled Variance t = 0.179 df = 290 Prob = 0.858  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.049 95.00% CI = -0.487 to 0.585

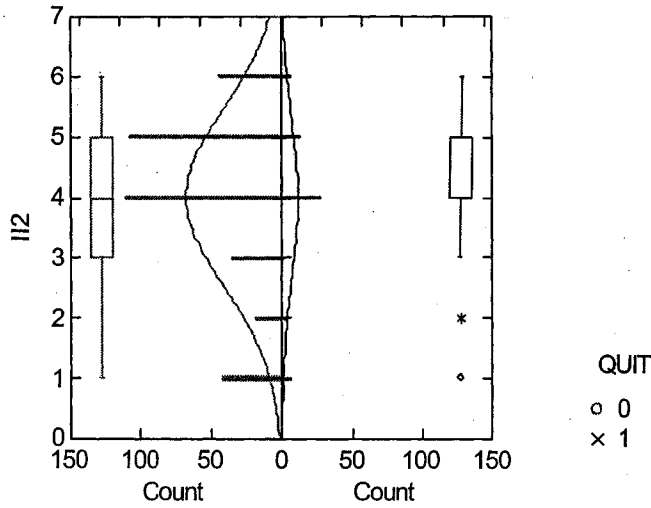


Two-sample t test on I12 grouped by QUIT

Group	N	Mean	SD
0	249	4.000	1.470
1	39	4.000	1.357

Separate Variance t = 0.000 df = 53.0 Prob = 1.000  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.000 95.00% CI = -0.474 to 0.474

Pooled Variance t = 0.000 df = 286 Prob = 1.000  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.000 95.00% CI = -0.493 to 0.493



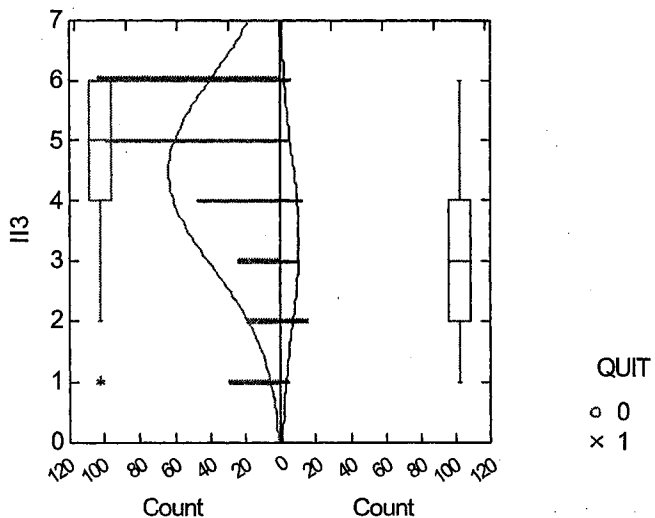
Two-sample t test on I13 grouped by QUIT

Group	N	Mean	SD
0	252	4.480	1.583
1	40	3.325	1.492

Separate Variance t = 4.511 df = 53.9 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.001  
 Difference in Means = 1.155 95.00% CI = 0.642 to 1.669

Pooled Variance t = 4.320 df = 290 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.001  
 Difference in Means = 1.155 95.00% CI = 0.629 to 1.681



