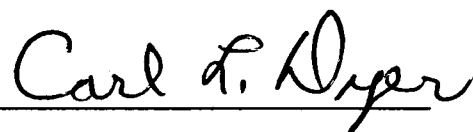


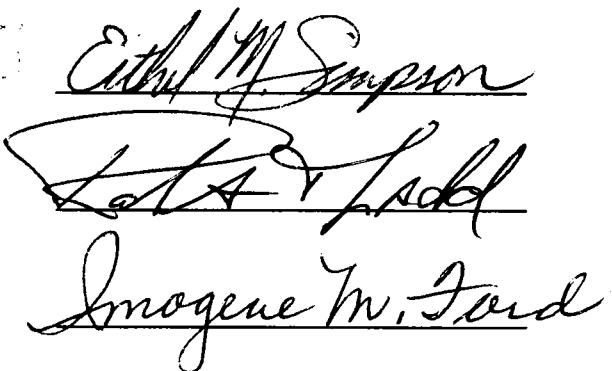
To the Graduate Council:

I am submitting herewith a dissertation written by Karen Jo-Harn Cummings entitled "Employment Intentions of Older Retail Employees as a Function of Job Characteristics and Work Attitudes." I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Human Ecology.

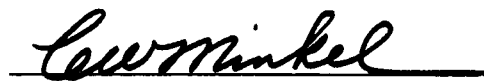


Carl L. Dyer, Major Professor

We have read this dissertation
and recommend its acceptance:



Accepted for the Council:



Vice Provost and
Dean of the Graduate School

EMPLOYMENT INTENTIONS OF OLDER RETAIL EMPLOYEES
AS A FUNCTION OF
JOB CHARACTERISTICS AND WORK ATTITUDES

A Dissertation

Presented for the

Doctor of Philosophy

Degree

The University of Tennessee, Knoxville

Karen Jo-Harn Cummings

December, 1991

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DEDICATION

This dissertation is dedicated to my mother,
my role model and my friend

Dr. Lillian Louise Peterson Cummings

and to the memory of my beloved father

Mr. Bernard Leon Cummings, I

ACKNOWLEDGEMENTS

I would like to thank my major professor, Dr. Carl Dyer, and the members of my graduate committee, Dr. Imogene Ford, Dr. Eithel Simpson and Dr. Robert T. Ladd as well as my colleagues at Michigan State University (Brenda, Dawn, Pat and Linda) for their friendship and encouragement over the past few years. Also, appreciation is extended to Kurt K. Weiss for his desktop publishing, oral and written presentation advice and assistance. I would also like to thank the College of Human Ecology at The University of Tennessee-Knoxville for financial assistance through the Ida Anders and Sadie Katherine Stanton scholarships.

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ABSTRACT

This investigation was undertaken to understand the role job design characteristics and employee work attitudes (job satisfaction and organizational commitment) play in the employment intentions of older entry-level retail workers. Employment intentions were analyzed in regard to respondent's strength of intention to stay and number of years planned to stay, both beyond the normal retirement age. As well, responses were analyzed in terms of staying with the retail company, retail industry or the work force in general. Bivariate and univariate procedures determined that all employment intention variables (except decisions to stay in the work force) were significantly related to the study's independent variables. The multivariate technique, partitioning of the variance, was used to control for respondent's Age in the determination of employment intentions. While the results revealed significant incremental effects of job design characteristics and organizational commitment on older worker's employment intentions beyond age 65, none of the study's variables, used in either bivariate, univariate or multivariate format exhibited considerable explanatory power when predicting any of the criterion, employment intention variables. The implications are that while job characteristics (namely autonomy) and organizational commitment are associated with stronger decisions to continue working as well as employment longevity beyond age 65, other factors, beyond the present analysis, have some effect on the employment intentions of older retail workers.

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Chapter I

INTRODUCTION

BACKGROUND

Historically, the personnel function for most organizations was not viewed with much legitimacy. Aside from maintaining the firm's body of files and information about its work force, its significance to the overall profit picture of the organization was questioned. Since the mid-1960's, however, the real importance of the personnel role began to emerge. This new, strategic view of the personnel function came about due primarily to the changing character of the U.S. work force and to the wave of federal legislation with particular regard to fair employment practices. As personnel departments acquired the responsibility of interacting with powerful regulatory agencies, top management began to perceive its role as a major strategic tool in the accomplishment of organizational goals and objectives. The value of human capital became equal to if not more important than dollar capital and this posture is reflected in the name change of many personnel departments to Human Resources (Ferris, Rowland & Buckley, 1990).

Retailing is that sector of the economy that handles the final distribution of goods and services to ultimate consumers. In recent years it has been marked by tremendous growth through expansion. As the intensity of merger and acquisition

activity has lessened, retailers have begun to pay more attention to market share management through a more efficient use of resources (assets, facilities and people). Better people-management is particularly important since labor costs can account for as much as 23 to 27 percent of sales with turnover of personnel making up the major portion of these costs (Duncan & Hollander, 1977; Mason & Morris 1987).

SIGNIFICANCE

Current and projected demographics in the United States has left retailers scrambling for their labor supply. Traditionally, 16-24 year olds have filled entry-level retail employment ranks. However, changing family patterns contribute to a labor shortfall, thus increasing the competition across industries which also normally source from the youth labor pool.

Young entry-level retail job-holders are prone to view these positions as "temporary means of monetary support". In part, this is due to the widespread availability of these positions which have little or no educational or skill-level requirements. This, together with haphazard recruitment strategies, has created a job situation such that these entry-level positions lack challenge and meaning--of which the obvious ramifications can include low levels of job satisfaction and organizational commitment.

JUSTIFICATION

The older population has become the largest growing demographic segment in the U.S. society. Longer life expectancies, the extinction of mandatory retirement and

limited promotional and career advancement opportunities for this age group may make them ideal for retail entry-level positions.

Certain retail types (primarily fast-food) have recently begun to tap into this older population as a labor resource. Other retail types such as Department and Specialty stores can follow suit; however, they must first realize that job satisfaction and organizational commitment among these individuals may be heightened by reasons other than financial reward. Hence, "more attention needs to be given to matching job needs with the interests and skills of prospective employees (Mason, Mayer & Ezell, 1988, p. 400)."

Tapping into the older age segment may be a viable labor alternative for retailers; therefore, the attitudes of this age group with respect to employment in the retail industry specifically and employment in the work force in general must be considered. For example, in an exploratory analysis of 333 older workers from public and private sector organizations, Usher (1981) found that these workers generally have positive work-attitudes--particularly those who wish to extend their work lives beyond planned retirement (operationalized as age 62 in this study). Further, Usher (1981) found that women were more interested in extending their work lives than men.

THEORETICAL FRAMEWORK

Attitude Theory. The concept of attitude has been studied as a disposition (a belief, an intention, a behavior), as an independent or dependent variable, as a type (commitment, morale, opinions, satisfaction, values), as a unidimensional (favorable or unfavorableness) or multidimensional concept (attitude toward an object, action or

behavior) and in terms of how attitudes change and how they are measured. Although attitudes have been well-researched over the past 80 years¹, opinions on what constitutes an attitude appear to be numerous. Social psychologists generally agree that the concept is an elusive one and have not found a basis for preferring one definition over another (Fishbein & Azjen, 1975; Hill, 1981). Most, however, seem to agree on its bipolar affective nature (Fishbein & Azjen, 1975) and many are still committed to the belief that attitudes are related to behavior (Hill, 1981).

Generally, an attitude may be described as a learned inclination to respond consistently positive or consistently negative to a given stimulus. This implies that an individual will repeat a response (behavior), according to his or her general liking or disliking toward the stimulus, each time he or she is presented with the same stimulus or similar stimuli. This unidimensional view of attitudes results in a single score measuring the amount of affect for or against the object or concept. A majority of the scales used to measure attitudes have been unidimensional in design whether the concept was operationalized as unidimensional or not. The major attitude scales include: Guttman, Likert, Thurstone and semantic differential (Fishbein & Azjen, 1975).

Doob (1947) stressed that the attitude as well as the response to the attitude must be learned. Doob (1947) arrived at this conclusion by noting that two individuals can share the same attitude toward a given stimulus but may respond in entirely different manners. Chein (1948) challenged Doob's inference stating that

¹The attitude-behavior relationship has generated the most research.

since two individuals may have differing learned responses to the same stimulus, then they indeed have two separate attitudes. Further, though two individuals may share the same feeling toward the stimulus, they may not share the same beliefs with respect to that stimulus. Chein's (1948) view supports the multidimensional conceptualization of attitude. That is, there are affective (valuative feelings toward an event, issue, person or object), cognitive (beliefs, knowledge and opinions about the object) and conative (intentions with respect to the object) components to an attitude (Fishbein & Azjen, 1967, 1975).

Other conceptualizations of attitudes have emerged since the 1970's. One of these, the Fishbein and Azjen (1975) General Model of Attitudes (Figure 1-1), relates attitudes with beliefs, behavioral intentions and behaviors. Fishbein and Azjen (1975) maintain that individuals form a set of beliefs (knowledge about the object) which serve as the basis for linking the object to an attribute. The likelihood that a person perceives that an object-attribute relationship exists can be referred to as a belief strength. Individuals may vary in their respective belief strengths. A person's attitude toward an object ultimately corresponds to the total affect related to a held set of beliefs. If the majority of a set of beliefs associate favorable attributes with a given object, then the attitude toward that object generally will be favorable (Fishbein & Azjen, 1975; Hill, 1981).

Further, state Fishbein and Azjen (1975) attitudes toward an object are related to the set of behavioral intentions with respect to that object. Each behavioral intention, in turn, is related to a specific behavior. The stronger the behavioral

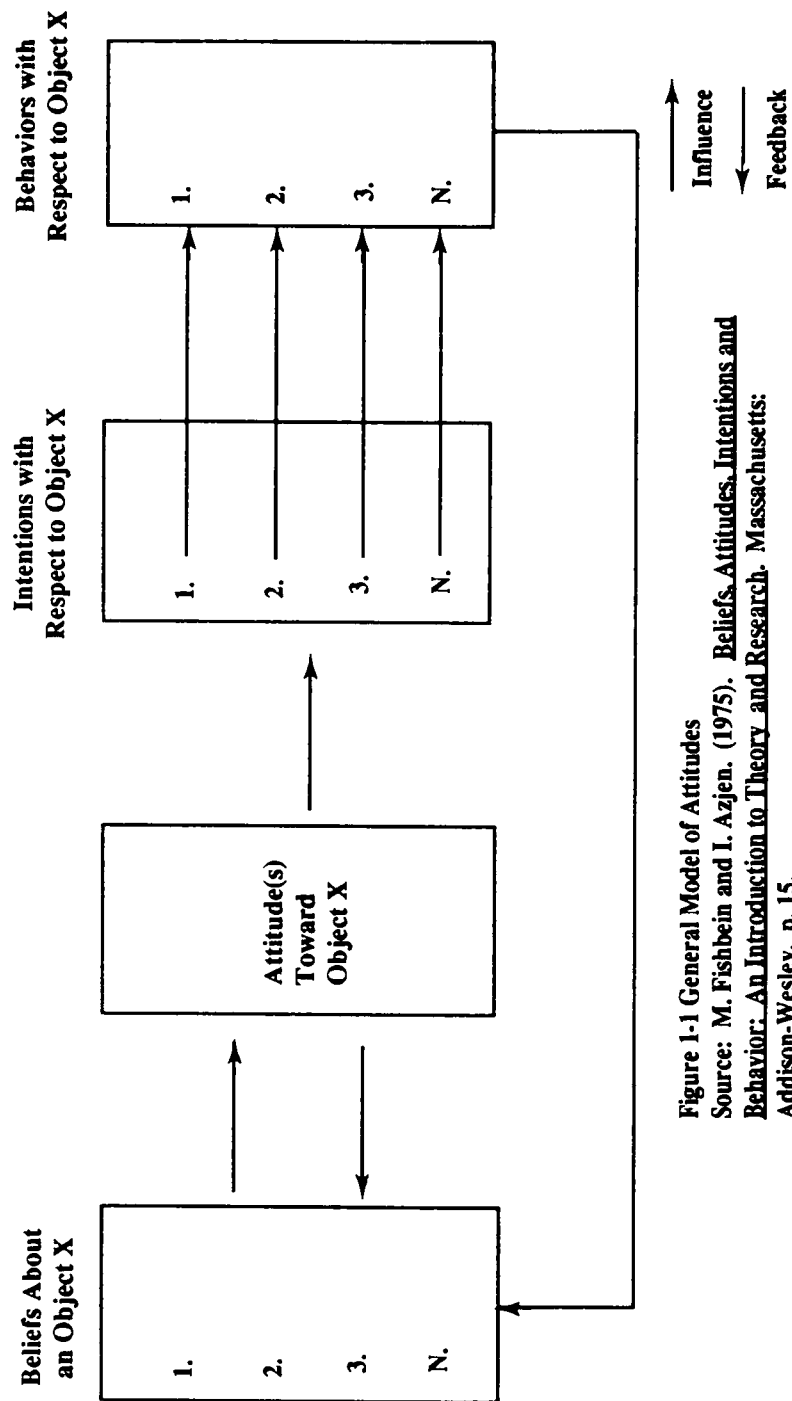


Figure 1-1 General Model of Attitudes
Source: M. Fishbein and I. Azjen. (1975). Beliefs, Attitudes, Intentions and Behavior: An Introduction to Theory and Research. Massachusetts: Addison-Wesley, p. 15.

intention to engage in a behavior, the greater the likelihood that the behavior will take place (Fishbein & Azjen, 1975).

"In sum, the concept 'attitude' should be used only when there is strong evidence that the measure employed places an individual on a bipolar affective dimension. When the measure places the individual on a dimension of subjective probability relating an object to an attribute, the label 'belief' should be applied. When the probability dimension links the person to a behavior, the concept 'behavioral intention' should be used (Fishbein & Azjen, 1975, p. 13)."

Two feedback loops are present in the Fishbein and Azjen (1975) model.

Attitudes formed may reinforce beliefs held about an object or may generate new beliefs in the belief set. In a similar fashion, the belief set may also be impacted by the behavioral response with respect to the object in question.

Beliefs and intentions both may be highly correlated with traditional measures of attitude and may not explain additional variance in behavior; therefore, the prediction of overt behavior is not necessarily improved when beliefs and intentions are considered. Even when they are considered, beliefs and intentions may not still be related to behavior as behavior may be a function of many variables of which attitude toward the object is only one (Fishbein & Azjen, 1967).

Our conceptual framework, however, suggests that the performance or nonperformance of a specific behavior with respect to some object *usually* [italics added] cannot be predicted from knowledge of the person's attitude toward that object. Instead, a specific behavior is viewed as determined by the person's intention to perform that behavior (Fishbein & Azjen, 1975, p. 16).

Intentions are a part of the attitude framework and many researchers examined through the literature use Fishbein's Behavioral Intention model as a foundation for turnover research (Hwalek, 1980; Knapp, 1980). Through this model, the subject's

beliefs about whether or not his or her referents think that he or she should stay or leave are considered. The present study, however, uses Fishbein's Attitude Framework in that the basis for the strength of the subject's employment intention as well as the subject's estimated future employment intention is grounded in that individual's *attitude* toward staying or leaving (see Figure 1-2).

PROBLEM STATEMENT

Retailers are continuing to experience high rates of labor turnover in the face of a diminishing supply of their traditional labor resource. As well, they may be losing valuable resources of non-traditional employment pools due to a perceived lack of availability of meaningful work. The problem, then, is that the design of entry-level retail jobs may have a negative effect on the attitudes, and subsequently employment decisions of the older work force.

PURPOSE

The purpose of this study is to survey entry-level retail workers, who are age 50 or older, to determine if their attitudes toward the job's content has any influence on their employment intentions.

RESEARCH OBJECTIVES

The objectives of this study were to sample an older group of entry-level retail employees in order to determine:

- (a) the subject's plan of action (intention) in regard to staying with the retail organization, industry and work force in general.

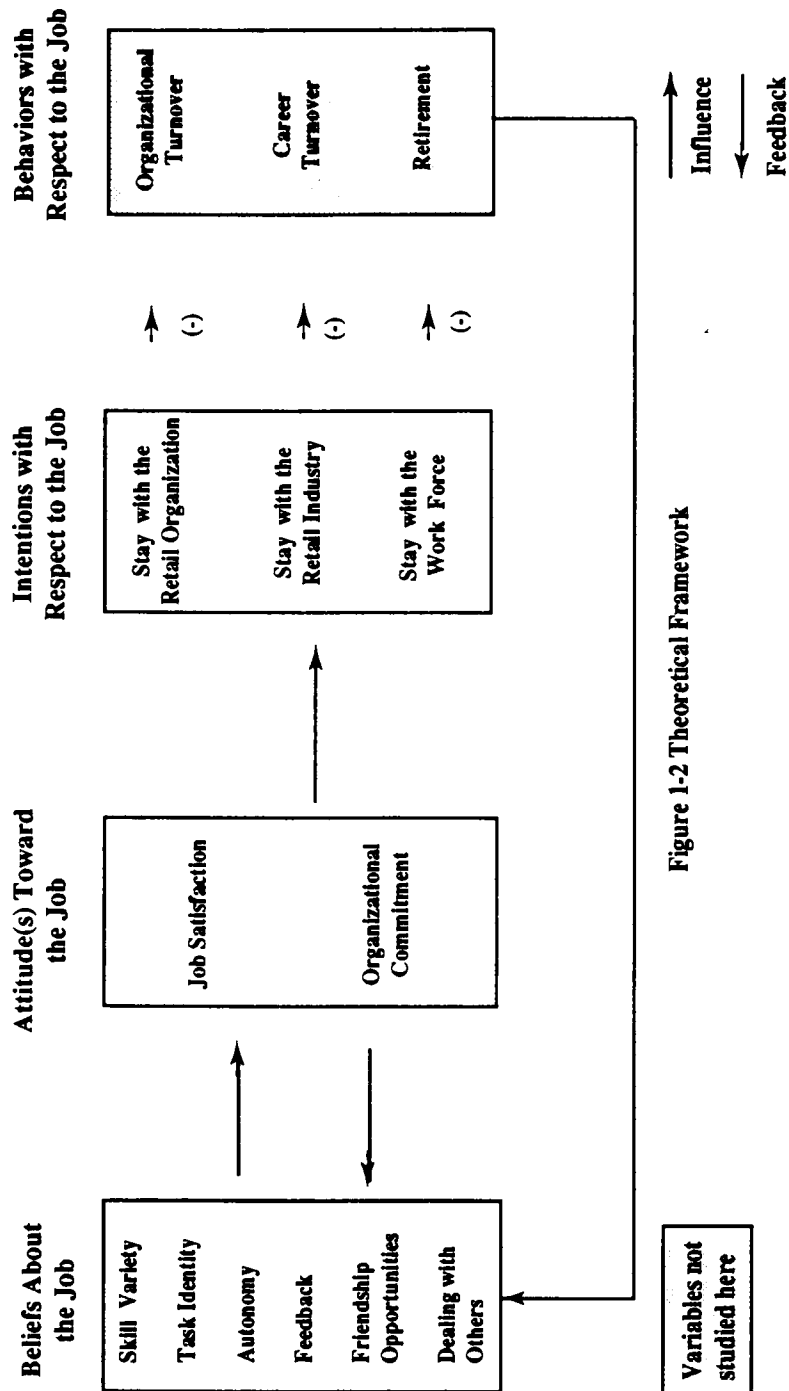


Figure 1-2 Theoretical Framework

- (b) the strength of the subject's intention to stay in the retail organization, industry and work force in general.
- (c) if the subject's attitudes about the content of these entry-level positions influence their intentions to stay with the retail organization, industry and work force in general.
- (d) if the respondent's Age tempers any of the above-specified relationships.