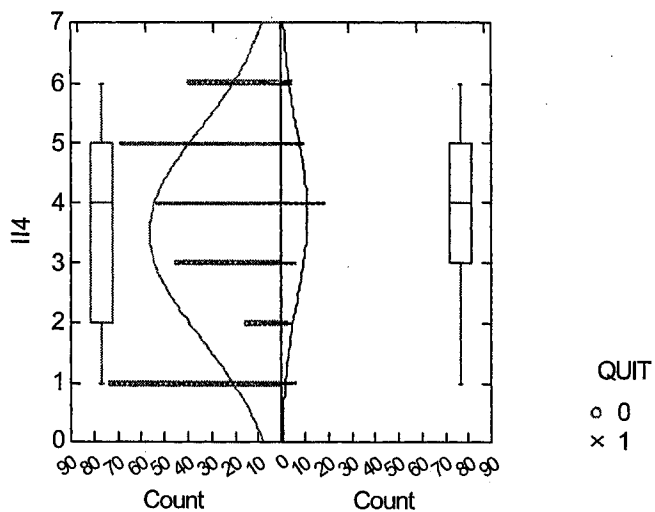


Two-sample t test on II4 grouped by QUIT

Group	N	Mean	SD
0	250	3.504	1.770
1	40	3.800	1.436

Separate Variance t = -1.169 df = 59.7 Prob = 0.247  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.296 95.00% CI = -0.802 to 0.210

Pooled Variance t = -1.005 df = 288 Prob = 0.316  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.296 95.00% CI = -0.876 to 0.284

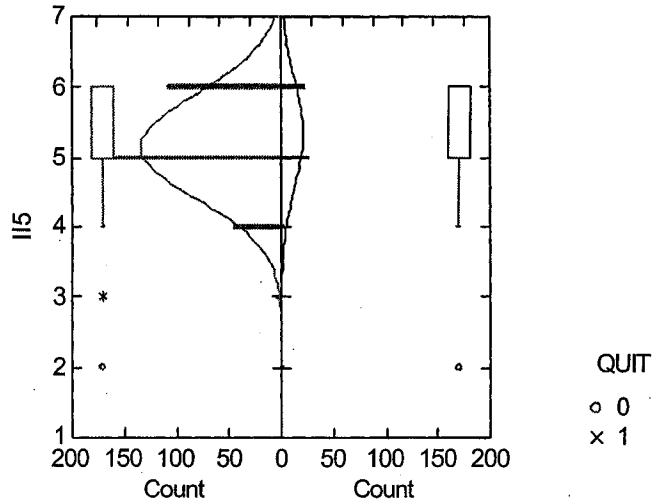


Two-sample t test on II5 grouped by QUIT

Group	N	Mean	SD
0	252	5.151	0.748
1	40	5.350	0.770

Separate Variance t = -1.527 df = 51.4 Prob = 0.133  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.199 95.00% CI = -0.461 to 0.063

Pooled Variance t = -1.559 df = 290 Prob = 0.120  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.199 95.00% CI = -0.451 to 0.052

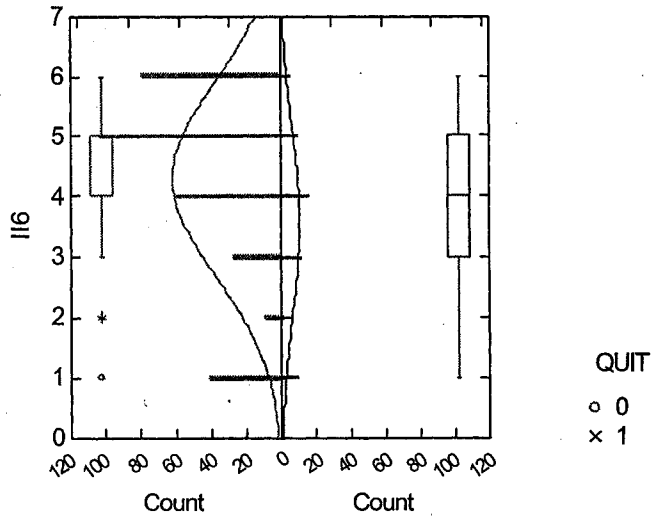


Two-sample t test on II6 grouped by QUIT

Group	N	Mean	SD
0	249	4.297	1.611
1	40	3.575	1.534

Separate Variance t = 2.744 df = 53.8 Prob = 0.008  
 Bonferroni Adjusted Prob = 0.230  
 Difference in Means = 0.722 95.00% CI = 0.195 to 1.250

Pooled Variance t = 2.648 df = 287 Prob = 0.009  
 Bonferroni Adjusted Prob = 0.239  
 Difference in Means = 0.722 95.00% CI = 0.185 to 1.259

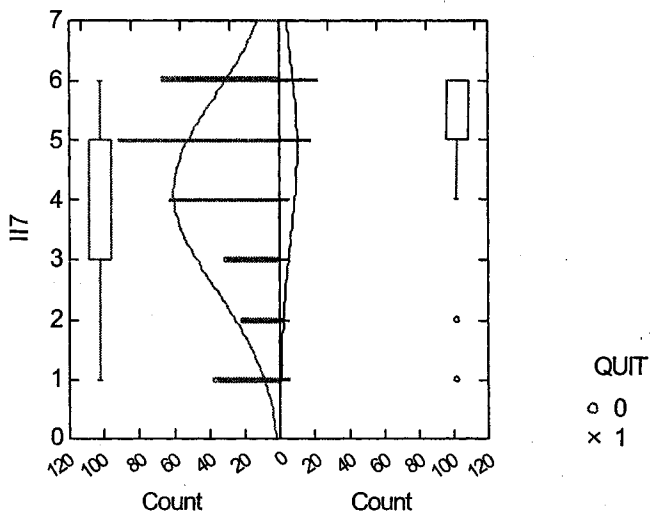


Two-sample t test on II7 grouped by QUIT

Group	N	Mean	SD
0	243	4.128	1.612
1	39	4.872	1.559

Separate Variance t = -2.754 df = 51.9 Prob = 0.008  
 Bonferroni Adjusted Prob = 0.227  
 Difference in Means = -0.744 95.00% CI = -1.286 to -0.202

Pooled Variance t = -2.688 df = 280 Prob = 0.008  
 Bonferroni Adjusted Prob = 0.213  
 Difference in Means = -0.744 95.00% CI = -1.289 to -0.199

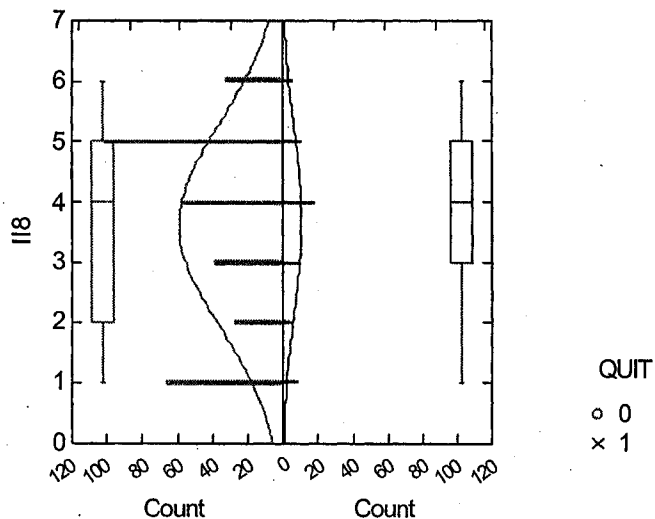


Two-sample t test on II8 grouped by QUIT

Group	N	Mean	SD
0	250	3.616	1.695
1	40	3.700	1.506

Separate Variance t = -0.322 df = 56.1 Prob = 0.749  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.084 95.00% CI = -0.607 to 0.439

Pooled Variance t = -0.295 df = 288 Prob = 0.768  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.084 95.00% CI = -0.644 to 0.476