ASSUMPTION

The *behavioral intention* of an individual will likely lead to the actual *act* of the behavior.

LIMITATIONS

- (1) Perceptions were used to measure objective job characteristics. Changes in objective job characteristics may not alter the perception of that job domain; however, an employee's perception of a job's characteristics is said to affect his or her responses in the firm (Apasu, 1986; Sims, Szilagyi & Keller, 1986; Teas, 1981b).
- (2) A cross-sectional survey design was used for data collection and analysis. Actual reactions to job characteristics may not be static and *perhaps* are best studied longitudinally.
- (3) A convenience sample was used.
- (4) A low response rate may have resulted in sample bias.

DELIMITATION

Job content, a multidimensional construct, was operationalized by the following characteristics: skill variety, task identity, autonomy, feedback, dealing with others and friendship opportunities.

CONCEPTUAL DEFINITIONS

Age	Chronological.
Attitude	A person's attitude toward an object is the sum total affect (positive and/or negative) related to a held set of beliefs.
Autonomy	The degree of freedom that a worker experiences in carrying out the duties of his or her job.
Behavior	An action undertaken by an individual.
Behavioral Intention	The strength of determination to behave in a certain manner or the plan of action with regard to that behavior.
Career Turnover	The voluntary action on the part of an individual to leave a career for a different one.
Commitment	The degree of psychological bonding exhibited or expressed by an employee.
Dealing with Others	Interacting with other people in the work environment.
Entry-level Position	The lowest level, non-managerial retail career path, usually sales.
Feedback	The degree to which an employee receives communication about his or her job performance from the job itself or outside sources.
Friendship Opportunities	Affective feelings of kinship toward another human being in the work environment.
Job (work)	The sum of related tasks/activities and responsibilities which have been given to an individual to perform.
Satisfaction	The affective responses to the job's attributes.
Normal Retirement	Generally the age of 65.

Retirement	The voluntary action on the part of an individual to engage in full nonparticipation in paid employment.
Skill Variety	The number of skills or abilities a worker performs in a given job.
Task Identity	The degree to which a worker completes a whole piece of work from beginning to end.
Organizational Turnover	The voluntary action on the part of an individual to leave a firm.

ORGANIZATION OF THE CHAPTERS

Chapter II provides a review of the literature. First, an overview of the structure and importance of the retailing industry is presented. Second, a briefing on the older workers is provided. Third, the Job Characteristics Approach to job design and its relationship with Age is described. The fourth section focuses on job attitudes (satisfaction and commitment) and the relationship of each with Age. The fifth section identifies models of turnover and employment intentions with regard to older workers, job characteristics and the job attitudes.

Chapter III describes the methodology used for the study. Following the introduction, the research and sampling design for the study is presented. Next, the hypotheses, the instruments used and the data collection procedures are described. In Chapter IV, the results of the study are discussed while in Chapter V, the findings are summarized, conclusions are drawn and implications of the results are provided.

Chapter II

REVIEW OF THE LITERATURE

In this chapter, a conceptual and empirical review of the literature is provided regarding the association between the study's major independent variables and its dependent variables. In addition to an overview of the retailing industry and the characteristics of older workers, research is examined on task attributes, organizational commitment and job satisfaction and the relationship of each with turnover intentions.

STRUCTURE AND IMPORTANCE OF THE RETAIL INDUSTRY

In 1985 the American Marketing Association defined Marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individuals and organizational objectives (Mason, Mayer & Ezell, 1990, p. 4).

Retailing, a sub-marketing discipline, is the end of that process as it deals with the distribution of goods and services to *ultimate consumers*. Simply, retailers aid in the movement of goods from the producer to the final end-user. In this intermediary role, retailers provide goods and services in convenient locations (outlets or establishments) which are classified differently depending on the type of commodity/service offered for final sale, the kind of business, its ownership and geographic location (Ghosh, 1990; Lewison & DeLozier, 1986; Mason, Mayer & Ezell, 1988).

The number of retail operations greatly exceeds the numbers of other major members of the channels of distribution. That is, there is approximately a 1:4 ratio of

manufacturers to retailers and about a 1:3 ratio of wholesalers to retailers (Lewison & DeLozier, 1986).

According to the United States Bureau of the *Census of Retailing*, a retailer is any business establishment whose retail store can make both retail and business (nonretail) sales, but is classified as a retailer when its retail sales exceed 50% of its total sales (Lewison & DeLozier, 1986, p. 5).

Therein lies the distinction of a retail sale from any other sale. As opposed to purchases made for resale or profit, the ultimate consumer purchases the product for personal use (Ghosh, 1990; Lewison & DeLozier, 1986; Mayer, 1989). The activity of retailing is so central to daily life that its importance is often overlooked and taken for granted.

The structure of retailing can be very complex. A retailer can range from extreme specialization (narrow and deep assortments) and high service to extreme integration (broad and shallow assortments) and self-service or self-selection and from centralized organizational structures to decentralized ones.

The relatively low start-up costs and little or no educational qualifications to own or operate an establishment accounts for a great deal of entrepreneurial activity in the United States; however, the real challenge is "staying" in business as the annual failure rate of these retail enterprises is approximately 95%. This great turnover may be attributed to competition, lack of managerial skills and costs of resources [financial, human and physical] (Ghosh, 1990; Lewison & DeLozier, 1986).

Retail sales levels across the United States are proportionate to the population. Historically, retail sales have increased approximately three times as fast as income (Mason, Mayer & Ezell, 1988 p. 28).

While the number of retail establishments has changed little since the late 1920's (1.9 million), the average sales per outlet has increased significantly (Mason, Mayer & Ezell, 1988) and aggregate sales were a reported \$1.7 trillion in 1988. As well, "the retail sector alone accounted for 9.6% of the gross national product (GNP) in 1987, compared with 19.5% for all manufacturing (U.S. Industrial Outlook for Retailing, 1989, pg 54-1)."

In addition to size and sales, employment is a measure of importance for any industrial sector and retailing is highly labor-intensive. The Small Business Administration estimates that total employment in retailing is second only to manufacturing. Although retailing is estimated to employ over 17 million people, some experts feel that this figure is too low as it is difficult to reflect those employed in small, family-owned businesses and seasonal and part-time personnel (Ghosh, 1990).

Employment opportunities in retailing are diverse. They range from positions in the corporate offices: such as in advertising, accounting, data processing, market research and real estate to positions at store level: such as in security, special events coordination, store management, and sales. By far, the sales positions are the greatest in number; thus, the most highly visible. Other characteristics of entry-level positions in retail include: low wages, no educational or skill-level requirement, a predominance of part-time positions, seasonal demand, long hours, high levels of customer interaction and finally, a multitude of local employment opportunities near chief labor resources, primarily teenagers and young adults.

Due to changing family patterns (primarily, smaller family sizes), retailers are faced with stiff competition for an increasingly diminishing labor pool. New strategies have been employed to offset the labor shortage which includes anything from offering benefit packages (which have virtually been nonexistent for entry-level positions) and slightly higher wages to hiring from previously untapped sources such as the homeless and the elderly.

THE OLDER WORKER

In this section, characteristics of as well as problems encountered by the older employee are presented. In the literature sections following this one, the variable, AGE, will be used synonymously with older worker because it is a more universal descriptor.

Labor Force Participation. Retirement to denote work force withdrawal once one has achieved a certain chronological age is purely a 20th century American phenomenon (Dennis, 1988; Levine, 1988; Sonnefeld, 1988). Suddenly, on one's 65th birthday, one mandatorily became "old". There were many factors which influenced this pro-retirement thinking.

From the end of World War II, employers, labor unions, and the federal government all seemed to agree that conditions should be established that would encourage older workers to retire as early as possible in order to open up or keep open jobs for younger workers (Rones, 1983a). In part, this thinking stemmed from fears that the post-war period would see a return of high levels of unemployment, and also

it reflected the growing consensus that older people should not have to work until they died and that, as much as possible, they should have a right to retire with reasonable economic security (Kieffer, 1984, p. 12).

When the average life expectancy of Americans was only about 50 years and when older Americans were guaranteed modest incomes if they had previously engaged in paid employment and survived to age 65, the view among policymakers was that the economy could withstand early retirement practices. Mandatory retirement became law with the passing of the 1935 Social Security Act and many firms in the U.S. increased their use of economic incentives to entice older workers into shortening work force tenure (Parnes, 1988; Ruhm, 1989; Sonnefeld, 1988).

These policies were so overwhelmingly successful that the labor force participation rate² has dropped markedly since that time. Table 2-1 shows participation rate statistics collected by the U.S. Department of Labor, Bureau of Labor Statistics (1989). The total percent of the population in the labor force in 1948 was 56.9% for those aged 55 to 64 years and 27% for those aged 65 years or older. By 1988 these figures dropped by 2.3% for the 55 to 64 age group and by 15.5% for the 65 and older age group.

Since women of any age have not traditionally been a large part of the work force, the decline in work attachment has been " . . . primarily a male-oriented

²Participation rate refers to "the ratio of the labor force, including the resident armed forces, to the noninstitutional population (U.S. Department of Labor, Bureau of Labor Statistics, 1989, p. 2)."

Table 2-1

U.S. Participation Rate Data¹
by Age and Gender

YEAR	AGE 55-64	MEN	WOMEN	AGE 65 +	MEN	WOMEN
1948	56.9	89.5	24.3	27.0	46.8	9.1
1950	56.7	86.9	27.0	26.7	45.8	9.1
1958	60.5	87.8	35.2	21.8	35.6	10.3
1960	60.9	86.8	37.2	20.8	33.1	10.8
1968	62.2	84.3	42.4	17.2	27.3	9.6
1970	61.8	83.0	43.0	17.0	26.8	9.7
1978	56.3	73.3	41.3	13.3	20.4	8.3
1980	55.7	72.1	41.3	12.5	19.0	8.1
1988	54.6	67.0	43.5	11.5	16.5	7.9

¹The participation rates are listed in percentage points.

Civilian Labor Force Participation by Sex, Race, Hispanic Origin and Age, 1948-1988. (August, 1989)
U.S. Department of Labor, Bureau of Labor Statistics, Handbook of Labor Statistics, Bulletin 2340, pp.
25-26.

phenomenon . . . (Clark, 1988, p.9)." Vast numbers of women entered the labor force during and after the post-war period and their participation has accelerated dramatically since the mid-1960's (Rones, 1983a; Shank, 1988). Though their participation patterns are becoming more like their male counterpart, (more hours/weeks worked per year, full-year/full-time schedules and career-orientations--with or without the presence of families), they have not yet begun to permanently withdraw from the labor force (Shank, 1988). Table 2-1 also shows, for the 65 and older age group, a 30.3% decline in the work rates of men while for women, the decline was only 1.2%. This trend of a slower labor force exit by women--thus a longer labor force participation among them--is projected to continue into the 21st century (Clark & Anker, 1990; Duggan, 1984; Kieffer & Fleming, 1980; Morrison, 1983b; Rones, 1983b; Shank, 1988; U.S. Bureau of Labor Statistics, 1989).

Undoubtedly, there are many older persons who no longer desire to continue employment or even to rejoin the workplace. In fact, close to 50% of all men are no longer a part of the work force by age 62 (Boaz, 1987; Fowles, 1983; Herz & Rones, 1989; Horowitz, 1989). Factors affecting the "work versus retirement" decisions of older people include self-described measures of health status which is more strongly related to nonparticipation than objective measures primarily because poor health is a factor in determining eligibility for governmental transfer programs and has been a more socially respectable reason to separate from one's career than say the preference

for increased leisure time (Parnes, 1988; Ruhm, 1989). Further, a number of researchers have attempted to more strongly link the effect of objective measures of health status on employability of older Americans but this has been difficult due to the failure to capture the full meaning of what constitutes health (Clark, 1988; Parnes, 1988; Ruhm, 1989).

Relatively few studies have longitudinal analyses of the health status of a cohort of older Americans. Mortality rates clearly show that people are living longer, but that may not be a good way to measure average ability to function, a crucial factor when considering the impact of health in retirement decisions (Clark, 1988, p. 12).

One such longitudinal analysis, however, focused on why men (in this sample, those born between 1910-1911) separate from the work force before they are eligible to receive benefits (Social Security Insurance, Disability and/or employer pensions). One finding was that a clear majority of the withdrawers do so in response to the pull of employer-provided pensions. However, a major finding of the study was that these early separations, in large part, were, attributed to adverse labor market conditions which push them out of the work force. Additionally, this response was more true for those separating from primary (lifetime) career jobs than for those separating from a lifetime of self-employment no matter the health status (Boaz, 1987). Finally, Boaz (1987) found that once these employees had left the work force, the likelihood of their return was very small and that these findings were consistent with the literature.

While there is some evidence that links the timing of the retirement decision to failing health [particularly early withdrawal decisions] (Parnes, 1988), on the average, the status of older peoples' health in general has been improving (Clark, 1988; Herz & Rones, 1989; Kieffer, 1984; Ruhm, 1989). Ill health can claim responsibility for only a portion of the early retirement decision; therefore, personal preferences for type of work activity or leisure time, social psychological reasons, prospective income sources, technological advances and demographic and economic conditions are more prevalent reasons (Clark, 1988; Herz & Rones, 1989; Rones, 1983b; Ruhm, 1989).

Unfortunately, the active enforcement of retirement has carried with it a stigma. The societal perception of persons of this age has been that they are less productive, less energetic or ambitious, hard to teach or work with, disabled, have poor memories, are poor in health and therefore prone to accidents and absenteeism, are not interested in new ideas or in working at all, do not fit the coming electronic world and therefore have poor adaptability, are not worthy of further training and development and considered a liability because they cost more to keep and have virtually "retired on-the-job" anyway (Coberly & Newquist, 1984; Doctors, Slikop, Denning & Doctors, 1980; Kieffer, 1984; Knowles, 1988; Rones, 1983a; Ruhm, 1989). These attitudes, though unsubstantiated in comparison with their younger counterparts, prove difficult to change (Kieffer, 1984).

In fact, research continues to document that learning ability, intelligence and productivity do not necessarily decline with age. Employer surveys have shown that, in comparison with younger workers, older workers in general have less job turnover, higher job satisfaction and at least equal productivity rates (Donovon, 1984, p. 6).

The Impact of Changing Demographics. The general population in the U.S. is rapidly becoming top heavy with older people; the median age of Americans in 1980 was 30 years (Liebig, 1988) and is projected to increase to 37 years by 2010 (Horowitz, 1989; Morrison, 1983b). In large part, these trends may be attributed to the aging of the "baby boomers" (the multitude born during the post World War II period, 1946-1964) who will be aged 66-84 by the year 2030 (Fowles, 1983; Liebig, 1988).

Changing family patterns (fewer children, the prevalence of single-parent homes and dual-wage-earner couples who postpone or forego childbearing) contribute to this graying phenomenon (McDonald, 1988; Scarpello & Ledvinka, 1988) and significant increases in life expectancy are occurring primarily due to advances in medical technology (McDonald, 1988). Men, now, are expected to live at least until age 79, while women are expected to live to age 87 and therefore, a large part of these elderly will be female (Fowles, 1983; Horowitz, 1989; Morrison, 1983b).

Increased longevity and declining labor force participation raises the ratio of retired elderly people to employed prime-aged adults. This enlarges the tax burden placed on workers to finance programs for older persons, such as Social Security or Medicare; threatens the solvency of these transfer programs; and raises questions of what kind of restructuring might simultaneously increase the labor force participation of mature adults . . . (Ruhm, 1989, p. 294).

Recognizing that this type of economic drain could create a crisis, policymakers, in response, have vigorously moved to augment the work force participation rate of, in particular, older workers (Horowitz, 1989; Levine, 1988; Rones, 1983a). Namely, mandatory retirement became prohibited for most employees and the gradual raising of the age (to age 67 by the year 2027) for eligibility to receive full retirement benefits was enacted (Levine, 1988; Scarpello & Ledvinka, 1988; Wiatrowski, 1990). However, "when public policy intends to halt or reverse the trend toward early retirement, the success of the policy prescription depends on the causes of withdrawal from the labor market (Boaz, 1987, p. 544)." Rones (1983b) states that only five to ten percent of retired employees were forced to do so by federal policy.

The number of legal charges filed with the Equal Employment Opportunity Commission (EEOC) alleging age discrimination will be indicative of whether or not American companies reflect these changes in their respective corporate policies. The number of age discrimination charges filed, however, is likely to increase dramatically as baby boomers reach their fifth and sixth decades. They will not only become more aware of the problems encountered by being an older worker, but also become more

aware of their workplace rights as older workers (Levine, 1988; Rosen & Jerdee, 1989a).

Older workers may demand meaningful work. As activist baby boomers use their considerable political clout to change the workplace, keeping older workers in the work force may not be just an economic or workplace issue--it may become a broad, quality of life issue (Horowitz, 1989, p. 3).

Employment Opportunities. Research has shown that generally, older workers are satisfied with their decisions to leave the work force; however, faced with the decision to stay with their employers under less than favorable conditions (such as policies where pensions and insurance programs decline in value after the employee reaches age 65, limited access to retraining programs and rigid work arrangements--not to mention the common negative attitudes toward older workers aforementioned), it is hardly motivating to stay (Boaz, 1987; Coberly & Newquist, 1984; Kieffer, 1984). Older individuals are interested in continued employment but have specific work arrangement needs--part-time, part-year or short workweek schedules, job sharing, job redesign, leaves of absence, off-site (home) work, phased retirement or full-time, flexible schedules with their preretirement employer or altogether a different job with a different firm--but they are prevented from doing so by age discrimination, forced retirement or restrictive job structures (Coberly, 1985; Coberly & Newquist, 1984; Kieffer & Fleming, 1980; Rones, 1983a; Sheppard, 1981). These and other institutional barriers, such as the Social Security Earnings Test³, inflexible corporate

³The earnings test is the formula the Social Security Administration uses to determine the amount of earnings a person, age 65 years or older, may keep if he or she is employed and is receiving Social Security benefits.

Early Retirement Incentive Programs [ERIPs] and a lack of adequate fringe benefit packages, make it an onerous challenge for many older workers to find or retain employment (Herz & Rones, 1989; Horowitz 1989; Johnson, 1988; Levine, 1988; Sandell, 1988; Sonnefeld, 1988). This leads one to wonder to what extent labor force nonparticipation is a response to lack of adequate employment opportunities.

Additionally, identifying the potential labor market of those who are beyond the "normal" retirement age is a curious matter. In any event, while employment enhances intrinsic feelings of utility and satisfaction (Rones, 1983b), economic and social psychological factors dominate the reasons for their decisions to stay beyond the age of 65 as periods of high inflation or recessions can erode the expected value of retirement income⁴.

Because of the barriers to continued full-time work in a long-held job which most older workers face, those who choose work over leisure are channeled into the part-time labor market which usually offers low wages and provides few if any benefits and therefore does not appear to be attractive. Some studies have shown that older employees prefer part-time work. A finding of a study conducted for the National Council on Aging (NCOA) was that 75% of persons aged 55 years or older strongly preferred to remain useful and active beyond retirement and would prefer this activity took place in part-time employment (Sheppard, 1981).

There has, however, been a scarcity of these types of schedules due to their high cost [such as in administrative or training costs which are the same no matter the

⁴The retirement income of most elderly persons is based on Social Security benefits, pensions, savings and welfare.

number of hours worked per individual] ("More Older Workers Want," 1982; Fowles, 1983; Herz & Rones, 1989). Additionally, some employers are concerned about the costs (primarily health insurance, disability and other benefit programs where costs increase with employee age) associated with hiring an elderly worker. Others have begun to reassess this position and have begun to offer well-paying part-time schedules which include better non-wage benefits to the elderly (Herz & Rones, 1989; Ramirez, 1989; Root, 1985). The motivation for some employers to (re)hire senior employees is that the intangible benefits of doing so far outweigh the tangible costs--particularly when the job is technical and the costs of recruitment, selection, training and "break-in" period of a younger, newhire is considered (Ramirez, 1989). Employers are also making these changes in response to the labor shortage created by the dearth of young, low-skilled persons who traditionally made up the entry-level labor market (particularly in retail and service sector industries where entry-level positions are abundant). By the year, 2000, the number of entry-level workers aged 16 to 34 will decrease by 50% (Herz & Rones, 1989; Horowitz, 1989; Morrison, 1983b) and older employees can substitute for the younger ones in these entry-level and skilled jobs [with training] (Morrison, 1983b).

JOB ENRICHMENT

Job design is the process of enriching jobs by modifying the contents in order to satisfy a workers' psychological needs. The satisfaction of these psychological needs through job enrichment strategies, in turn, has certain individual and organizational outcomes. In other words, redesigning a job increases the motivating

power of a job; therefore, higher levels of productivity, improved job satisfaction and a better overall quality of work life results (Fisher, Schoenfeldt & Shaw, 1990; Nadler, Hackman & Lawler, 1979).

JOB DESIGN

Job enrichment (enlargement) came about in response to work simplification, standardization and specialization methods which mechanized jobs thereby removing sources of satisfaction and motivation within those jobs (Fisher, Schoenfeldt & Shaw, 1990). Jobs which require less skill or experience are the ones to which redesign efforts are concentrated. Making jobs more challenging and satisfying so that individuals will be more inclined to remain productive on them is a viable alternative for organizations which cannot meet employee expectations of upward mobility. As well, job enrichment is an appropriate technique to use in order to make use of the well-educated who wish to remain in the work force (Scarpello & Ledvinka, 1988). Enriched work, then, through job design or redesign efforts leads to positive outcomes for both the organization and the worker.

JOB CHARACTERISTICS

There are many approaches to the design of jobs. The method used is governed by the types of individuals and technologies present in the organization (Landy, 1985; Nadler, Hackman and Lawler, 1979). Turner and Lawrence (1965) grounded work in the area through their *Requisite Task Attributes Model*. Using this technique, jobs were dimensionalized into six attributes (variety, autonomy, required

interaction, optimal interaction, knowledge and skill required and responsibility) and then were linearly combined into an index hypothesized to vary directly both with a worker's job satisfaction and attendance.

The core job attributes in the Hackman and Lawler (1971) framework included: skill variety, task identity, autonomy and feedback. Hackman and Oldham (1976), however, " . . . proposed a model that has been labeled the 'job characteristics model' to explain relationships between technology and worker motivation (Landy, 1985, p. 500)." In this paradigm, the core job dimensions include: skill variety, task identity, task significance, autonomy and feedback. Moreover, certain of these dimensions create in individuals three valued psychological states:

- a) experienced meaningfulness for the job being performed;
- b) experienced responsibility for the outcomes of the work;
- and c) knowledge of the results of the work activities

which lead to affective and behavioral outcomes for the worker. These outcomes consist of (a) a general feeling of satisfaction with work, (b) high levels of internal work motivation⁵, and (c) a high quality of work performance and low levels of absenteeism and turnover. The core job characteristics [skill variety, task identity, autonomy, feedback (Hackman & Lawler, 1971) and task significance (Hackman & Oldham, 1975, 1976)] have motivating potential to the extent that they create in individuals the three psychological states. A graphic representation of the framework is reproduced in Figure 2-1. Although Hackman and Oldham (1975) used a

⁵i.e. the worker experiences positive inner emotions when performing effectively and negative emotions when working poorly (Lewicki, Bowen, Hall & Hall, 1988).

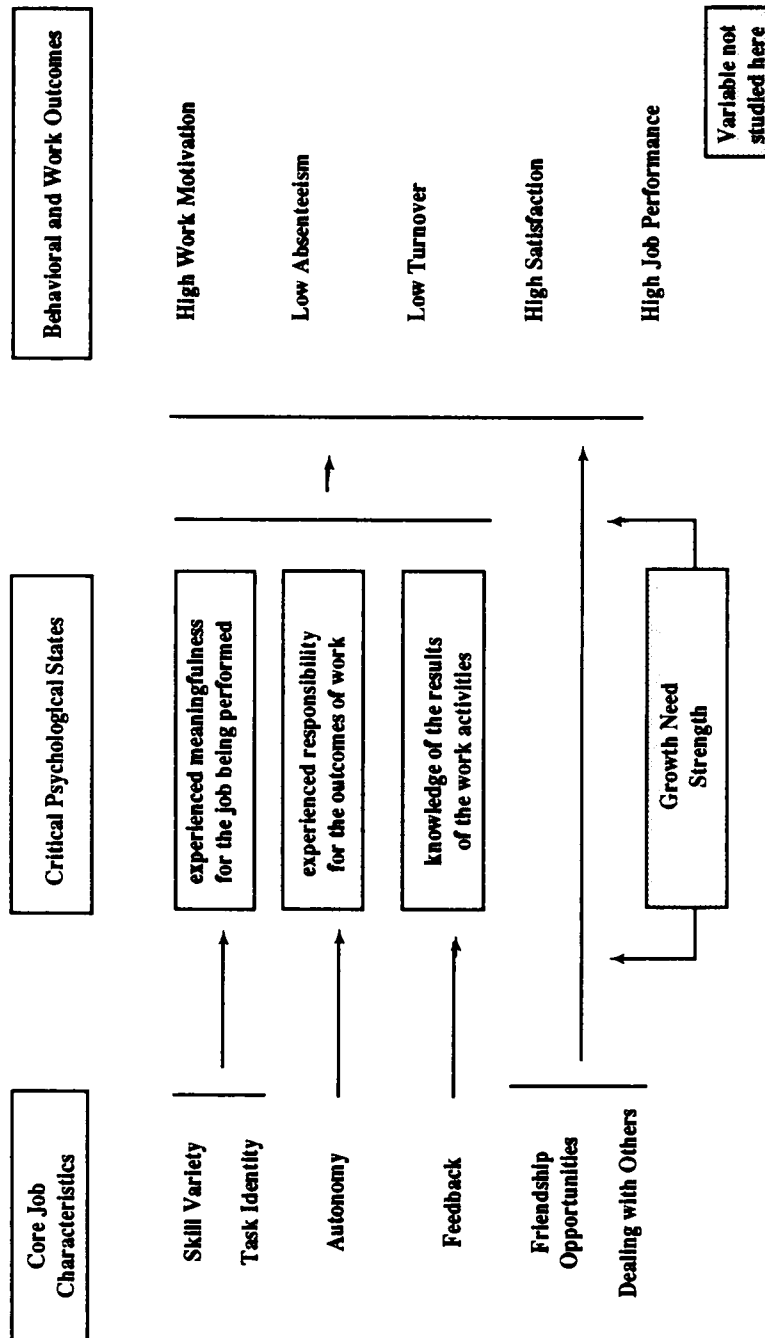


Figure 2-1 Job Characteristics Model [Adaptation]
 Source: H.P. Sims, A.D. Szilagyi and R. Keller (1976). Job Characteristics relationships: Individual and Structural Moderators. *Organizational Behavior and Human Performance*, 17, 211-230.

multiplicative index⁶ to determine the overall motivating potential of jobs, further research has determined that any reasonable combinational strategy would produce similar results. The simple additive index, however, such as the one used by Turner and Lawrence (1965), is credited as being the most parsimonious and elegant (Roberts & Glick, 1981).

Hackman and Oldham (1976) followed up on the notion that there are within group (individual) differences which should be considered when evaluating the affective and behavioral (personal and work) responses of job incumbents. This is depicted in Figure 2-1 as *Growth Need Strength*. The construct was first promulgated by Turner and Lawrence (1965) and later refined by Hulin and Blood (1967). Theoretically, the construct was derived from Herzberg's two-factor theory of work motivation (1965) and from Maslow's Hierarchy of Needs (1954). That is, a job which holds valued outcomes (such as accomplishing something believed to be meaningful or worthwhile) has greater motivating power if it is expected to satisfy the higher-order needs (such as esteem or self-actualization) of the individual. Lower-order needs, such as physiological and safety ones, are more easily satisfied on a continuing basis and are therefore not as motivating under normal circumstances. Not all people are internally motivated to respond to opportunities for higher-order need satisfaction but those that can and do will experience satisfaction when they achieve the valued outcomes. Hence, it is incumbent upon organizations to, at least, establish

⁶

$$MPS = \frac{\text{skill variety} + \text{task identity} + \text{task significance}}{3} * \text{autonomy} * \text{feedback}$$

the workplace conditions such that there are *opportunities* to respond to higher-order needs for those who have the internal motivation to do so.

Hackman and Oldham (1975) developed the Job Diagnostic Survey (JDS) to measure the core job dimensions, the individual psychological states, the affective reactions to the characteristics and growth need strength. The results, however, have been disappointing and inconclusive. Sims, Szilagyi and Keller (1976) have refined the instrument calling it the Job Characteristics Inventory (JCI). The JCI measures the characteristics: skill variety, task identity, autonomy, feedback, friendship opportunities and dealing with others. Dealing with others and friendship opportunities as job characteristics are said to influence the affective and behavioral (personal and work) responses but are not hypothesized in the model to be mediated by the psychological states. Finally, the Job Characteristics Approach (Hackman & Lawler, 1971; Hackman & Oldham, 1975, 1976) has been well researched in industrial settings and reported in the social psychology literature [approximately 200 publications] (Fried & Ferris, 1987) but has received little empirical attention in selling occupations--particularly retailing.

Job Characteristics and Age. A review of the literature revealed no studies which focus on the older worker's job attribute (characteristic) preferences in a sales setting. Many in the literature, however, write that older workers have needs which can be best addressed through job redesign strategies (Horton & Eidgahy, 1990; Ramirez, 1989; Rix, 1990; Root, 1985; Rosen & Jerdee, 1986). Rix (1990) and Root (1985) state that changes in job design for older employees is usually reactive in nature

(responding to requests by individual employees) and is more than likely rare although the actual numbers of employers who implement such strategies is unknown. Rosen and Jerdee (1986) studied mostly male (86%) administrators, executives and managers who were in their middle- and late-career stages (n=879) and found that 29% of the respondents would change their retirement plans if the healthy and productive employees received encouragement to stay with their firms longer. The perception was, among this sample, that top management was inflexible in encouraging longer organizational-employment tenure; however, if management became more supportive, they would prefer phased retirement (60%), work-at-home (52%), job redesign (34%) and transfers to jobs which were less demanding in activity, travel and stress (33%).

Moreover, Usher (1981) asked a sample of private and public sector older workers (84% male) if they would extend planned work life if alternative job options were made available. Fifty-three percent responded yes (n=333). However, job modifications and job transfers were the least selected alternative work options (three percent and five percent respectively).

Lacy, Bokemeier and Shepard (1983) longitudinally examined the job attribute preferences of a national sample (n=7281). While gender differences were the major focus of the study (and significant differences between men and women on meaningfulness of work were found) an age-related finding was also important. Namely, there were no age-related differences on job attribute preferences.

Doering, Rhodes and Schuster (1983) report that age (ages 16 to 60 plus) was not a factor among a blue and white collar sample studied by Wright and Hamilton

(1976) in the attachment of importance to jobs which are meaningful, fulfilling or enriching. Other job-related findings were a direct relationship between age and the importance of friendly supervisors and co-workers who take interest in the employee's work. Finally, while Doering, Rhodes and Schuster (1983) state that age-related differences in work-content importance was modest, the author notes that there were sharp differences in the small sample of employees aged 50 years and older. Further, Wright and Hamilton (1976) did not attach details of significance with their findings.

JOB ATTITUDES

Generally, job attitudes are affective responses to one's job. Since a job can be multifaceted in content, (that is, comprised of several related tasks), one can hold an affective evaluation about each task--the sum of which would be his or her overall job feeling. Similarly, this affective appraisal can range along a continuum of intensity--strong affect to weak affect. And, as previously mentioned, when the affective nature is associated positive or associated negative, the term, attitude is appropriate--hence, job attitude. The major job attitudes studied in the field of Personnel (Human Resources) are those of Satisfaction and Commitment.

JOB SATISFACTION

Research on satisfaction dates back to early in the 20th century; however, Locke (1969) is an authority often cited in the literature with regard to comprehending the meaning of job satisfaction. Locke (1969) asserts that a person's values in a situation or toward a given object determines his or her satisfaction with respect to

that situation or object. Values are a standard or belief which one acts to maintain. Since these evaluations are made in relation to the value or set of values in question, the congruency or discrepancy in the relationship can be termed satisfaction or dissatisfaction, respectively. "Job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one's job and what one perceives it is offering or entailing (Locke, 1969, p.316)."

The focus of the majority of satisfaction research has been on "overall" job satisfaction--the global well-being of a person which may be attributed to his or her job environment. "Facet" satisfaction research is a more recent phenomenon (Heneman, Schwab, Fossum & Dyer, 1986). Facet satisfaction, in turn, has been described in two broad categories: (1) intrinsic--related to the enjoyment one receives solely from work content and (2) extrinsic--related to the enjoyment derived from one's work environment.

Smith, Kendall and Hulin (1969) and Weiss, Dawis, England & Lofquist (1967) studied the multidimensional nature of job satisfaction. "Instrumentation research . . . indicates that job satisfaction consists of several relatively independent dimensions (Schwab & Heneman, 1977, p. 212)." Weiss, Dawis, England and Lofquist (1967) developed the Minnesota Job Satisfaction Questionnaire (MSQ), a satisfaction instrument which measures 20 job parts. This instrument, along with the Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin (1969), has received the majority of empirical attention. The JDI measures extrinsic satisfaction with co-workers, pay, promotion and supervision and intrinsic satisfaction with work.

Job Satisfaction and Age. The results of extensive literature reviews by Doering, Rhodes and Schuster (1983) and Rhodes (1983) show a great deal of support for the view of a linear relationship between age and job satisfaction, (that is, greater satisfaction is derived with age) although a few other studies show either no relationship or a curvilinear relationship (job satisfaction is highest in early- and late-career, and lowest in mid-career stage). Many of these early studies did not recognize the "multidimensional" quality of satisfaction described in the section above (Schwab & Heneman, 1977; Smith, Kendall & Hulin, 1969; Weiss, Dawis, England & Lofquist, 1967; White & Spector, 1987). Kacmar and Ferris (1989) assert that the positive linear relationship between age and job satisfaction falls within the context of intrinsic satisfaction. This finding is supported by other empirical studies (Doering, Rhodes & Schuster, 1983; Rhodes, 1983). When the extrinsic facets of satisfaction are extracted and correlated with age, inconsistency results (Doering, Rhodes & Schuster, 1983; Kacmar & Ferris, 1989; Rhodes, 1983; Schwab & Heneman, 1977) primarily because these variables are under the control of organizations which are administered divergently (Doering, Rhodes & Schuster, 1983).

Parasuraman and Futrell (1983) studied the effect of pharmaceutical salesperson age (age ranging from 25-63) on five job satisfaction constructs (job, co-workers, supervision, pay, promotion, company policy and customers). The results from the national sample showed that older salespeople felt more satisfaction with the "customer" aspect of their work environments and less satisfaction with the other six satisfaction constructs.

While Cohn (1979) states that data are available to support the view that intrinsic work satisfaction, for men beyond age 65, is equivalent to that for younger men, there is other evidence which support the view that a decline in satisfaction (intrinsic in particular) occurs as one approaches retirement age (Bourne, 1982; Cohn, 1979). This decline may be triggered by psychological withdrawal and disengagement (Bourne, 1982) or the change in an individual's *value* of job satisfaction, as opposed to a change in the employee's *level* of (intrinsic) work satisfaction (Cohn, 1979). Additionally, data are conflicting with respect to the relationship between age and job satisfaction beyond the age of 65 (Bourne, 1982; Doering, Rhodes & Schuster, 1983; Rhodes, 1983).

Bourne (1982) cautions about the use of findings of age-related job satisfaction studies. Age " . . . is not an independent variable that can be manipulated in cross-sectional designs (Bourne, 1982, p. 38)." Furthermore, the majority of the research in this area has been quasi-experimental and does not control for other important moderating variables such as life roles, educational level, gender and cohort or individual differences (Bourne, 1982; Rhodes, 1983). Finally, the interpretation of findings is made difficult when there is disagreement in defining Age--meaning, in some studies it is a continuous variable while in other studies it is expediently described as "young" or "old" or arbitrarily grouped into ranges (Bourne, 1982).

Job Satisfaction and Job Characteristics. Teas (1981b) investigated the relationship between perceived job characteristics and salesperson job satisfaction. The researcher hypothesized that greater job satisfaction was derived from the perception of a strong

presence of five job characteristics (skill variety, task identity, task significance, autonomy and feedback) as measured by the Hackman and Oldham (1975, 1976) Job Diagnostic Survey. Satisfaction, in this study, was measured by the Brayfield and Rothe Job Satisfaction Index. Further, the researcher estimated that this relationship was stronger for salespersons with high levels of higher-order growth needs than those with low levels of this condition.

A crossectional survey sampling design was employed to sample salespeople (n=188) from three midwestern corporations. Seventy-four percent of the population responded to the mailed questionnaire. The significant results of the survey were that skill variety and autonomy both vary directly with salesperson's work satisfaction. Additionally, skill variety and task significance were more positively related to overall job satisfaction for those with high growth need strength (GNS) than for those with low GNS. Teas (1981b, p. 24) concluded that:

. . . designing selling jobs so that they require the use of a variety of complex and sophisticated skills and so that they allow the salesperson personal discretion and independence can be expected to result in enhanced salesforce job satisfaction. . . . [Further] these results suggest [that] job enrichment may be most effective when situationally applied to those salespeople with strong higher order needs, such as older, more highly paid salespeople who have satisfied their lower order needs [Insert added].