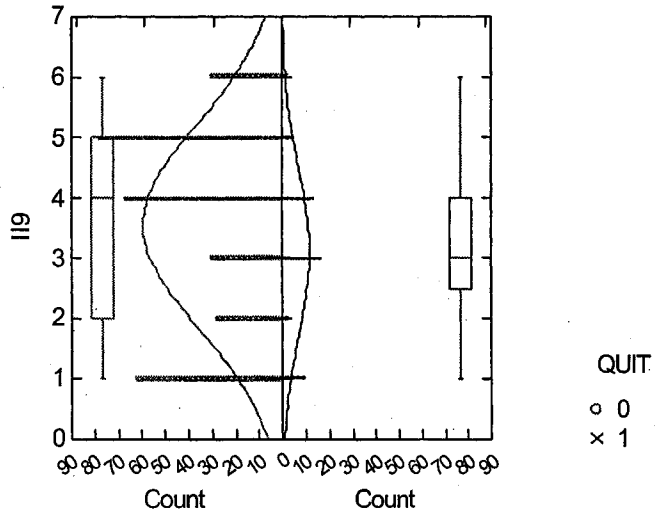


Two-sample t test on II9 grouped by QUIT

Group	N	Mean	SD
0	252	3.544	1.690
1	40	3.125	1.381

Separate Variance t = 1.723 df = 59.2 Prob = 0.090  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.419 95.00% CI = -0.067 to 0.905

Pooled Variance t = 1.489 df = 290 Prob = 0.137  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.419 95.00% CI = -0.135 to 0.972

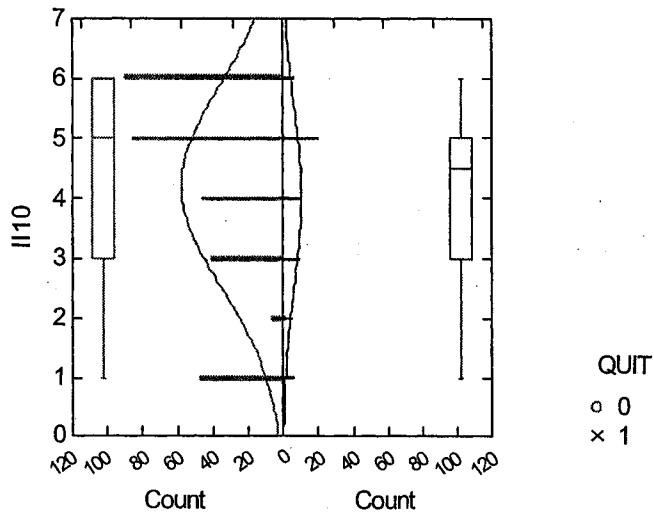


Two-sample t test on II10 grouped by QUIT

Group	N	Mean	SD
0	247	4.219	1.711
1	40	4.025	1.527

Separate Variance t = 0.731 df = 56.1 Prob = 0.468  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.194 95.00% CI = -0.337 to 0.724

Pooled Variance t = 0.673 df = 285 Prob = 0.501  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.194 95.00% CI = -0.372 to 0.760

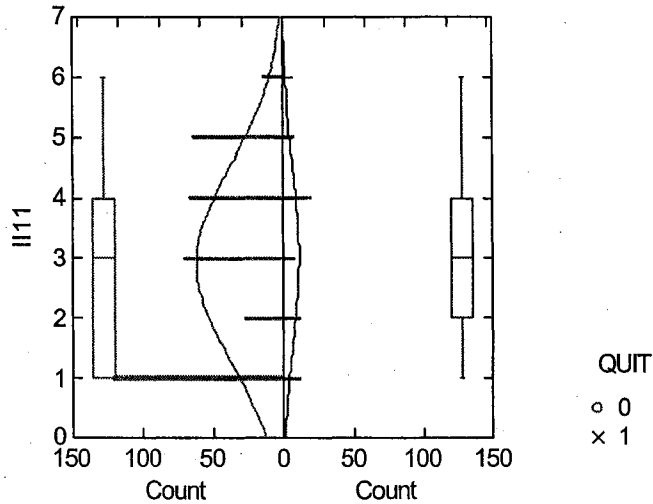


Two-sample t test on II11 grouped by QUIT

Group	N	Mean	SD
0	252	2.909	1.628
1	40	3.050	1.449

Separate Variance t = -0.563 df = 55.8 Prob = 0.576  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.141 95.00% CI = -0.644 to 0.362

Pooled Variance t = -0.517 df = 290 Prob = 0.605  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.141 95.00% CI = -0.679 to 0.396

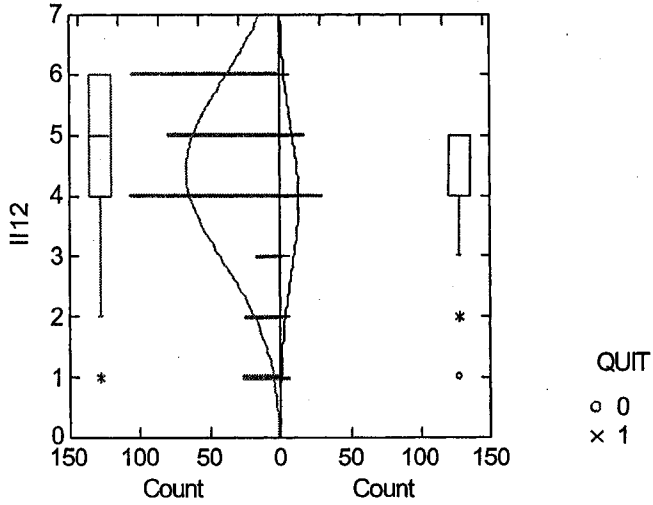


Two-sample t test on II12 grouped by QUIT

Group	N	Mean	SD
0	249	4.406	1.487
1	39	3.923	1.178

Separate Variance t = 2.288 df = 58.7 Prob = 0.026  
 Bonferroni Adjusted Prob = 0.721  
 Difference in Means = 0.483 95.00% CI = 0.060 to 0.905

Pooled Variance t = 1.933 df = 286 Prob = 0.054  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.483 95.00% CI = -0.009 to 0.974

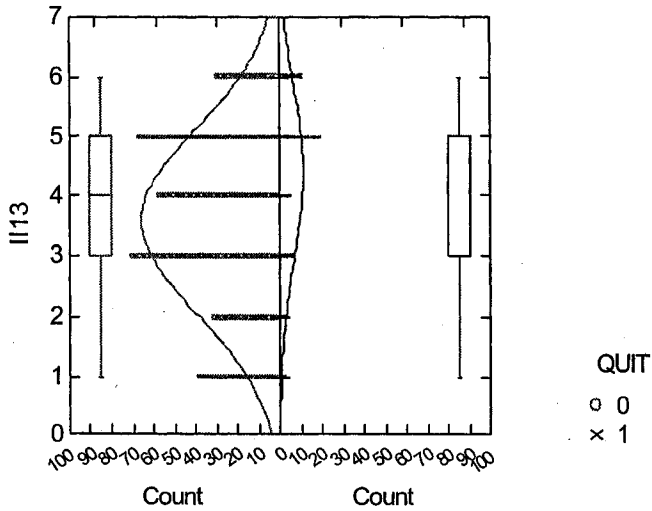


Two-sample t test on II13 grouped by QUIT

Group	N	Mean	SD
0	252	3.587	1.524
1	40	4.400	1.446

Separate Variance t = -3.276 df = 53.7 Prob = 0.002  
 Bonferroni Adjusted Prob = 0.052  
 Difference in Means = -0.813 95.00% CI = -1.310 to -0.315

Pooled Variance t = -3.154 df = 290 Prob = 0.002  
 Bonferroni Adjusted Prob = 0.050  
 Difference in Means = -0.813 95.00% CI = -1.320 to -0.306