In a separate study, Teas (1981a) surveyed sales personnel from five midwestern department stores (three of which were members of the same retail chain) to determine, among other things, the relationship of perceived job characteristics and various aspects of job satisfaction. The Job Diagnostic Survey (Hackman & Oldham, 1975, 1976) was used to measure perceived job characteristics. A modified version of

the Job Descriptive Index (Smith, Kendall & Hulin, 1969) was used to measure satisfaction with the following aspects of the job (supervision, work, customers, promotion, co-workers and pay). The questionnaires were delivered to the sample (n=138) via intracompany mail yielding a 71% response rate. Findings from the study indicate that four job characteristics (autonomy, feedback, task significance and skill variety) were valid predictors of satisfaction.

In particular, skill variety was positively related to satisfaction with work; task significance was positively related to satisfaction with supervision and customer service; and autonomy was positively related to satisfaction with work, pay, co-workers and promotion. Job feedback was also positively related to satisfaction with work and co-workers. Therefore, Teas (1981a) concluded that imparting more independence and importance to a salespersons job may have a significantly positive effect on job satisfaction with greatest respect to co-workers and the work itself.

Anderson (1984) sought to determine whether or not job characteristics were significantly correlated to the affective and behavioral reactions of food store personnel. There was a 57% response rate (n=171) to the mailed questionnaire. Worker response variables significant to the present study included: overall job satisfaction and absenteeism. Since overall job satisfaction was the major focal point of Anderson's (1984) research, specific job satisfaction (satisfaction with pay, job security, personal growth opportunities, supervision, peers, and co-workers) was assessed but not analyzed. Overall job satisfaction was measured by the Job

Diagnostic Survey (JDS) and the Minnesota Satisfaction Questionnaire (MSQ).

Absenteeism was measured through the use of company attendance records.

Anderson (1984) found that skill variety significantly correlated with MSQ-job satisfaction but was not related to JDS-job satisfaction. There was a highly significant correlation between task identity and MSQ-job satisfaction. Task identity and task significance were significantly related to both satisfaction instruments but not as closely as were autonomy and feedback obtained from the job. No significant relationship was found between each of the five job dimensions and the absenteeism measure.

In general, Anderson's (1984) findings seem to concur with Teas' (1981a, 1981b) findings of a relationship between the job dimensions of autonomy, task significance and skill variety with overall job satisfaction. While the job feedback finding is also consistent with Teas' (1981a) research, the task identity result conflicts with Teas' (1981a, 1981b) finding of no relationship with overall job satisfaction. This difference may be attributed to the situational characteristic of the jobs for each sample. That is, Teas (1981a, 1981b) sampled department store sales personnel while Anderson (1984) sampled employees from the relatively stable grocery store labor environment.

Dubinsky and Skinner (1984) were the first to comprehensively examine the relationships of perceived job characteristics with the following variables in a retail setting: role conflict, role ambiguity, work motivation, overall job satisfaction, job

performance and organizational commitment. A mailed questionnaire was used to sample salespeople (n=121; 95.9% response) from one department store chain.

The researchers postulated that each of the perceived job characteristics (skill variety, task identity, autonomy and feedback) were positively related to overall job satisfaction. Significant findings revealed that skill variety was directly related to overall job satisfaction and task identity was negatively related to overall job satisfaction. The task identity-job satisfaction finding did not prove consistent with Teas' (1981a, 1981b) finding of no relationship but does concur with the work by Anderson (1984). The outcomes of the Dubinsky and Skinner (1984) research suggests that retail salespeople prefer to perform parts of a job instead of whole, identifiable pieces of work. As well, their overall job satisfaction is highest when there is a stronger perceived presence of variety in their job.

Generally, the results of these studies indicate that job enrichment can lead to the job satisfaction of retail sales personnel. The generalizability of the data, however, is equivocal due to the varied nature of the samples used as well as the dimensionality of the job characteristics construct. Additionally, the majority of the analyses conducted have been of the crosssectional survey sampling design nature which can lead to the problem of common method variance.

ORGANIZATIONAL COMMITMENT

The interest of researchers with respect to commitment has been in its definition (Kantor, 1968; Hall, et al., 1970; Mowday, Steers & Porter, 1979; Salanick, 1977) its measurement (Hbreniak & Alluto, 1972; Mowday, Steers & Porter, 1979) in

construct identification (Darden, Howell & Hampton, 1989; Johnston, Parasuraman, Futrell & Black, 1990; Shore, 1985; Steers, 1977; Weiner & Vardi, 1980) or in the identification of its causes and/or consequences (Blau, 1985; Darden, Howell & Hampton, 1989; DeCotis & Summers, 1977; Good, 1987; Luthans, Baack & Taylor, 1987; Mottaz, 1988; Steers, 1977).

First, two categories of commitment are defined in the literature, behavioral and attitudinal. An individual is behaviorally committed to a firm when he or she displays actions or behaviors of greater involvement with that firm. In contrast, attitudinal commitment occurs when one's identity becomes increasingly integrated with the organization's goals and ideals (Mowday, Steers & Porter, 1979; Steers, 1977). It is generally believed that individuals will experience the behavioral form of organizational commitment first, and gradually, the attitudinal form with increasing tenure.

It (organizational commitment) [Insert added] can be characterized by at least three related factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization (Mowday, Steers & Porter, 1979, p. 226).

As an attitude, commitment is a more global affective response, than say, job satisfaction. An employee's attitudinal organizational commitment embodies his or her attachment to the firm's "corporate culture" exhibiting stability over time whereas job satisfaction is reflective of immediate affect toward a more specific work environment (Mowday, Steers & Porter, 1979; Steers, 1977).

Second, "the most widely used measures of organizational commitment are a 15-item scale that yields an overall commitment score and a 9-item subset of the same instrument (Chonko, 1986, p. 24)." This instrument, the Organizational Commitment Questionnaire (OCQ) was developed by Mowday, Steers and Porter (1979) in response to serious methodological problems with regard to the commitment variable.

Third, commitment has also been dimensionalized into the constructs of career, job or organization following upon the notion that one may be psychologically bonded to these separate constructs.

That is, an employee may be committed to a particular career, and not be committed to a particular organization; committed to a particular organization, but not to the job he or she is currently performing; or committed to both [or neither] (Darden, Howell & Hampton, 1989, p. 82-83)."

Organizational commitment has, by far, received the most empirical attention due to the difficulty in empirically distinguishing one type of commitment from another (Darden, Howell & Hampton, 1989; Shore, 1985).

Finally, the antecedents and consequences of commitment which have received a great deal of research attention may be separated into two categories, individual and organizational. Individual antecedents largely are demographic in nature--education, gender, work expectations, work values, tenure, age and the like. Organizational variables, likewise, are largely controlled by the organization--pay, promotion, supervision, job characteristics, corporate culture, and so forth. (Mottaz, 1988).

Organizational Commitment and Age. Luthans, Baack and Taylor (1987), using a heterogeneous sample ranging in age from 20 to 60, found a direct, univariate

relationship between age and organizational commitment which is a fairly consistent finding (Salanick, 1977; Steers, 1977; Weiner, 1982). Rhodes (1983) states that the result of bivariate analyses indicate a positive relationship. Multivariate analyses, on the other hand, show mixed results which perhaps are indicative of occupational differences (Doering, Rhodes & Schuster, 1983; Rhodes, 1983) since various samples have been used in past studies.

Organizational Commitment and Job Characteristics. In regard to the Dubinsky and Skinner (1984) hypothesis that both job characteristics and organizational commitment variables were positively related, they found that skill variety was indirectly related while task identity was negatively related to organizational commitment. Additionally, these relationships were both moderated by job satisfaction. These results demonstrated that retail salespeople who are more satisfied with their jobs tend to exhibit higher levels of organizational commitment.

Darden, Howell and Hampton (1989) sought to determine the antecedents and consequences of retail salespeoples' commitment⁷. Specific antecedents included: personal attributes, supervisory style and job characteristics. The researchers chose to treat job satisfaction as a outcome with commitment mediating the relationship.

Using a stratified random sampling of entry-level personnel from a 63-unit midwestern department store, the researchers tested the hypothesis that job characteristics (operationalized here as "perceived rewards") were positively related to

⁷Commitment, in this study, was dichotimized into organizational and career.

commitment. Forty percent of the sample (n=273 salespeople) returned the direct-mail questionnaire. Job characteristics was found to be one of the three most important predictors of career commitment which, in turn, served as the source of spurious covariation in the job characteristics--job satisfaction relationship. This suggests that the more one perceived the job as being rewarding (that is, through recognition and bonuses, and so forth), the more satisfied that individual was given that he or she was committed to the job. Further, both types of commitment were highly collinear indicating that for this sample, career and organizational commitment were indistinguishable constructs.

TURNOVER

Turnover is " . . . the cessation of membership in an organization by an individual who received monetary compensation by the organization (Mobley, 1982, p. 10)." This work-stoppage behavior could be dichotomized as voluntary (that is, initiated by the individual) or involuntary (that is, initiated by the organization). Gable and Hollon (1984) reflect that voluntary turnover arises from factors such as dissatisfaction with job content, supervision, and pay--devices under the control of organizations. Further, it is widely held that there are both negative and positive outcomes of turnover; therefore, the emphasis should be on its control and not its elimination (Miller, 1987).

Muchinsky and Tuttle (1979) and Cotton and Tuttle (1986) have conducted extensive reviews of the literature using meta-analytic procedures. There is a surprising paucity of empirical research in regard to turnover in retail settings

particularly since the phenomenon in this industry is quite real; consequently, retail researchers are left to make applications from studies conducted using industrial or manufacturing samples. Porter, Crampon and Smith (1976) assert that much of the attitudinal data collected in the industry is usually done upon the terminating employee's exit interview which obviously causes problems in validity. Further, they state that measuring attitudes during one's employment and comparing it with one's attitudes at the point of exit would be a better designed predictive study of turnover, however, such inquiries are rare.

MODELS

Many industrial researchers hold the view that turnover is a process. Kraut (1975) reports from a comprehensive review of the literature, that there is support for the belief that actual job-quitting is preceded by psychological withdrawal; that is, absenteeism, tardiness, medical doctor visits, grievances and passive job behavior lie on a continuum leading toward voluntary employee turnover.

Other researchers have theorized that turnover is a progression of stages varying in detail. That is, variables thought to be related to turnover were identified and the placement and direction of those variables in relationship to the act of job-leaving were proposed (March & Simon, 1958; Mobley, 1977; Mobley, 1982; Mobley, Griffeth, Hand & Meglino, 1979; Porter and Steers, 1973; Price, 1977; Steers & Mowday, 1981).

Bluedorn (1982), along these lines, sought to synthesize three specific turnover process models. The Price model begins the sequence illustrating that there are

several structural and individual elements affecting turnover or turnover intentions through job satisfaction. The Organizational Commitment model was then integrated as an outcome of job satisfaction and an antecedent to turnover (intentions). The Mobley model portrays job dissatisfaction as leading to job search behavior which is linked to intentions to quit or stay and finally to actual quitting or staying behavior. Bluedorn (1982) tested the integrated model using two samples of employees from an insurance company administering questionnaires to them on two separate occasions at a one year interval. Two samples were used in order to cross-validate the results. This approach was successful in that the findings support the hypothesized uniform model; however, the position of job search was not confirmed through the path analytic technique. Also, the results indicate that direct paths also exist from several of the structural and individual variables to turnover.

Lee and Mowday (1981) empirically tested Steers and Mowday's (1981) model of turnover on employees of a major U.S. financial institution. Among other things, they found a direct relationship between affective responses (organizational commitment, organizational involvement and job satisfaction) and intention to leave. Further, their results indicated that " . . . only the main effect of intention to leave predicted leaving (Lee & Mowday, 1981, p. 37)" and that this was consistent with other research results.

EMPLOYMENT INTENTIONS

Johnston and Futrell (1989) point out that few research studies on salesforce turnover actually use behavioral turnover data. They assert that salesforce turnover

researchers need to isolate salesforce turnover functionality (higher turnover from low performers) from turnover frequency--the former being the desirable of the two. The results of their longitudinal analysis of the effect of the propensity to leave on salesforce actual staying or leaving behavior suggest that the propensity to leave measure is antecedent only to turnover frequency. Johnston and Futrell (1989) concluded that the propensity to leave does not approximate actual turnover. Further they argued that the propensity to leave and the decision to leave are two related but distinct constructs--the behavioral intention identified by the former and actual turning over, the latter.

In many empirical investigations, however, the intention to leave (or quit) has been used as a surrogate measure of actual turnover behavior (Apasu, 1986; Busch & Bush, 1978; Cotton & Tuttle, 1986; DeCotiis & Summers, 1987; Fern, Avila & Grewal, 1989; Kraut, 1975; Martin, 1979; Parasuraman & Futrell, 1983; Steel & Ovalle, 1984; Waters, Roach & Waters, 1976). Kraut (1975) and Waters, Roach and Waters (1986) found strong support for the use of an employee's own estimate of his or her future tenure as a predictor of actual leaving behavior. Kraut (1975) explained that there may be a difference in an individual's reason for leaving and reason for staying; therefore, his study of industrial salesmen attempted to predict later turnover by self-reports of the behavioral intention to remain (organizational commitment) with a company.

The voluntary turnover variable in Kraut's (1975) study was conceptualized as having three parts: (a) short-term turnover (salesman who had left the company within

18-months of the mail survey); (b) long-term turnover (separations within 5-1/2 years of the survey); and (c) distant turnover (separations which occurred between the 18-month and the 5-1/2 year term). The major finding of this study was that lower intentions to remain were a statistically significant predictor of turnover during the short-term and distant time period.

Bluedorn (1982) and Mowday, Koberg and McArthur (1984) reported that intent to leave was the strongest predictor of actual turnover. While Muchinsky and Tuttle (1979) call for more research on the use of behavioral intention as a predictor of turnover, they maintain that this procedure seems more parsimonious than other types of predictors. Cotton and Tuttle (1986) assert that the reliability of the use of the behavioral intention measure as a predictor of turnover has promise for inclusion in turnover process models.

Several attitudinal and work-related factors have been studied as determinants of the behavioral intention to leave--most of which were examined in non-selling situations. These include: overall or specific job satisfaction, organizational commitment and behavioral or demographic factors (Apasu, 1986; Fern, Avila & Grewal, 1989; Futrell & Parasuraman, 1984; Ingram & Lee, 1990; Kraut, 1975; Mobley, 1977; Mowday, Steers & Porter, 1979; Parasuraman & Futrell, 1983; Porter, Crampon & Smith, 1976; Porter & Steers, 1973; Porter, Steers, Mowday & Boulian, 1974; Schultz, Gagnon & Bigoness, 1987; Shore & Martin, 1989; Waters, Roach & Waters, 1976).

Employment Intentions and Age. Fern, Avila and Grewal (1989) proposed that age and tenure with the firm were inversely related to intention to leave and that the results would be differentiated by stayers and leavers. The data showed that the majority of the leavers were more likely to make their exit early in their career as computer salespersons. The finding that there were no significant differences on other demographic characteristics was explained by the fact that computer salespeople are a relatively homogeneous group.

Demographic variables hypothesized to correlate with the propensity of industrial salesmen to leave in the study by Parasuraman and Futrell (1983) included: age, education, income and organizational tenure. Relevant to the present study, a significant negative relationship was hypothesized to exist between intent to leave and age. A statistically significant relationship in the direction proposed indicated that older salesmen with higher incomes were less likely to leave.

Lucas (1985), in a study sampling a national retail store chain, found that the propensity to leave the retail organization was lower among older retail managers. These results were later corroborated by Schultz, Gagnon and Bigoness (1987) who studied, among other things, age-related differences in the turnover intentions of retail pharmacists (the mean age was 36) and found that older retail pharmacists expressed lower propensities to leave the organization.

Employment Intentions and Job Satisfaction. Kraut (1975) investigated the relationship of intent to leave with specific facets of satisfaction among industrial salesmen: advancement, departmental team work, the company, pay, workload and the

work itself, in both a static as well as a dynamic context. The findings were that intent to remain was most highly correlated to shifts in salesmen's satisfaction with the work itself and the company at the time of the initial survey (static) as well as during the 48-month dynamic (distant) term.

Apasu (1986) found a significant and inverse relationship between an industrial salesperson's level of satisfaction with the facets on the Job Descriptive Index (JDI) and intention to leave. The correlations were higher for the constructs of: the selling job itself, pay and promotional opportunities, than with: colleagues, supervision and customers. The regression analysis showed that satisfaction with pay and the selling job itself were the two most important predictors of propensity to leave for this sample. Apasu (1986) concluded that these findings may be attributed more to industrial salespeople's performance since they are compensated, in part, by commission.

Fern, Avila and Grewal (1989, p.2) proposed that "a salespersons' satisfaction with their job will be inversely related to intention to leave, which in turn leads to turnover." Using a sample of computer manufacturing firm salespeople and a longitudinal survey design, they further hypothesized that there would be a difference in the effects of satisfaction among stayers and leavers. The results indicate that job and promotional opportunity satisfaction were the most important discriminators between stayers and leavers with stayers being more satisfied on these factors. This is consistent with prior research (Mobely, Griffeth, Hand & Meglino, 1979).

Parasuraman and Futrell (1983) sought to determine the association between the facets of satisfaction as measured by the INDSALES instrument and propensity to leave among an all male salesforce sample of a national pharmaceutical manufacturer. The researchers found that all seven satisfaction constructs were significantly and negatively related to propensity to leave. Satisfaction correlated (in the order of strength) with: job, company policy and support, customers, pay, supervision, promotion and development and fellow workers. Also, Lucas (1985) found, in his study of retail store managers, that both intrinsic and extrinsic job satisfaction were indirectly related to the respondent's intentions to leave.

Schultz, Gagnon and Bigoness (1987) path analytically studied the effect of intrinsic and extrinsic satisfaction on retail pharmacist's turnover intentions using the Minnesota Satisfaction Questionnaire (MSQ). Although both were found to be significantly related to turnover intentions in this sample, (and immediately antecedent to it) extrinsic satisfaction constructs were more strongly related than intrinsic satisfaction. In a separate path-analysis, Sager (1990) found that higher levels of satisfaction with the job itself, with co-workers as well as with supervision were associated with lower intentions to turn over.

Employment Intentions and Organizational Commitment. It is suggested and supported in the literature that organizational outcomes (that is, turnover) are more closely related to organizational attitudes such as commitment as opposed to job attitudes such as satisfaction (Ingram & Lee, 1990; Jackofsky & Peters, 1983; O'Reilly & Caldwell, 1980; Porter, Steers, Mowday & Boulian, 1974; Wiener & Vardi, 1980).

Shore and Martin (1989, p. 628) hypothesized that "organizational commitment will be more highly related than job satisfaction with turnover intentions." Two samples were used in order to test the proposition: the professional staff of a large hospital (77% response) and bank tellers (83% response). The results demonstrated that organizational commitment did have a significantly higher correlation than job satisfaction with turnover intentions for the teller sample than for the professional sample. Further, the regression analysis indicated that organizational commitment [assessed by the Mowday, Steers and Porter (1979) OCQ] accounted for a greater proportion of the unique variance in the intentions to stay for both samples. The authors concluded that attitudes among non-professionals may be more predictive of intentions to remain in the organization than among professionals (Shore & Martin, 1989).

Porter, Crampon and Smith (1976) also used the Mowday, Steers & Porter (1979) OCQ to longitudinally examine the relationship of organizational commitment to "actual" retail managerial turnover. Sixteen "leavers" were paired with sixteen "stayers" for the purpose of a comparative analysis. The researchers found that a marked decline in commitment likely signals future voluntary termination.