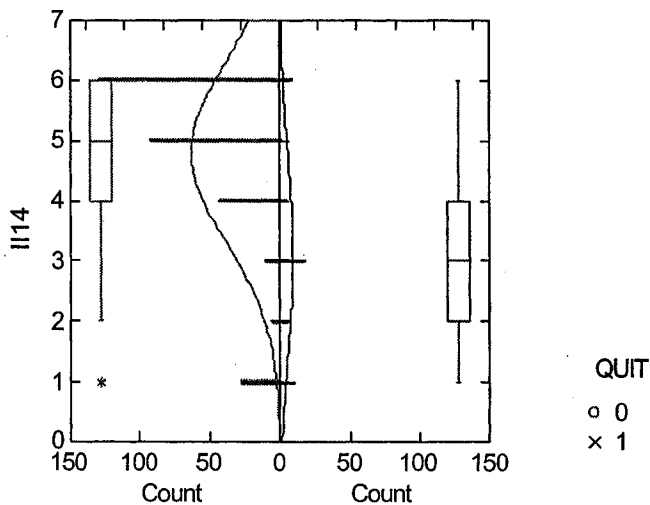


Two-sample t test on II14 grouped by QUIT

Group	N	Mean	SD
0	236	4.805	1.498
1	40	3.125	1.667

Separate Variance t = 5.978 df = 50.2 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.000  
 Difference in Means = 1.680 95.00% CI = 1.116 to 2.244

Pooled Variance t = 6.452 df = 274 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.000  
 Difference in Means = 1.680 95.00% CI = 1.167 to 2.193



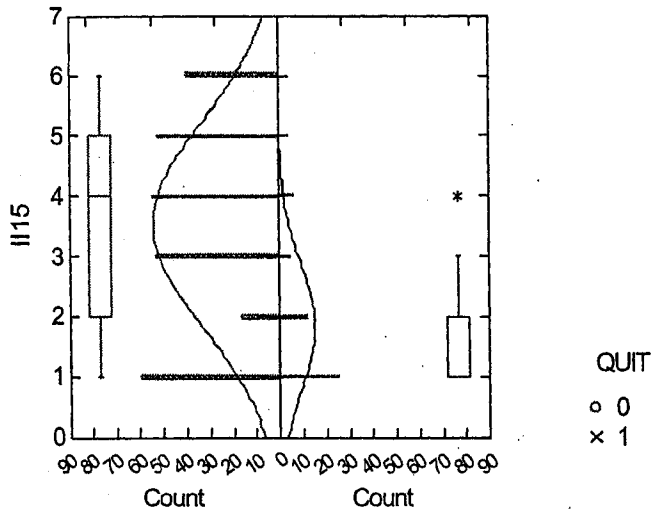
Two-sample t test on II15 grouped by QUIT

Group	N	Mean	SD
0	233	3.524	1.710
1	40	1.825	1.059

Separate Variance t = 8.429 df = 79.0 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.000  
 Difference in Means = 1.699 95.00% CI = 1.298 to 2.100

Pooled Variance t = 6.081 df = 271 Prob = 0.000  
 Bonferroni Adjusted Prob = 0.000  
 Difference in Means = 1.699 95.00% CI = 1.149 to 2.249



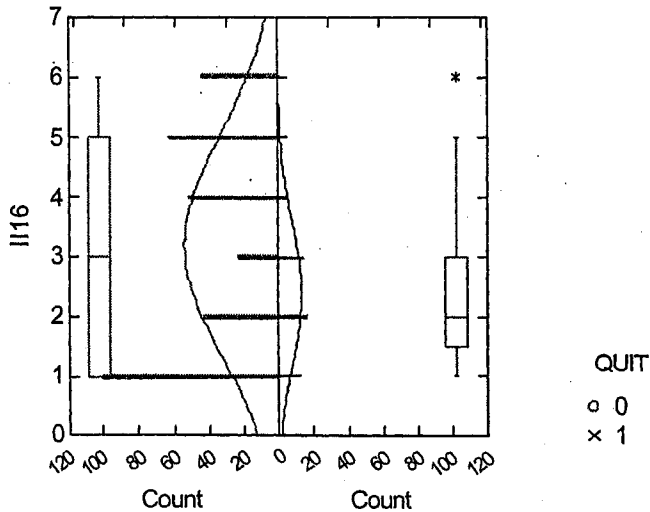


Two-sample t test on II16 grouped by QUIT

Group	N	Mean	SD
0	252	3.202	1.869
1	40	2.400	1.194

Separate Variance t = 3.606 df = 73.5 Prob = 0.001  
 Bonferroni Adjusted Prob = 0.016  
 Difference in Means = 0.802 95.00% CI = 0.359 to 1.246

Pooled Variance t = 2.629 df = 290 Prob = 0.009  
 Bonferroni Adjusted Prob = 0.252  
 Difference in Means = 0.802 95.00% CI = 0.202 to 1.403

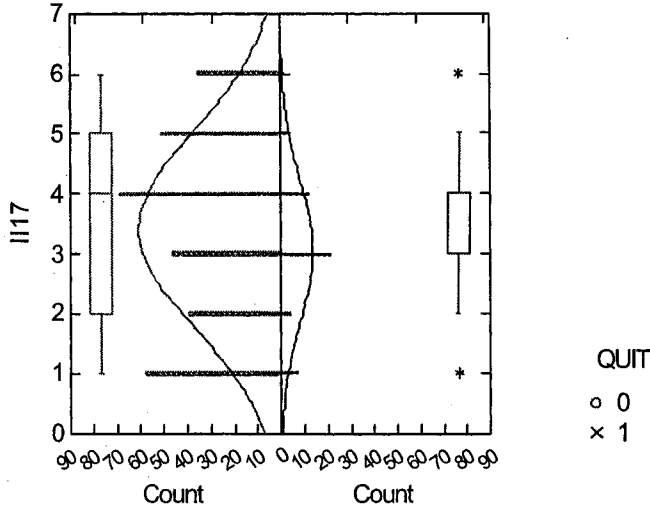


Two-sample t test on II17 grouped by QUIT

Group	N	Mean	SD
0	252	3.409	1.654
1	40	3.050	1.176

Separate Variance t = 1.683 df = 66.4 Prob = 0.097  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.359 95.00% CI = -0.067 to 0.784

Pooled Variance t = 1.319 df = 290 Prob = 0.188  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.359 95.00% CI = -0.177 to 0.894

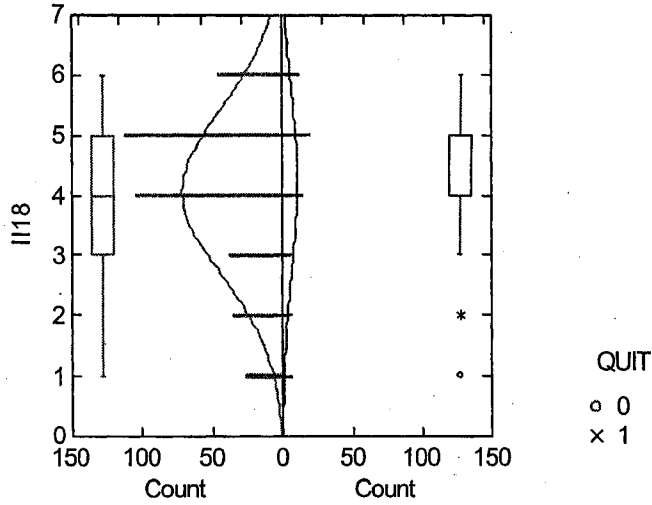


Two-sample t test on II18 grouped by QUIT

Group	N	Mean	SD
0	250	4.056	1.402
1	40	4.250	1.515

Separate Variance t = -0.760 df = 50.3 Prob = 0.451  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.194 95.00% CI = -0.707 to 0.319