Ingram and Lee (1990) studied the effect of both job and organizational commitment on the propensity of industrial salespeople to leave the sales job for which the response rate was 58.5%. Primarily, their significant findings support the Jackofsky and Peters (1983) conclusion that job turnover should be predicted by job-specific variables and, likewise, for organizational turnover. Using a "propensity-to-

leave" measure as the dependent variable, the Ingram and Lee (1990) study revealed that the two commitment constructs (job and organizational) were highly related; the propensities to leave the job and the organization were directly related; and highly committed salespersons to the organization were less likely to leave the organization. There was no direct relationship between job commitment and propensity to leave the organization and salespeople who exhibited higher levels of job commitment than organizational commitment were less likely to intend to leave the sales job. These findings suggest that

. . . salespeople may leave the company due to their lack of commitment to a selling job, which reinforces their intention to change jobs from selling to non-selling. Therefore, sales force turnover may be reduced to some extent by creating a job atmosphere where salespeople enjoy selling as a long-term profession (Ingram & Lee, 1990, p. 153).

Sager (1990) used path-analysis to examine a salesperson retention model which was based on many of the turnover models listed in the MODELS section of this review. Sampling from a national manufacturer's "detail" salespeople (the response rate was 80%), the results generally supported the proposed paths. Specifically, the attitudes of employees toward the jobs and job environment were strongly related to intentions to stay or leave (which in turn affected the next path--retention). Specifically, higher retention rates were associated with lower levels of the intention among detail salespeople to leave and these retention rates increased with longer tenure. The most important finding, concludes Sager (1990) was that higher levels of organizational commitment encourages retention primarily because organizational commitment is a device under management's direct control.

Johnston, Parasuraman, Futrell and Black (1990), among other things, longitudinally assessed the impact of organizational commitment on salesforce turnover for a national consumer products company. The data were collected at two time intervals, six months apart. The response rate was 91% and 92% respectively. To measure the levels of organizational commitment among these "retail food industry trade servicers" the OCQ (Mowday, Steers and Porter 1979) was employed. Actual turnover data were collected by counting the number who stayed beyond a one-year period beyond time two. Propensity to leave data were also collected and significant findings yielded. That is, 53% of the variance in the salesperson's propensity to leave the company was explained by changes in the organizational commitment index. Higher levels of organizational commitment resulted in lower intentions to leave. The propensity to leave measure was also significantly related to actual turnover behavior indicating that organizational commitment was an indirect predictor of turnover. The generalizability of these findings is limited to entry-level salespersons who are newly hired (the mean age was approximately 23.3) as the researchers call for more longitudinal analyses of commitment and turnover processes of salespersons at varying career stages.

SUMMARY

The literature with regard to older retail employee's preferred job design characteristics, job attitudes and employment intentions were reviewed in this chapter. The link between job characteristics and job satisfaction has been explored in previous studies as discrete phenomena separate from linkages between job satisfaction and

intention to leave (turnover or withdrawal) behavior for retail personnel. Likewise, the link between job characteristics and organizational commitment has been examined separately from organizational commitment and retail employee intentions to leave and were therefore reviewed here accordingly.

No studies were found with respect to the direct relationship between job design characteristics and employment intentions. Additionally, since research studies related to the "older retail worker" were not available, conceptual research on the nature of retailing and the employment patterns of older workers were included. Further, this review includes empirical data on sales personnel (industrial or retail, entry-level or managerial) of any age which, again, are direct reflections of the paucity of studies.

The review of the literature revealed that older employees would prolong retirement if alternative work options were available. The results of some studies indicate modest support for changes in their job's design.

The work attitudes of job satisfaction and organizational commitment were also examined. Generally, older workers exhibit higher levels of satisfaction. Historically, "overall" job satisfaction was the measure of choice and an overwhelming number of empirical studies indicated a direct, linear relationship. Recent studies, however, examined the constructs of satisfaction and found that this direct relationship occurs more strongly with intrinsic (work content itself) satisfaction than extrinsic satisfaction (job environment factors).

In all of the sales samples reviewed, higher levels of satisfaction with work were associated with stronger intentions to stay or stronger intentions to leave. In one study, work content satisfaction and promotional opportunities were the best predictors of the intention to leave among stayers versus leavers; whereas, a separate study found that work and pay satisfaction were better predictors of the intention to leave. Another study found that extrinsic factors were more strongly related versus intrinsic factors to the intention to leave while a different study showed that both intrinsic and extrinsic satisfaction factors were inversely related to the salesperson's propensity to leave. Researchers, in the literature, state that caution should be used in generalizing from these satisfaction findings due to the varying nature of the sample (size or content) and the problems in operationalizing "the older worker".

Older workers are also said to exhibit higher levels of organizational commitment. Organizational commitment has been consistently found to be negatively related to the intention to leave (or positively related to the intention to stay). A few studies have attempted to separately study the effects of job and organizational commitment on intent to leave or organizational and career commitment on intent to leave. For most researchers, these efforts have been frustrated. The commitment constructs were found to be very highly related and therefore no distinct effect could be discerned. One researcher, however, found that higher levels of job commitment were related to weaker intentions to leave the job and higher levels of organizational commitment led to weaker intentions to leave the organization.

Finally, the literature suggests that older retail workers are less likely to leave their organizations. Many of the non-sales studies (reviewed but not included) which attempted to relate demographics to the turnover intentions of employees used the variables, Age and Tenure. It was not surprising that Age and Tenure were very highly correlated. A few researchers noted that Tenure confounded many of the results and one researcher suggested that demographic factors should be controlled in analyzing the employment intentions of older workers.

Chapter III

METHODOLOGY

The purpose of this study was to examine the attitudes of older, entry-level workers toward their retail jobs in order to determine if these attitudes have any affect on their respective employment intentions. The job attitudes studied were (a) job satisfaction and (b) organizational commitment. Following upon the theme that there may indeed be types of commitment (recall the commitment constructs of job, organizational and career), a secondary purpose was to determine whether or not these attitudes differed across types of intentions, that is, intention to stay with the retail organization, retail industry or work force.

As aforementioned, a review of the literature supports the contention that a subject's intention to stay (or leave) is a good surrogate measure for employee turnover; however, there is a noticeable absence of valid and reliable instruments to measure an employee's intention to leave or stay. For example, it has been argued that a portion of the Mowday, Steers and Porter (1979) OCQ measures a subject's intention to leave. Further, in other scales, only a single item is used in order to measure an employee's employment intention. Behavioral intentions, in this study, were measured by two separate scales: ordinal (measuring strength of intent to stay after the age of normal retirement) and interval (measuring length of planned employment tenure after the age of normal retirement). In this respect, the present analysis was exploratory.

In the initial section of this chapter, the research design for the study is described. Next, the population for the sample selected and the methods of data collection are presented. Further, a description of the research instrument and scale reliabilities are given. Following upon this are statements of the study's operational hypotheses while the final section addresses the statistical procedures used to test the hypotheses.

DESCRIPTION OF THE RESEARCH DESIGN

A cross-sectional survey research design was used in order to describe the results of the hypothesized relationships. Survey research methodology is used to examine samples so that characteristics of that sample may be inferred to a larger universe (Kerlinger, 1965). Cross-sectional survey designs are used to collect data from a sample at a single moment in time. Advantages of cross-sectional survey research designs are that they describe conditions as they are enabling plans to be made. As well, they are relatively easy to conduct. A disadvantage of these designs is that circumstances can change rapidly (Fink & Kosecoff, 1985). A convenience sample was drawn from selected types of retailers detailed in the section below. Entry-level workers aged 50 and older were asked to respond to a five-part questionnaire.

METHODS OF DATA COLLECTION

A letter was directed to the Vice President of Human Resources of major retail department stores, department store chains and specialty-department stores and chains

from Southeastern states as ascribed by the 1989 Sheldon's Retail Directory. The letter asked for permission to administer the questionnaire to employees meeting the criteria for participation in the study. A self-addressed, postage-paid post card was included for ease of replying to the researcher's request (See Appendix A). A telephone call followed up positive responses of participation in order to discuss any of the company official's questions as well as to work out the logistics of distributing and collecting the surveys.

Four hundred and fourteen questionnaires were distributed to the selected employees by one of two methods: *Method A*--For independently owned department stores or upon retail store request, the surveys were mailed directly to the homes of the sample. The letter on the inside front cover of the booklet was slightly altered to accommodate this method (See Appendix B). *Method B*--Questionnaires, identified by respondent name and store location on peel away labels, were distributed via intracompany mail to the sample.

The respondents were asked to return their completed, *sealed* survey booklets via U.S. Post or via the intrastore contact representative. For Method A, a second mailing was used as a follow-up procedure. For Method B, the contact representative was encouraged to "talk-up" the study and the importance of respondent voluntary, anonymous participation. Further, incentive gifts were made optional for those who both completed and returned the booklets. A gift was also rewarded to each contact person for his or her assistance.

INSTRUMENTATION

The survey instrument employed a five-part questionnaire (Appendix C) and was formatted according to the Dillman's Total Design Method (1978) for the construction of mail surveys. The questionnaire was printed in booklet form on 8-1/2" by 14" paper, folded to 8-1/2" by 5-1/2" and saddle-stapled. The leftover 3" flap was used to aid in sealing the booklet for convenient mailing purposes. A letter located on the inside front cover of the booklet was addressed to the respondents asking for voluntary, anonymous participation in the project and for what purposes the results would be used. Immediately preceding each of the five parts was an instruction to guide the completion of that section. Parts I, III, and IV attempt to obtain ratio, interval and nominal level data while Parts II, and IV attempt to obtain ordinal level data from vertical response categories.

The **Job Characteristic Inventory (JCI)** by Sims, Szilagyi and Keller (1976) is a self-report questionnaire used to measure the perceived presence of job characteristics (skill variety, task identity, autonomy, feedback, friendship, and dealing with others). The authors report split-half JCI dimensional reliabilities as greater than .75. For the most part, the instrument is shown to have " . . . validity and reliability characteristics acceptable for the relationship between job characteristics and employee attitudes and behavior (Sims, Szilagyi & Keller, 1976, p. 210)." In some instances the wording of particular items was altered in order to fit the vertical response category or to clarify meaning, but not to change the meaning. These 30 items are located in Parts II & IV of the instrument.

Satisfaction with Job Characteristics was a self-report instrument developed by the researcher to assess the respondents satisfaction with the job characteristics. A five-point Likert-type scale format was used. These six items are located in Part II of the instrument.

The Mowday, Steers and Porter (1979) instrument for **Organizational Commitment (OCQ)** was used. Coefficient alpha reliabilites reported by Porter, Crampon and Smith (1976) after eight separate administrations of the instrument range from .80 to .90. The self-report questionnaire measured level of "attitudinal" commitment to an organization. Six of the fifteen statements were worded negatively (reverse coded) in order to reduce response bias. The five-point Likert-type scale items are located in Part II of the instrument.

The Intent to Stay (I) scale was developed by the researcher to assess the respondent's behavioral intention to stay with the specific retail employer, retail industry and work force in general. An open-ended response format was used in order to obtain interval-level data. The "Estimated Future Tenure" intentions were calculated by adding the age of each respondent to the response given to the open-ended items: "After my last birthday, I intend to remain:

- a) in this retail company _____ years.
- b) in the retail industry _____ years.
- c) in the work force _____ years."

This figure was then subtracted from 65, the present "normal" retirement age. These three items are located in Part III of the instrument.

The Intent to Stay (II) scale was also developed by the researcher to assess the respondent's employment-tenure intentions after the age of normal retirement. The intention to stay (II) was measured using a five-point Likert-type response format (ordinal-level).

The Intent to Stay (III) scale was developed by the researcher to assess the respondent's behavioral intentions in relation to the study's independent variables (See Appendix C, Section I). Two three-part items were used to obtain ratio-level data.

Parts of Section III and V of the questionnaire will be devoted to obtaining relevant **demographic** information about the sample (age, sex, ethnicity, health, education and employment history [job title, status, employment tenure in present position, with present company, in retailing and in the labor force]).

OPERATIONAL HYPOTHESES

The following are hypotheses, stated in null form, which operationalize the objectives outlined in Chapter I. These operational hypotheses were used to examine the relationships between the dependent, intentions variables and the study's independent variables: job characteristics, job satisfaction and commitment.

H₀₁ Higher Job Characteristics values will not affect the employees' behavioral intentions to stay with:

- a) the retail organization.
- b) the retailing industry.
- c) the labor force.

H₀₂ Satisfaction with the job's content will not affect the employees' behavioral intentions to stay in:

- a) the retail organization.
- b) the retailing industry.
- c) the labor force.

H₀₃ Organizational Commitment will not affect the employees' behavioral intentions to stay in:

- a) the retail organization.
- b) the retailing industry.
- c) the labor force.

H₀₄ After Age has been controlled, there will be no incremental effect of:

- a) The Job Characteristics Index
- b) Satisfaction
- c) Organizational Commitment

on the subject's intentions to stay in the retail organization, in the retailing industry and in the work force.

STATISTICAL ANALYSIS OF THE DATA

The Statistical Analysis Software (SAS) available on the VAX computing system at the University of Tennessee-Knoxville was used to analyze the data in regard to the specific hypotheses. Demographic data will be summarized by use of **descriptive statistics** such as means, frequencies and standard deviations.

The **Cronbach's** (1951) Alpha coefficients procedure was used in order to measure scale reliability for purposes of internal consistency. The dimensional stability of the subscales used in the instrument were accepted on an *a priori* basis. The **Pearson's Product Moment** correlation procedure was used to determine the degree of strength of relationships among the variables in the study. **Multiple**

Regression techniques were employed to examine the statistical relationship between each dependent variable and the set of predictor (independent) variables and to determine if there were any linear or quadratic relationships among the variables. Also, the extent to which an independent variable explained the variance in the dependent variables was assessed using this technique.

Finally, the multivariate data analytic technique, the **Incremental Partitioning of Variance** (or hierarchial inclusion form) of the regression method, was used in order to control for the effects of demographic variables in hypothesis four.

Variance partitioning refers to attempts at the partitioning of R^2 into portions attributable to different independent variables, or to different sets of independent variables (Pedhazur, 1982, p. 175).

Variance partitioning is appropriate when one is interested in "... controlling for a variable(s) while studying the effects of another variable(s) (Pedhazur, 1982, p. 178)." The method is least appropriate, however, in the determination of the incremental *importance* of variables. Further, due consideration must be given to the decision to control a variable(s). Age was the demographic variable controlled in the present study. Age was selected because the sample was age 50 or older. It was felt that the effect of the independent variables under study on the strength or intensity of intentions would be skewed by the age of the respondent. That is, if not for their age, *older* older employees would be more inclined to stay. The equation used to calculate the changes in the model from the immediately preceding step was as follows:

$$F = \frac{(R^2_{y2} - R^2_{y1})/(2 - 1)}{(1 - R^2_{y2})/(N - 2 - 1)}$$

where: $y_1 = R^2$ for variable in the previous step
 $y_2 = R^2$ for variable in subsequent step

The following graph (Figure 3-1) is a pictorial representation of the relationships among the variables studied in this analysis.

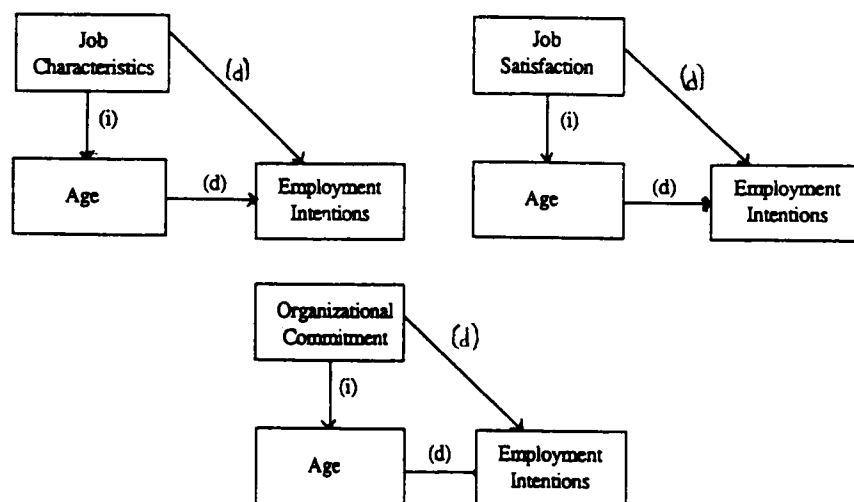


Figure 3-1 Direct (d) and Indirect (i) Effects on Employment Intentions

Chapter IV

RESULTS AND DISCUSSION

Given the purpose and objectives of the present analysis, the focus of this chapter is upon the results. Initially, a detailed description of the responses to the survey, including sample characteristics, are reported. Secondly, characteristics of the subscales are provided. Thirdly, findings from each statistical procedure used in the analysis are examined and the issue of Collinearity is addressed. Further, statistical procedures specific to each operational hypothesis are presented. That is, hypotheses one, two and three are examined through univariate, bivariate and multivariate techniques relevant to the criterion variables, the Strength of Intention to stay in the retail organization (SWR), the retail industry (SWI) and work force (SWW) as well as the Estimated Future Tenure in the retail organization (ETR), retail industry (ETI) and work force (ETW). Next, the results of hypothesis four, when tested with the statistical procedure, hierarchial inclusion analysis, is presented. Following each technical section is a discussion of the results.

RESPONSE RATE

Sampling from an older age retail employment group posed a number of challenges. First, such an endeavor necessitated the cooperation of the senior corporate management of the retail organizations sampled in this study. For example, lists of names and store locations, or private addresses in some cases, of entry-level retail employees who were age 50 or older were needed by the researcher. Five retailers, or 25 store locations, participated in the study. The resulting convenience

sample was made up of all employees who met the criteria for inclusion and were placed on the list by their respective employers.

Second, interest and commitment on the part of second-level management had to be obtained. That is, store managers from the branches of the retail organizations had to commit to at least the distribution of the self-report survey instruments to the identified sample. To facilitate this effort, the researcher hand-delivered the instrument bundles to 18 of the 25 store locations. Although the survey booklets were prepared complete with instructions, upon each visit, the contact representative was given guidelines on how the employees should fill-out the instrument. For seven stores, the store manager requested that the instruments be mailed to the home addresses supplied. Second-mailings were sent to those seven stores. Two-hundred and sixty-seven questionnaires were returned which represents a 64.5% response rate. No instruments were returned from two of the seven non-visited stores and therefore, were omitted from the study.

Gifts were given to store contact representatives and store managers to show appreciation for their cooperation in the distribution and collection efforts. The letter thanking them for their individual time and effort is located in Appendix D.

The number of usable surveys in this analysis was different depending on the dependent variable. As two methods were used⁸ for predicting an employee's intentions to stay (Strength of Intention and Estimated Future Tenure), the number of usable surveys for each method is reported throughout.

⁸The ratio-level, Intention to Stay-Method III did not yield usable data and was therefore omitted from the study.

Third, the confidence of individual respondents had to be gained so that they would fill-out the survey booklets, and return them. Gifts were also offered to respondents for participating in the project; however, in order to receive the gift, the respondent had to identify his or her name and private address on a postcard inserted in the back of each booklet. The sample was instructed to seal the survey booklets upon completion in order to protect the integrity of their responses and thus minimize the potential bias created when they elected to return the instrument via the intrastore contact person. An estimated 90% of the sample elected to receive the gift. A letter thanking each respondent for participating in the project was enclosed with the gift (see Appendix E).

SAMPLE CHARACTERISTICS

Table 4-1 lists respondent characteristics. The mean age of the sample in years was 60.6 with a standard deviation of approximately 6.85 years. The majority of the sample was female (n=225) while male subjects numbered 20. The sample was divided into two groups by age at the midpoint in order to further analyze the data. Approximately 76% of the sample completed junior high or high school (n=190). The younger of the two age categories, 50 - 61 years, was more evenly distributed across educational levels than was the older age category of 62 - 82.

Both age groups were almost equally represented in terms of income. The modal estimated annual income occurred in the range of \$5,000 - \$7,499 (n=82). In general, the income level was highly concentrated in the broad range of \$5,000 to roughly \$12,500.

TABLE 4-1

Sample Characteristics

VARIABLE	Ages 50 - 61		Ages 62 - 82		TOTAL	
	f	%	f	%	f	%
<i>Sex</i>						
Male	12	4.9	8	3.3	20	8.2
Female	127	51.8	98	40.0	225	91.8
<i>Education</i>						
Elementary	1	.4	3	1.2	4	1.6
Jr High/						
High School	106	42.2	84	33.5	190	75.7
Associate/						
Technical	19	7.8	9	3.6	28	11.2
BA/BS	4	1.6	7	2.8	11	4.4
MA	1	.4	-	-	1	.4
PHD/Professional	-	-	-	-	-	-
Other	9	3.6	8	3.2	17	6.8
<i>Income</i>						
<\$4,999	21	8.5	15	6.1	36	14.8
\$ 5,000-\$ 7,499	39	15.8	43	17.4	82	33.2
\$ 7,500-\$ 9,999	30	12.2	32	13.0	62	25.1
\$10,000-\$12,499	28	11.3	14	5.7	42	17.0
\$12,500-\$14,999	11	4.5	1	.4	12	4.9
\$15,000-\$17,499	4	1.6	1	.4	5	2.0
\$17,500-\$19,999	4	1.6	1	.4	5	2.0
\$20,000>	2	.8	1	.4	3	1.2

TABLE 4-1

VARIABLE	Ages 50 - 61		Ages 62 - 82		TOTAL	
	f	%	f	%	f	%
<i>Ethnicity</i>						
Black	1	.4	4	1.6	5	2.0
Hispanic	1	.4	-	-	1	.4
White	135	54.4	96	38.7	231	93.2
Native	2	.8	5	2.1	7	2.8
Asian	-	-	-	-	-	-
Other	1	.4	3	1.2	4	1.6
<i>Health</i>						
Excellent	46	18.4	36	14.4	82	32.8
Above Average	43	17.2	37	14.8	80	32.0
Average	51	20.4	37	14.8	88	35.2
Below Average	-	-	-	-	-	-
Poor	-	-	-	-	-	-
<i>Title</i>						
Floor Sales	96	39.0	84	34.2	180	73.2
Floor Service	16	6.5	13	5.3	29	11.8
Office Clerk	23	9.4	11	4.8	34	13.8
Operations	2	.8	1	.4	3	1.2
<i>Status</i>						
Full-time	105	42.7	55	22.4	160	65.0
Part-time	35	14.2	51	20.7	86	35.0

TABLE 4-1

VARIABLE	Ages 50 - 61 f %	Ages 62 - 82 f %	TOTAL f %
Years:			
<i>In Present Position</i>			
1 - 5	62 63.9	35 36.1	97 40.6
6 - 10	23 54.8	19 45.2	42 17.6
11 - 15	24 46.2	28 53.8	52 21.8
16 - 20	11 39.3	17 60.7	28 11.7
21 - 25	7 63.6	4 36.4	11 4.6
26 - 30	2 50.0	2 50.0	4 1.7
31 - 35	2 66.7	1 33.3	3 1.3
36 - 40	0 0.0	2 1.0	2 .8
<i>In Present Company</i>			
1 - 5	66 64.7	36 35.3	102 50.0
6 - 10	19 51.4	18 48.6	37 15.2
11 - 15	23 47.9	25 52.1	48 19.8
16 - 20	17 43.6	22 56.4	39 16.0
21 - 25	6 54.5	5 45.5	11 4.5
26 - 30	1 33.3	2 66.7	3 1.2
31 - 35	2 1.0	0 0.0	2 .8
36 - 40	0 0.0	1 1.0	1 .4
<i>In Retail Industry</i>			
1 - 10	62 80.5	15 19.5	77 33.6
11 - 20	44 44.4	55 55.6	99 41.4
21 - 30	17 56.7	13 43.3	30 13.1
31 - 40	6 31.6	13 68.4	19 8.3
41 - 50	0 0.0	4 1.0	4 1.6
<i>In the Work Force</i>			
1 - 10	20 76.9	6 23.1	26 11.4
11 - 20	36 62.1	22 37.9	58 25.4
21 - 30	29 54.7	24 45.3	53 23.2
31 - 40	40 63.4	23 36.6	63 27.6
41 - 50	4 19.0	17 81.0	21 9.2
51 - 60	0 0.0	7 1.0	7 3.1

TABLE 4-1

VARIABLE	Ages 50 - 61		Ages 62 - 82		TOTAL	
	f	%	f	%	f	%
Present Reason for working:						
<i>Economic Need</i>						
NO	41	16.3	39	15.5	80	31.8
YES	100	39.7	72	28.6	172	68.3
<i>Maintain Good Attitude</i>						
NO	67	26.6	44	17.5	111	44.1
YES	74	29.4	67	26.6	141	56.0
<i>Remain Social</i>						
NO	95	37.7	73	29.0	168	66.7
YES	46	18.3	38	15.1	84	33.3
<i>Remain Active/Engaged</i>						
NO	47	18.7	19	7.5	66	26.2
YES	94	37.3	92	36.5	186	73.8
<i>Other</i>	10	4.0	8	31.6	18	7.1

f = Frequency of Responses; % = Percentage of Responses

Approximately 93% of the sample was White-American, and the majority of these were from the younger (50 - 61) age group. Self-reports of health were almost evenly divided among the status categories of excellent, above average and average for both age groups. There were no reports of below average or poor health conditions.

The reported titles of the individuals who responded to the survey were as follows: floor sales (73.2%), floor service (11.8%), clerical (13.8%) and operations (1.2%). Floor sales, of course, included only sales personnel. The floor service category, however, included jobs such as dressing-room attendants, alterations workers, cosmetologists and bridal gift consultants. The chief responsibility of clerical employees was customer service while operations employees maintained positions in receiving and security. Job titles were dispersed in a similar pattern for the two age groups. A higher percentage of the respondents worked full-time (65%) and a vast majority of these were in the age range of 50 - 61 (65.6%).

Four types of *work history* data were gathered: a) number of years worked in the present position; b) number of years worked in the present company; c) number of years worked in the retail industry; and d) number of years employed altogether. For the categories of past tenure in the current position and current company for both age categories, there was a higher concentration of respondents with 20 years of experience or less as opposed to the 20 - 40 year span. The same held true for the time with the retail industry category, however the span of experience was longer by ten years (20 - 50 years). There were differences in the pattern of responses for the time in the work force category between the two age groups. That is, the curve

represented by the frequency of responses for the age group 62 - 82 was more like a smooth bell shape (total time span 1 - 60 years). The frequency curve for the younger age group was double "hump-backed" and was a shorter span by ten years.

The respondents were also asked their present reason for being employed. The majority (73.8%) were presently employed for the reason of remaining active and engaged and this was approximately true for both age groups. Sixty-eight percent indicated that they were working for their economic need and that this was more true for the 61 and under age category (58.1%) than the older one (41.9%). Table 4-1 also shows that the third most important reason for present employment status amongst the sample was to maintain a positive attitude (56%) with only a slight differential in response by the two age groups. Thirty-three percent of the respondents indicated that they were presently employed to remain social. The responses were slightly higher (54.8% vs. 45.2%) for the younger age category. Finally, only seven percent of the sample indicated that there were other reasons for being presently employed.

INSTRUMENT CHARACTERISTICS

The characteristics of the instruments used in this survey are represented in Table 4-2. For the sample used in this study, the following scale information was obtained from the respective instruments: number of items, possible range of scores, means and standard deviations. As well, in order to test the reliability of the scales used in the study, the Cronbach's (1951) coefficient alpha was computed.

The Sims, Szilagyi & Keller (1976) Job Characteristics Instrument was used to measure the content of the entry-level retail jobs held by the respondents. The

Table 4-2

Instrument Characteristics

SCALE	Number of Items	Possible Range	Mean	SD	Coefficient Alpha
JCI	(30)	(30 - 150)	(113.6)	(13.56)	(.85)
Skill Variety	5	5 - 25	15.21	2.40	.84
Task Identity	4	4 - 20	16.06	3.21	.83
Autonomy	6	6 - 30	22.65	3.90	.82
Feedback	5	5 - 25	18.55	3.87	.83
Friendship 76 Opportunities	7	7 - 35	28.53	3.77	.83
Deal w/Others	3	3 - 15	12.58	1.86	.84
Job Satisfaction	6	6 - 30	24.07	3.74	.86
Organizational Commitment	15	15 - 75	33.17	5.05	.86
ETR	1	*	.41	5.95	.83
ETI	1	*	.89	6.18	.83
ETW	1	*	1.18	5.92	.83
SWR	1	1 - 5	3.50	1.15	.84
SWW	1	1 - 5	3.40	1.18	.84

*continuous data. JCI = the index for the additive model of the six job characteristics.

ETR = Estimated Future Tenure w/ the Retail Organization; ETI = Estimated Future Tenure w/ the Retail Industry; ETW = Estimated Future Tenure w/ the Work Force; SWR = Strength of Intentions w/ the Retail Organization; SWW = Strength of Intentions to Stay in the Work Force (after the age of 65).

additive scale index was used (the Job Characteristics Index or JCI). This linear representation of the six measures of job characteristics is shown in parentheses in Table 4-2. The six measures of job characteristics are skill variety, task identity, autonomy, feedback, friendship opportunities and dealing with others. The Sims, Szilagyi and Keller (1976) 30-item instrument measured the strength to which respondents felt these characteristics were present in their respective jobs and was measured on a five-point Likert-type scale structure from "agree strongly" (one) to "disagree strongly" (five) or from a "very great degree" (one) to a "very little degree" (five). Generally, the possible range of scores on the Job Characteristics Inventory was between 30 and 150, while the mean score of this sample of older, entry-level workers was 113.6 with a standard deviation of 13.56 about the mean. The reliabilities for the JCI components were all above .80 which is above the acceptable criterion score of $\pm .70$ (Hair, Anderson & Tatham, 1987).

Satisfaction with the six job characteristics was measured on a researcher-developed five-point Likert-type scale from "agree strongly" (one) to "disagree strongly" (five). Six items were used in this analysis. The possible range of scores here was between six and thirty. The mean score, standard deviation and coefficient alpha reliability estimate for this scale were respectively (24.1, 3.74, .86).

The Mowday, Steers and Porter (1979) Organizational Commitment Questionnaire (OCQ) was used to measure the strength of overall commitment to the organization by the jobholder. Again, a five-point Likert-type scale from "agree strongly" (one) to "disagree strongly" (five) was used. The maximum score possible

on the 15-item scale was 75, while the mean score, standard deviation and alpha reliability estimate were respectively (33.17, 5.05, .86).

Two separate scales were used to measure the subject's "intention to stay" (employment intentions). First, the intention to stay was measured in regard to the strength of the intention to continue working with the respondent's respective retail company (SWR) or the work force in general (SWW) after the age of normal retirement.⁹ Again, the responses were evaluated on a five-point Likert-type scale structure from "agree strongly" (one) to "disagree strongly" (five). One item was used to measure each factor and the maximum possible score was five. The sample size for both "Strength of Intentions to Stay" variables was 193. Second, the intention to stay was measured in regard to the estimated length of time (in years) the respondent intends to stay with the retail company (ETR), the retailing industry (ETI) or in the work force in general (ETW) after the age of normal retirement. The sample sizes and variances about the mean, respectively for the three Estimated Future Tenure variables were: a) with retailer, $n=105$, (-4.54 to +6.36); b) with retail industry, $n=86$, (-5.29, to 7.07); c) in the work force, $n=86$, (-4.74 to +7.10). Positive numbers indicate the number of years past retirement (age 65) the respondent intends to work; while, negative numbers indicate that the respondent intends to retire early.

⁹Adequate data to examine the Strength of Intention to Stay in the Retail Industry (SWI) were not available for the present analysis.

COLLINEARITY BETWEEN VARIABLES

Pearson correlations of the employment intentions variables--Strength of and Estimated Future Tenure--are depicted in Table 4-3. First, the **Strength of Intention** variables were pairwise correlated. Overlap was detected in these dependent variables. The results showed that SWR, the strength of the intention to stay with the retail organization after the age of normal retirement, was moderately correlated with SWW, the strength of the intention to stay in the work force after the age of normal retirement, but was highly significant ($r=.52$, $p\leq.001$).

Table 4-3
Pearson Product Moment Correlations of the Study's
Dependent Variables

VARIABLE	SWR	SWW	ETR	ETI	ETW
SWR	-	.52***	.48***	.49***	.41***
SWW		-	.24**	.28**	.32***
ETR			-	.93***	.82***
ETI				-	.91***
ETW					-

*($p\leq.05$)

**($p\leq.01$)

***($p\leq.001$)

SWR = Strength of Intention to Stay with the Retailer, SWW = Strength of Intention to Stay in the Labor Force, ETR = Estimated Future Tenure with the current Retailer (in years), ETI = Estimated Future Tenure with the Retail Industry (in years), ETW = Estimated Future Tenure with the Labor Force (in years).

Second, pairwise correlations of the three **Estimated Future Tenure**

Intentions variables (number of years past age 65 the respondents intend to stay) with:

a) the retail organization [ETR]; b) the retail industry [ETI]; and c) the work force [ETW]) were performed. The computed correlations between ETI and either of the other two length of planned tenure variables were highly significant and also exhibited evidence of strong collinearity ($ETI \Leftrightarrow ETR$, $r=.93$, $p \leq .001$) and ($ETI \Leftrightarrow ETW$, $r=.91$, $p \leq .001$). The variables ETR and ETW, when correlated, also produced significant results but were not as perfectly linear ($r=.82$, $p \leq .001$). The high degree of collinearity of the dependent variable, Estimated Future Tenure in the retail industry (ETI), suggest that it possibly could be eliminated from the analysis and estimated from ETR and ETW, but ETI was included, nevertheless, in the analysis of this study.

Third, the results of correlating the two types of intentions (Strength of and Estimated Tenure) are also shown. Estimated Tenure correlations with the Strength of Intention to Stay with the Retailer (SWR) were higher than with the Strength of Intention to Stay in the Work Force--although all correlations were significant at $p \leq .001$. All of these correlations were weak to modestly weak. These findings suggest a greater likelihood of staying with the retail organization if they will stay at all beyond age 65. The meager variation in the estimated future tenure (with respect to SWR) suggests that when these respondents decide not to continue working with their employers, they will retire from the industry of retailing and the work force altogether.

Multicollinearity ". . . is defined as a high degree of multiple correlation among several independent variables (Luginbuhl, 1986 p. 75)." In order to assist in detecting the presence of multicollinearity, the Pearson Product Moment correlation procedure was computed for each pair of explanatory variables.

Satisfaction with the six job characteristics correlated with the Job Characteristics Index in a strong and significant fashion ($r=.81$, $p\leq.001$). Job satisfaction correlated significantly with the Organizational Commitment variable but was slightly less intense ($r=.70$, $p\leq.001$). The strength of the relationship between the Job Characteristics Index and Organizational Commitment was moderately strong but highly significant ($r=.57$, $p\leq.001$). These relationships are represented in Table 4-4.

Table 4-4
Pearson Product Moment Correlations of the Study's
Independent Variables

VARIABLE	Job Characteristics Index	Job Satisfaction	Organizational Commitment
Job Characteristics Index	-	.81***	.57***
Job Satisfaction		-	.65***
Organizational Commitment			-

($p\leq.001$)***

TESTING OF HYPOTHESES ONE, TWO AND THREE

Bivariate testing. The Pearson Product Moment procedure was used to test for the strength of bivariate relationships between the study's predictor and criterion variables. The independent variables, the JCI (as well as its six components), Satisfaction (with the job content factors) and Organizational Commitment are correlated with the dependent variables, Strength of Intention to Stay with the Retailer (SWR) and Work Force (SWW) and Estimated Future Tenure with the Retailer (ETR), Retail Industry (ETI) and Work Force (ETW) and are shown in Table 4-5. For ease of presentation, correlations relative to the Strength of Intentions are addressed first. Then, correlations with the Estimated Future Tenure intentions are addressed. Significance was determined by the probability value of $\alpha \leq .05$.

Results of Bivariate Analyses Relative to Strength of Intentions to Stay

H₀₁ Higher Job Characteristics values will not affect the employees' behavioral intentions to stay with:

- a) the retail organization.
- b)¹⁰
- c) the labor force.

(**H_{01a}**). The JCI correlated highly significantly with the Strength of the respondent's Intentions to Stay with the Retail Organization after the age of normal retirement (SWR), however this relationship was not strong ($r = .27$, $p \leq .001$). In regard to its

¹⁰Recall that adequate data to examine the Strength of Intention to Stay in the Retail Industry (SWI) were not available for the present analysis.

Table 4-5

Pearson Correlations Between Predictor and Criterion Variables

VARIABLE	SWR	SWW	ETR	ETI	ETW
Skill Variety	.12	.02	.15	.16	.04
Task Identity	.20**	.02	.20*	.18	.18
Autonomy	.26***	.03	.25**	.22*	.25*
Feedback	.16*	.02	.19*	.18	.17
Friendship Opportunities	.20**	.08	.10	.08	.11
Dealing with Others	.15*	.10	.15	.08	.17
Job Characteristics Index	.27***	.06	.26**	.23*	.23*
Job Satisfaction	.30***	.01	.24*	.24*	.23*
Organizational Commitment	.42***	.05	.35***	.32**	.26*

*(p ≤ .05)

(p ≤ .01) * (p ≤ .001)

SWR = Strength of Intention to Stay with the Retailer; ETR = Estimated Future Tenure with the Retailer; SWW = Strength of Intention to Stay in the Work Force; ETI = Estimated Future Tenure w/ the Retailer; ETI = Estimated Future Tenure in the Retail Industry; ETW = Estimated Future Tenure in the Labor Force (after the age of 65).

strength, they were: autonomy ($r=.26, p\leq.001$), friendship opportunities ($r=.20, p\leq.01$), task identity ($r=.20, p\leq.01$), feedback ($r=.16, p\leq.05$) and dealing with others ($r=.15, p\leq.05$). The skill variety factor was not significant at $\alpha\leq.05$.

(H_{01c}). Neither the JCI nor any of its six dimensions were significantly related to the Strength of the respondent's Intentions to Stay in the Work Force (SWW) after the age of normal retirement.