Pooled Variance t = -0.804 df = 288 Prob = 0.422  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.194 95.00% CI = -0.669 to 0.281

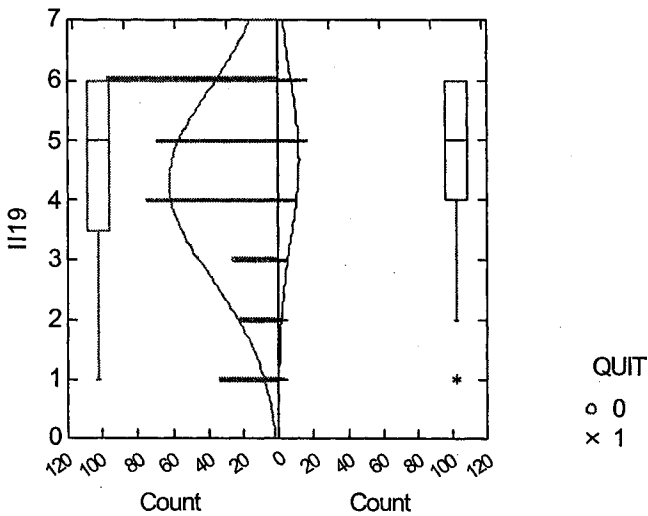


Two-sample t test on I119 grouped by QUIT

Group	N	Mean	SD
0	252	4.294	1.619
1	40	4.700	1.344

Separate Variance t = -1.724 df = 58.6 Prob = 0.090  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.406 95.00% CI = -0.878 to 0.065

Pooled Variance t = -1.506 df = 290 Prob = 0.133  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = -0.406 95.00% CI = -0.937 to 0.125

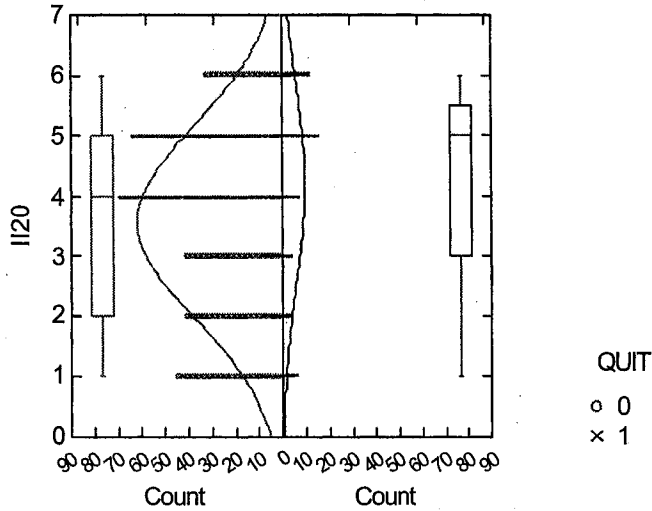


Two-sample t test on I120 grouped by QUIT

Group	N	Mean	SD
0	249	3.562	1.601
1	40	4.225	1.687

Separate Variance t = -2.323 df = 50.9 Prob = 0.024  
 Bonferroni Adjusted Prob = 0.679  
 Difference in Means = -0.663 95.00% CI = -1.236 to -0.090

Pooled Variance t = -2.413 df = 287 Prob = 0.016  
 Bonferroni Adjusted Prob = 0.461  
 Difference in Means = -0.663 95.00% CI = -1.203 to -0.122



Two-sample t test on I121 grouped by QUIT

Group	N	Mean	SD
0	252	3.083	1.744
1	40	3.025	1.405

Separate Variance t = 0.235 df = 59.9 Prob = 0.815  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.058 95.00% CI = -0.437 to 0.554

Pooled Variance t = 0.201 df = 290 Prob = 0.841  
 Bonferroni Adjusted Prob = 1.000  
 Difference in Means = 0.058 95.00% CI = -0.512 to 0.629