H_{02} Satisfaction with the job's content will not affect the employees' behavioral intentions to stay with:

- a) the retail organization.
- c) the labor force.

(H_{02a}). Satisfaction with the job's characteristics was significantly related to the Strength of the subject's Intention to Stay with their respective Retail employers (SWR) after the age of normal retirement ($r=.30, p\leq.001$).

(H_{02c}). Satisfaction with the job's characteristics was not related to the Strength of the subject's Intentions to continue working (SWW) in any type of employment after the age of normal retirement.

H_{03} Organizational Commitment will not affect the employees' behavioral intentions to stay with:

- a) the retail organization.
- c) the labor force.

(H_{03a}). Organizational Commitment was significantly but moderately related to the Strength of the respondent's behavioral Intentions to Stay with their respective Retail Organizations after the age of normal retirement [SWR] ($r=.42$, $p\leq.001$).

(H_{03c}). Organizational Commitment was not significantly related to the Strength of the respondent's Intentions to Stay in the Work Force (SWW) after the age of normal retirement.

***Results of Bivariate Analyses Relative to
Estimated Future Tenure Intentions***

H₀₁ Higher Job Characteristics values will not affect the employees' behavioral intentions to stay with:

- a) the retail organization.
- b) the retail industry.
- c) the labor force.

(H_{01a}). The JCI correlated significantly with the respondent's Estimated Future Tenure in the retail organization (ETR) after normal retirement age. While the relationship was positive and significant, it was not strong ($r=.26$, $p\leq.01$). Three of the six job dimensions significantly correlated with the estimated tenure in the retail organization variable: autonomy ($r=.25$, $p\leq.01$); task identity ($r=.20$, $p\leq.05$); and feedback ($r=.19$, $p\leq.05$).

(H_{01b}). The correlation of the JCI and the respondent's Estimated Future Tenure in the Retail Industry (ETI) was also not strong ($r=.23$, $p\leq.05$). The autonomy subcomponent

was the only job characteristic to significantly relate to the length of time these older retail employees intend to stay in the retail industry beyond age 65 ($r=.22$, $p\leq.05$).

(H_{01c}). The JCI also correlated with the Estimated Future Tenure in the work force (ETW) variable in a similar fashion as above ($r=.23$, $p\leq.05$). Again, only the autonomy component of the JCI significantly correlated with the respondent's estimated tenure in the work force ($r=.25$, $p\leq.05$).

H₀₂ Satisfaction with the job's content will not affect the employees' behavioral intentions to stay in:

- a) the retail organization.
- b) the retail industry.
- c) the labor force.

(H_{02a}). Satisfaction with the job's characteristics significantly correlated with the Estimated Future Tenure of the respondents in the Retail Organization (ETR) ($r=.24$, $p\leq.05$).

(H_{02b}). Satisfaction with the job's characteristics significantly correlated with the respondent's Estimated Future Tenure with the Retail Industry [ETI] ($r=.24$, $p\leq.05$).

(H_{02c}). Satisfaction with the job's characteristics also significantly correlated with the respondent's Estimated Future Tenure in the Work Force (ETW) after the normal age of retirement ($r=.23$, $p\leq.05$).

H₀₃ Organizational Commitment will not affect the employees' behavioral intentions to stay in:

- a) the retail organization.
- b) the retail industry.
- c) the labor force.

(H_{03a}). Organizational Commitment was positively related to the number of years past age 65 the sample intends to stay in the Retail Organization (ETR). Though the relationship was significant, it was not strong ($r=.35$, $p \leq .001$).

(H_{03b}). The respondent's Estimated Future Tenure with the Retail Industry (ETI) after having reached retirement age was also not strong but was highly statistically significant ($r=.32$, $p \leq .01$).

(H_{03c}). Organizational Commitment was also significantly related to the sample's number of years past age 65 intended to work in general (ETW). This relationship was modest but not as highly statistically significant ($r=.26$, $p \leq .05$).

Discussion of bivariate hypothesis results. The results indicate that stronger confidence in the decision to stay with the retail company after age 65 was associated with stronger attitudes of commitment (loyalty, pride, and so on), stronger feelings of satisfaction with the components of their entry-level jobs and more complex job designs.

In regard to the complexity of the job design, employers who desire to impact older workers decisions about staying with a retail company, may do well to enrich

entry-level positions in autonomy, friendship opportunities, task identity, feedback and opportunities to deal with others.

The index of job characteristics was mildly associated with the respondent's future estimated tenure intentions. Autonomy was the only component to statistically relate to the estimated tenure with the retailer, work force and retail industry (in that order).

Satisfaction with job content was secondary in the decision-making about future employment (in their own retail company). It was last, among the major variables studied here, in relationship to how long that employment might be which indicates that older workers' feelings of dedication to the company and actual design of jobs seem more important, if only slightly.

The strongest relationships occurred in conjunction with organizational commitment. Both the strength of intentions to stay with the retailer and estimates of the length of future tenure with the retailer after age 65 each were moderately correlated with organizational commitment.

Univariate testing. Simple linear regression models were used to test hypotheses one, two and three. For ease of presentation, hypotheses one, two and three relevant to the employment intentions, Strength of Intention to Stay with the Retail Organization (SWR) and Work Force (SWW) are presented first. Then, the results pertaining to hypotheses one, two and three pertinent to the employment intentions, Estimated Future Tenure in the Retail Organization (ETR), Retail Industry (ETI) and Work Force in general (ETW), are presented. Following the results given for hypotheses one (the

study of the effect of the Job Characteristics Index [JCI] on the dependent variable under consideration) the results of each component of the JCI, treated as a separate linear equation, are presented.

***Strength of Intentions to Stay as predicted by the
independent variable: the Job Characteristics Index (JCI)***

H₀₁ Higher values on the JCI will not affect the employees' behavioral intentions to stay with the retail organization.

The model estimated was:

$$y_1 = \beta_0 + \beta_1(\text{JCI}) + \varepsilon_1$$

where:

y_1 = Strength of Intention to Stay with the Retail Organization after the age of normal retirement.

ε_1 = Error Term for y_1 .

The null hypothesis tested for β_1 was $H_0: \beta_1 = 0$ versus the alternative hypothesis that the parameter β_1 was not equal to zero; that is, $\beta_1 \neq 0$. The statistical results of the analysis are located in Table 4-6.

(**H_{01-y1}**). The effects of the predictor variable (JCI) in this model on the criterion measure, SWR (the strength of the subject's intention to stay with the retail organization) was tested. An F-value of 14.471 was used to test that the *Beta* coefficient equals zero. The associated probability value in this model strongly indicated that the parameter estimate was not zero and that the null hypothesis should be rejected ($p \leq .001$). Therefore, there is strong evidence that job content components have a significant effect on the respondent's intentions to stay with their current

Table 4-6

Strength of Intention to Stay in the Retail Organization (SWR)

PREDICTORS	ESTIMATED EQUATIONS	
Job Characteristics Index (JCI)	$\hat{y} = .9385 + .0225(\text{JCI})$ [.0002]	$R^2=.07$, $F=14.471$, $\alpha \leq .05$, $n=192$
Autonomy (A)	$\hat{y} = 1.1816 + .0744(\text{A})$ [.0003]	$R^2=.01$, $F=3.004$, $\alpha \leq .05$, $n=203$
Friendship Opportunities (FR)	$\hat{y} = 1.8061 + .0595(\text{FR})$ [.0054]	$R^2=.04$, $F=7.918$, $\alpha \leq .01$, $n=203$
Task Identity (TI)	$\hat{y} = 2.3885 + .0694(\text{TI})$ [.0059]	$R^2=.04$, $F=7.752$, $\alpha \leq .01$, $n=203$
Feedback (FE)	$\hat{y} = 2.6707 + .0450(\text{FE})$ [.0320]	$R^2=.02$, $F=4.662$, $\alpha \leq .05$, $n=203$
Dealing with Others (DWO)	$\hat{y} = 2.3430 + .0919(\text{DWO})$ [.0329]	$R^2=.02$, $F=4.612$, $\alpha \leq .05$, $n=203$

Actual probabilities of significance for the estimated regression coefficients, $\hat{\beta}_1$, are shown in brackets.

respective retail organizations after the age of normal retirement. However, only a small portion of the variation in the subject's employment intentions was explained by model ($R^2=.07$, $n=192$).

In order to determine which of the six job characteristics have the strongest linear affect on the strength of the subject's intentions to stay with their retail companies after the age of normal retirement, six linear regression equations were performed.

The models estimated, then, were:

$$\text{SWR} = \beta_0 + \beta_1(X_i) + \epsilon_{ij}$$

$$\text{and SWW} = \beta_0 + \beta_1(X_i) + \epsilon_{ik}$$

where:

- SWR = Strength of Intention to Stay in the Retail Organization after the age of normal retirement.
- SWW = Strength of Intention to Stay in the Work Force after the age of normal retirement.
- X_i = Each of the six individual Job Characteristic components, $i=1, \dots, 6$.
- ϵ_{ij} = Error Term for each of the six individual Job Characteristic components, $i=1, \dots, 6$.
- ϵ_{ik} = Error term for each of the six individual Job Characteristic components, $i=1, \dots, 6$.

Five of the six equations yielded significant results: In order of probability significance they were: autonomy, friendship opportunities, task identity, feedback and dealing with others. Skill variety was not significant at $\alpha \leq .05$. Again, these results are displayed in Table 4-6.

H₀₁ Higher values on the JCI will not affect the employees' behavioral intentions to stay in the work force.

The model estimated was:

$$y_3 = \beta_0 + \beta_1(\text{JCI}) + \varepsilon_{3j}$$

where:

$$y_3 = \text{Strength of Intention to Stay in the Work Force.}$$

$$\varepsilon_{3j} = \text{Error Term for } y_3.$$

The null hypothesis tested for β_1 was $H_0: \beta_1 = 0$ versus the alternative hypothesis that the parameter β_1 was not equal to zero; that is, $\beta_1 \neq 0$.

(H_{01-y3}). The multiple regression model used to predict the linear effect of the job characteristics index on the subject's intention to stay in the work force after the age of normal retirement (SWW) was not significant. Additionally, the six components of the job characteristics were not significant predictors of the subject's desire to stay with the work force after the age of normal retirement.

***Strength of Intentions to Stay as predicted by the
independent variable: Satisfaction with the Job's Characteristics***

H₀₂ Satisfaction with the job's content will not affect the employees' behavioral intentions to:

- 1) stay in the retail organization.
- 3) stay in the work force.

The models estimated were:

$$y_1 = \beta_0 + \beta_1(\text{SAT}) + \varepsilon_{1i}$$

and $y_3 = \beta_0 + \beta_1(\text{SAT}) + \varepsilon_{3i}$

where:

- y_1 = Strength of Intention to Stay in the Retail Organization after the age of normal retirement.
- y_3 = Strength of Intention to Stay in the Work Force after the age of normal retirement.
- SAT = Satisfaction with the six Job Characteristics.
- ϵ_{1i} = Error Term for y_1 .
- ϵ_{3i} = Error Term for y_3 .

The null hypothesis tested for β_1 was $H_0: \beta_1 = 0$ versus the alternative hypothesis that the parameter β_1 was not equal to zero; that is, $\beta_1 \neq 0$.

(H_{02-y1}). Satisfaction with the retail job's content was a statistically significant predictor of the strength of the subject's intentions to remain employed with their retail organizations (SWR) after the age of normal retirement ($F=18.554$, $p \leq .001$, $n=192$). Nine percent of the variance in the criterion variable was explained by this predictor.

$$\hat{y}_1 = 1.2948 + .0915(\text{SAT})$$

(.0002)

(H_{02-y3}). Satisfaction with the job's content was not a significant predictor of the respondent's intentions to continue working in the work force after the age of normal retirement (SWW).

***Strength of Intentions to Stay as predicted by
the independent variable: Organizational Commitment***

H₀₃ Organizational Commitment will not affect the employees' behavioral intentions to:

- 1) stay in the retail organization.
- 3) stay in the work force.

The models estimated were:

$$y_1 = \beta_0 + \beta_1(\text{CMT}) + \varepsilon_{1i}$$

and

$$y_3 = \beta_0 + \beta_1(\text{CMT}) + \varepsilon_{3i}$$

where:

y_1 = Strength of Intention to Stay in the Retail Organization after the age of normal retirement.

y_3 = Strength of Intention to Stay in the Work Force after the age of normal retirement.

CMT = Organizational Commitment.

ε_{1i} = Error Term for y_1 .

ε_{3i} = Error Term for y_3 .

The null hypothesis tested for β_1 was $H_0: \beta_1 = 0$ versus the alternative hypothesis that the parameter β_1 was not equal to zero; that is, $\beta_1 \neq 0$.

(H_{03-y1}). The linear Organizational Commitment term significantly predicted the respondent's intentions to stay with the retail organization after the age of normal retirement [SWR] ($F=43.288$, $p \leq .001$, $n=188$). The predictor variable explained approximately 18% of the variance in the criterion term.

$$\hat{y}_1 = .3735 + .0539(\text{CMT})$$

(.0001)

(H_{03-y3}). When the linear Organizational Commitment term was used to predict the subject's intentions to remain employed in the work force after the age of normal retirement (SWW), a statistically significant model was not observed.

***Estimated Future Tenure as predicted by the independent
variable: the Job Characteristics Index (JCI)***

H₀₁ Higher values on the JCI will not affect the employees' behavioral intentions to

- 1) stay with the retail organization.
- 2) stay with the retail industry.
- 3) stay in the work force.

The models estimated were:

$$\begin{aligned} y_1 &= \beta_0 + \beta_1(\text{JCI}) + \epsilon_{1i} \\ \text{and } y_2 &= \beta_0 + \beta_1(\text{JCI}) + \epsilon_{2i} \\ \text{and } y_3 &= \beta_0 + \beta_1(\text{JCI}) + \epsilon_{3i} \end{aligned}$$

where:

- y_1 = Estimated Future Tenure with the Retail Organization after the age of normal retirement.
 y_2 = Estimated Future Tenure with the Retail Industry after the age of normal retirement.
 y_3 = Estimated Future Tenure in the Work Force after the age of normal retirement.
 ϵ_{1i} = Error Terms for y_1 .
 ϵ_{2i} = Error Terms for y_2 .
 ϵ_{3i} = Error Terms for y_3 .

The null hypothesis tested for β_1 was $H_0: \beta_1 = 0$ versus the alternative hypothesis that the parameter β_1 was not equal to zero; that is, $\beta_1 \neq 0$. The estimated models are presented in Table 4-7.

(**H_{01-y1}**). The effects of the independent variable, JCI, in the simple linear model on the dependent variable, ETR (estimated number of years intended to stay with the retail company after the age of normal retirement) was tested. While the Job

Table 4-7

Estimated Future Tenure in the Retail Organization (ETR)

PREDICTORS	ESTIMATED EQUATIONS	
Job Characteristics Index (JCI)	$\hat{y} = -13.1773 + .1195(\text{JCI})[.0070]$	$R^2=.07$, $F=7.569$, $\alpha \leq .05$, $n=104$
Autonomy (A)	$\hat{y} = -7.7033 + .3613(\text{A})[.0087]$	$R^2=.07$, $F=7.156$, $\alpha \leq .05$, $n=104$
Task Identity (TI)	$\hat{y} = -5.5961 + .3740(\text{TI})[.0370]$	$R^2=.04$, $F=4.467$, $\alpha \leq .05$, $n=104$
Feedback (FE)	$\hat{y} = -5.1074 + .2963(\text{FE})[.0542]$	$R^2=.04$, $F=3.793$, $\alpha \leq .05$, $n=104$

Actual probabilities for the estimated regression coefficient, $\hat{\beta}_1$, are shown in brackets.

Characteristics Index only explains approximately seven percent of the variance in the older workers' Estimated Future Tenure of employment with their current respective retail companies, the model was significant ($F=7.569$, $p \leq .01$, $n=104$).

To determine which of the six Job Characteristic components were stronger predictors of Estimated Future Tenure, six linear regression equations again were run.

The models estimated, then, were:

$$\begin{aligned} \text{ETR} &= \beta_0 + \beta_1(X_i) + \varepsilon_{ij} \\ \text{ETI} &= \beta_0 + \beta_1(X_i) + \varepsilon_{ik} \\ \text{ETW} &= \beta_0 + \beta_1(X_i) + \varepsilon_{ir} \end{aligned}$$

where:

ETR = Estimated Future Tenure with the Retail Organization after the age of normal retirement.

ETI = Estimated Future Tenure with the Retail Industry after the age of normal retirement.

ETW = Estimated Future Tenure with the Work Force after the age of normal retirement.

X_i = The six individual Job Characteristic components, $i=1, \dots, 6$.

ε_{ij} = Error Term for each of the six individual Job Characteristic components, $i = 1, \dots, 6$ for ETR.

ε_{ik} = Error Term for each of the six individual Job Characteristic components, $i = 1, \dots, 6$ for ETI.

ε_{ir} = Error Term for each of the six individual Job Characteristic components, $i = 1, \dots, 6$ for ETW.

The results indicate that only three content factors were significant. In order of significance, they were autonomy, task identity and feedback.

(H_{01-y2}). Estimated Tenure Intentions with the Retail industry (ETI) was significantly predicted by the JCI ($F=4.568$, $p \leq .05$, $n=85$). The autonomy component was the only

significant job characteristic estimator of the ETI. Both the aggregate JCI variable and the autonomy component explained five percent of the variance in the ETI (see Table 4-8).

(H₀₁₋₇₃). The simple linear equation used to predict the effects of the JCI on the subject's Estimated Future Tenure in the labor force after the age of normal retirement (ETW) was significant ($F=4.791$, $p \leq .05$, $n=85$) which means that the Beta coefficient is not zero; however, the model explains only five percent of the variance in the estimated tenure variable.

Six simple linear regression equations representing the components of the Job Characteristic Index generated only one significant result. In this model, autonomy ($p \leq .05$) significantly predicted older retail worker's Estimated Future Tenure in the work force after the age of normal retirement (see Table 4-9).

Estimated Future Tenure as predicted by the independent variable: Satisfaction with the Job's Characteristics

H₀₂ Satisfaction with the job's content will not affect the employees' behavioral intentions to:

- 1) stay in the retail organization.
- 2) stay in the retail industry.
- 3) stay in the work force.

The models estimated were:

$$\begin{aligned} & y_1 = \beta_0 + \beta_1(\text{SAT}) + \epsilon_{1i} \\ \text{and} \quad & y_2 = \beta_0 + \beta_1(\text{SAT}) + \epsilon_{2i} \\ \text{and} \quad & y_3 = \beta_0 + \beta_1(\text{SAT}) + \epsilon_{3i} \end{aligned}$$

Table 4-8

Estimated Future Tenure in the Retail Industry (ETI)

PREDICTORS	ESTIMATED EQUATIONS	
Job Characteristics Index (JCI)	$\hat{y} = -11.1730 + .1065(JCI)[.0355]$	$R^2 = .0466, F = 4.110, \alpha \leq .05, n=85$
Autonomy (A)	$\hat{y} = -6.0080 + .3106(TI) [.0459]$	$R^2 = .0516, F = 4.568, \alpha \leq .05, n=85$

Actual probabilities for the estimated regression coefficient, $\hat{\beta}_1$, are shown in brackets.

Table 4-9

Estimated Future Tenure in the Work Force (ETW)

PREDICTORS	ESTIMATED EQUATIONS	
Job Characteristics Index (JCI)	$\hat{y} = -10.4170 + .1029(JCI)[.0314]$	$R^2 = .05, F = 4.791, \alpha \leq .05, n=85$
Autonomy (A)	$\hat{y} = -6.4207 + .3446(A)[.0220]$	$R^2 = .06, F = 5.443, \alpha \leq .05, n=86$

Actual probabilities of significance for the estimated regression coefficient, $\hat{\beta}_1$, are shown in brackets.

where:

y_1 = Estimated Future Tenure in the Retail Organization after the age of normal retirement.

y_2 = Estimated Future Tenure in the Retail Industry.

y_3 = Estimated Future Tenure in the Work Force after the age of normal retirement.

SAT = Satisfaction with the job's characteristics.

ϵ_{1i} = Error Term for y_1 .

ϵ_{2i} = Error Term for y_2 .

ϵ_{3i} = Error Term for y_3 .

The null hypothesis tested for β_1 was $H_0: \beta_1 = 0$ versus the alternative hypothesis that the parameter β_1 was not equal to zero; that is, $\beta_1 \neq 0$.

(H_{02-y1}). Satisfaction with the job's content was statistically significant in predicting the Estimated Future Tenure of older retail workers with their retail companies, (ETR) ($F=6.245, p \leq .01, n=104$). Additionally, six percent of the variance in the dependent variable, ETR, was explained by the independent variable.

$$\hat{y}_1 = -9.2264 + .4033(\text{SAT})$$

(.0140)

(H_{02-y2}). Satisfaction with the job's content was also statistically significant in predicting the older employee's Estimated Future Tenure in the retail industry [ETI] ($F=5.294, p \leq .05, n=86$) accounting for six percent of the variance in this tenure intention.

$$\hat{y}_2 = -9.2919 + .4274(\text{SAT})$$

(.0239)

(H_{02-y3}). Satisfaction with the job content areas was used to predict the older employee's Estimated Future Tenure in the work force (ETW) after the age of normal retirement. The model explained five percent of the variance in the dependent variable and was statistically significant (F=4.528, p≤.05, n=85)

$$\hat{y}_3 = -7.7366 + .3765(\text{SAT})$$

$$(.0364)$$

***Estimated Future Tenure as predicted by the independent variable:
Organizational Commitment***

H₀₃ Organizational Commitment will not affect the employees' behavioral intentions to:

- 1) stay in the retail organization.
- 2) stay in the retail industry.
- 3) stay in the work force.

The models estimated were:

$$y_1 = \beta_0 + \beta_1(\text{CMT}) + \varepsilon_{1i}$$

and $y_2 = \beta_0 + \beta_1(\text{CMT}) + \varepsilon_{2i}$

and $y_3 = \beta_0 + \beta_1(\text{CMT}) + \varepsilon_{3i}$

where:

y_1 = Estimated Future Tenure with the Retail Organization after the age of normal retirement.

y_2 = Estimated Future Tenure with the Retail Industry after the age of normal retirement.

y_3 = Estimated Future Tenure with the Work Force after the age of normal retirement.

CMT = Organizational Commitment.

ε_{1i} = Error Term for y_1 .

ε_{2i} = Error Term for y_2 .

ε_{3i} = Error Term for y_3 .

The null hypothesis tested for β_1 was $H_0: \beta_1 = 0$ versus the alternative hypothesis that the parameter β_1 was not equal to zero; that is, $\beta_1 \neq 0$.

(H_{03-y1}). An F-value of 20.937 was used to test the null hypothesis that the parameter estimate in this model equals zero. The associated probability value ($p \leq .001$) indicated that the Organizational Commitment term was a highly significant predictor of the dependent variable, ETR (Estimated Future Tenure with the retail organization after the age of normal retirement) and explained 17% of the variance in the dependent variable ($n=103$).

$$\hat{y}_1 = -14.6390 + .2611(\text{CMT})$$

(.0001)

(H_{03-y2}). When the term, ETI (Estimated Future Tenure with the retail industry after the age of normal retirement) was regressed against Organizational Commitment, a significant model was revealed ($F=11.960$, $p \leq .001$, $n=84$). Organizational Commitment accounted for 13% of the variance in ETI in this model.

$$\hat{y}_2 = -12.1990 + .2281(\text{CMT})$$

(.0009)

(H_{03-y3}). The linear Organizational Commitment term was again used to predict older retail worker's Estimated Future Tenure in the work force after the age of normal retirement. While the model explained only seven percent of the variance in the criterion variable, it was statistically significant ($F=6.931$, $p \leq .01$, $n=84$).

$$\hat{y}_3 = -8.7751 + .1740(\text{CMT})$$

(.0101)

Discussion of univariate results. A summary of the results of testing hypotheses one, two and three are listed in tabular form in Table 4-10. First, all of the study's dependent variables (except the strength of intention to stay with the work force) were significantly predicted by the Job Characteristics Index (JCI) in the univariate regression models. Relative to the strength of their desire to stay with the retailer, all of the JCI components except skill variety were significant estimators. These results occurred in the same order as the bivariate relationships.

Relative to the respondent's Estimated Future Tenure Intentions with the Retail Company, the JCI and three of its components, autonomy, task identity and feedback, were significant predictors. While the JCI also significantly predicted both their Estimated Future Tenure Intentions with the Retail Industry and Work Force, only the autonomy component was a significant estimator for both of these dependent variables.

Satisfaction with the job's structure was also an important predictor of the strength of the employees' decisions to stay with the retail companies in the future, as well as the projected number of years beyond retirement they intend to stay with the retail company, the retail industry and the work force. Organizational commitment, however, explained a greater proportion of their desire to remain employed beyond retirement with their respective company as well as length of planned time to stay with that company and the retail industry. The job attitudes, with respect to Strength of Intention to Stay with the Work Force (SWW) were not effective predictors. Additionally, Organizational Commitment did not explain a great proportion of the variance in the older worker's estimated length of future tenure in the work force

Table 4-10

Summary of Results, Hypotheses One, Two and Three (stated in null form)
using Two Methods for Measuring Employment Intentions

VARIABLE	Job Characteristics Index	Job Satisfaction	Organizational Commitment
SWR	Rejected (A, FR, TI, FE & DWO significant)	Rejected	Rejected
SWW	Accepted	Accepted	Accepted
ETR	Rejected (A, TI, FE significant)	Rejected	Rejected
ETI	Rejected (A significant)	Rejected	Rejected
ETW	Rejected (A significant)	Rejected	Rejected

SWR = Strength of Intention to Stay w/ Retailer, SWW = Strength of Intention to Stay w/ Work Force, ETR = Estimated Future Tenure w/ Retailer, ETI = Estimated Future Tenure w/ Retail Industry, ETW = Estimated Future Tenure w/ Work Force (after the age of 65). Skill Variety (SV); Task Identity (TI); Autonomy (A); Feedback (FE); Friendship Opportunities (FR); Dealing w/ Others (DWO); Overall model contains the JCI, Job satisfaction and organizational commitment.

(ETW). Of the two job attitudes, however, Organizational Commitment accounted for the greater variance in the dependent variable when the relationship was significant.

Post Hoc Analyses

Multiple regression techniques were used in this section to aggregately analyze the effects of the study's independent variables on the employment intention, dependent variables. These *post hoc* procedures were not hypothesized but were performed to aid in determining: a) the specific effects of the Job Characteristics Index grouped in a different manner; and b) the aggregate effects of the JCI, Job Satisfaction and Organizational Commitment on the employment intention variables.

In the first *post hoc* analysis, the Job Characteristics Index was divided into two groups to further analyze its effect on employment considerations of older workers. The first subset, Task-related Job Characteristics (JC), was formed by linearly combining skill variety, task identity and autonomy--those components more related to "responsibilities" in the job. The second subset, People-related Job Characteristics, was formed by linearly combining feedback, friendship opportunities and dealing with others--those components oriented toward human interaction. These terms, then, were used to predict the strength of the subject's intention to stay with the retailer (SWR) or work force (SWW). The results are reported below.

The models estimated were:

$$\begin{aligned}
 & y_1 = \beta_0 + \beta_1(\text{TASK}) + \beta_2(\text{PEOPLE}) + \beta_3(\text{TP}) + \varepsilon_{1i} \\
 \text{and} \quad & y_2 = \beta_0 + \beta_1(\text{TASK}) + \beta_2(\text{PEOPLE}) + \beta_3(\text{TP}) + \varepsilon_{2i} \\
 \text{and} \quad & y_3 = \beta_0 + \beta_1(\text{TASK}) + \beta_2(\text{PEOPLE}) + \beta_3(\text{TP}) + \varepsilon_{3i} \\
 \text{and} \quad & y_4 = \beta_0 + \beta_1(\text{TASK}) + \beta_2(\text{PEOPLE}) + \beta_3(\text{TP}) + \varepsilon_{4i} \\
 \text{and} \quad & y_5 = \beta_0 + \beta_1(\text{TASK}) + \beta_2(\text{PEOPLE}) + \beta_3(\text{TP}) + \varepsilon_{5i}
 \end{aligned}$$

where:

y_1 = Strength of Intention to Stay in the Retail Organization after the age of normal retirement.

y_2 = Strength of Intention to Stay in the Work Force after the age of normal retirement.

y_3 = Estimated Future Tenure with the Retail Organization after the age of normal retirement.

y_4 = Estimated Future Tenure in the Retail Industry after the age of normal retirement.

y_5 = Estimated Future Tenure in the Work Force after the age of normal retirement.

TASK = Task-Related Job Characteristics.

PEOPLE = People-Related Job Characteristics.

TP = Task-Related JCIs * People-Related JCIs.

ϵ_{1i} = Error Term for y_1

ϵ_{2i} = Error Term for y_2 .

ϵ_{3i} = Error Term for y_3 .

ϵ_{4i} = Error Term for y_4 .

ϵ_{5i} = Error Term for y_5 .

The null hypothesis tested for β_1 , β_2 , β_3 , β_4 and β_5 in each of the five equations was

H_0 : $\beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = 0$ versus the alternative hypothesis that at least one of the parameters, (β_1 , β_2 , β_3 , β_4 , β_5), is not equal to zero; that is, $\beta_1 \neq 0$ and/or $\beta_2 \neq 0$ and/or $\beta_3 \neq 0$ and/or $\beta_4 \neq 0$ and/or $\beta_5 \neq 0$.

When the model was used to estimate the Strength of the Intention to Stay with the Retail Organization (SWR), overall, a highly statistically significant model (explaining nine percent of the variance in SWR) resulted ($F=5.962$, $p \leq .001$, $n=195$).

However, only the interaction parameter estimate approached significance ($p=.09$) but was beyond the predetermined probability cut-off level ($\alpha \leq .05$).

$$\hat{y}_1 = 7.4834 - .0915(\text{TASK}) - .0976(\text{PEOPLE}) + .0021(\text{TP})$$

(.2144) (.1492) (.0918)

The Strength of the subject's Intentions to Stay in the Work Force (SWW) after the age of normal retirement was not statistically predicted in this model ($\hat{y}_2$).

The subject's Estimated Future Tenure in the Retail Organization (ETR), in the Retail Industry (ETI) and in the Work Force (SWW) after the age of normal retirement was regressed by the Task-related and People-related terms. A statistically significant model was revealed ($F=5.009$, $p \leq .01$, $n=104$) in the prediction of the older worker's Estimated Future Tenure with their current respective retail organizations. Additionally, 13% of the variance was explained by this grouping of predictor variables. The predicted model was:

$$\hat{y}_3 = 78.0424 - 1.4690(\text{TASK}) - 1.4162(\text{PEOPLE}) + .0274(\text{TP})$$

(.0233) (.0163) (.0112)

Further, each individual parameter, in an of itself, was statistically significant. The actual probabilities, as shown in parentheses above, suggest a strong model for predicting the variable, $\hat{y}_3$.

The model, Estimated Tenure in the Retail Industry (ETI) as a function of Task, People and their interaction, was statistically significant ($F=3.597$, $p \leq .02$, $n=86$)

and accounted for 12% of the variance. These probabilities again suggest a strong model. The predicted model was:

$$\hat{y}_4 = 83.0749 - 1.5386(\text{TASK}) - 1.5355(\text{PEOPLE}) + .0285(\text{TP})$$

(.0351) (.0254) (.0197)

When the respondent's Estimated Future Tenure in the Work Force after the age of normal retirement (ETW) was the dependent variable of interest, the overall multiple regression model was not statistically significant at $\alpha \leq .05$ ($\hat{y}_5$).

In the second *post hoc* analysis, the aggregate effects of the independent variables were explored in preparation for the testing of hypothesis four. Initially, these effects were examined relative to the strength of intention to stay with the current retail company or work force in general after the age of normal retirement. Then, the aggregate effects were explored in regard to the older retail employee's estimate of future tenure (how long they plan to stay) with their current respective retail employers, the retail industry and the work force in general after the age of 65. To test the effects of the aggregate model (JCI, SAT, CMT) on the dependent variables, y_1 through y_5 , the models estimated were:

$$\begin{aligned} & y_1 = \beta_0 + \beta_1(\text{JCI}) + \beta_2(\text{SAT}) + \beta_3(\text{CMT}) + \epsilon_{1i} \\ \text{and} & y_2 = \beta_0 + \beta_1(\text{JCI}) + \beta_2(\text{SAT}) + \beta_3(\text{CMT}) + \epsilon_{2i} \\ \text{and} & y_3 = \beta_0 + \beta_1(\text{JCI}) + \beta_2(\text{SAT}) + \beta_3(\text{CMT}) + \epsilon_{3i} \\ \text{and} & y_4 = \beta_0 + \beta_1(\text{JCI}) + \beta_2(\text{SAT}) + \beta_3(\text{CMT}) + \epsilon_{4i} \\ \text{and} & y_5 = \beta_0 + \beta_1(\text{JCI}) + \beta_2(\text{SAT}) + \beta_3(\text{CMT}) + \epsilon_{5i} \end{aligned}$$

where:

y_1 = Strength of Intention to Stay in the Retail Organization after the age of normal retirement.

y_2 = Strength of Intention to Stay in the Work Force after the age of normal retirement.

y_3 = Estimated Future Tenure with the Retail Organization after the age of normal retirement.

y_4 = Estimated Future Tenure with the Retail Industry after the age of normal retirement.

y_5 = Estimated Future Tenure in the Work Force after the age of normal retirement.

JCI = the Job Characteristics Index.

SAT = Satisfaction with the Job's Characteristics.

CMT = Organizational Commitment.

ϵ_{1i} = Error Term for y_1 .

ϵ_{2i} = Error Term for y_2 .

ϵ_{3i} = Error Term for y_3 .

ϵ_{4i} = Error Term for y_4 .

ϵ_{5i} = Error Term for y_5 .

The null hypothesis tested for β_1 , β_2 , β_3 , β_4 and β_5 for each of the five equations was $H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = 0$ versus the alternative hypothesis that at least one of the parameters, $(\beta_1, \beta_2, \beta_3, \beta_4, \beta_5)$, is not equal to zero; that is, $\beta_1 \neq 0$ and/or $\beta_2 \neq 0$ and/or $\beta_3 \neq 0$ and/or $\beta_4 \neq 0$ and/or $\beta_5 \neq 0$.

The independent variables (the JCI, Satisfaction with the job characteristics and Organizational Commitment) explained 19% of the variance in the dependent variable when estimating the respondent's Strength of Intention to stay with the retail organization (SWR) after normal retirement age [$F=14.299$, $p \leq .001$, $n=187$].

Organizational Commitment was the most significant parameter in the overall model [see actual probabilities in parentheses below].

$$\hat{y}_1 = .2716 + .0013(\text{JCI}) + .0021(\text{SAT}) + .0523(\text{CMT})$$

(.8948) (.9563) (.0001)

The subject's strength of intention to stay in the work force (SWW) after the age of 65 was not statistically predicted by this group of independent variables ($\hat{y}_2$).

When the criterion, Estimated Future Tenure with the Retail Company after the age of normal retirement (ETR) was regressed against the JCI, Job Satisfaction and the Organizational Commitment terms, a significant model was revealed ($F=7.068$, $p \leq .001$, $n=102$). These three predictor variables, taken together, explain approximately 18% of the variance in the criterion variable. Upon examining the actual probabilities of each parameter estimate [see actual probabilities in parentheses] in the following equation, Organizational Commitment yielded the only statistically significant result.

$$\hat{y}_3 = -16.3873 + .0476(\text{JCI}) - .1467(\text{SAT}) + .2584(\text{CMT})$$

(.4636) (.5610) (.0007)

When the criterion, Estimated Future Tenure with the Retail Industry (ETI) was regressed against the JCI, Job Satisfaction and the Organizational Commitment terms, a statistically significant model was also observed ($F=3.943$, $p \leq .001$, $n=83$).

These variables explain approximately 13% of the variance in the subject's ETI (again, the actual probabilities are in parentheses).

$$\hat{y}_4 = -13.3872 + .0058(\text{JCI}) + .0697(\text{SAT}) + .20830(\text{CMT})$$

(.9404) (.8169) (.0170)

Finally, when the Estimated Future Tenure with the Work Force (ETW) was estimated by the predictor variables, the JCI, Satisfaction and Commitment ($\hat{y}_5$), a statistically significant model at $\alpha \leq .05$ was not observed.

Discussion of post hoc results. Multiple regression procedures were used to perform analyses not specifically hypothesized in the study. These findings are also listed in Table 4-10. First, the job content factors were subjectively grouped by orientation--task-related (TASK) or people-related (PEOPLE) to further examine the job characteristic effects on the sample's employment intentions. Dichotomously grouping the factors in this manner greatly increased the explanatory power in the significant relationships (both TASK and PEOPLE variables were significant predictors) with the dependent variables (intentions with respect to the work force [SWW and ETW] were the only nonsignificant relationships in this model). Since the explanatory power increased about two-fold (in comparison with the univariate analyses) it seems likely that loading entry-level jobs in task-related factors as a group and people-related factors as a group would have a great positive effect in increasing the number of years planned to stay in the Retail organization and industry.

The study's independent variables (the Job Characteristics Index, Job Satisfaction and Organizational Commitment) were also combined in order to form an overall regression model. When testing the effects of the overall model on the employment intentions of the sample, their intentions with respect to the work force (strength of decision to stay and estimated length of time intended to stay) after the age of 65 were not significantly predicted. The older retail employee's decisions, however, to work with their respective retail companies was affected by the study's variables. Their estimates of how long after age 65 they plan to work with the retailer was also significantly affected by the variables used in the overall model as was their expected future tenure in the retail industry. Additionally, the variable, Organizational Commitment was the most significant variable in the overall model's significant effects.

TESTING OF HYPOTHESIS FOUR

In order to test the overall model while controlling for the effect of the demographic variable, Age, the incremental partitioning of variance procedure (hierarchical inclusion regression technique) was used. After the control variable (Age of respondent) was entered on Step One, the Job Characteristics Index was selected for entry on Step Two, Satisfaction with the job's content on Step Three and Organizational Commitment on Step Four.

. . . although R^2 is invariant regardless of the order of entry of the independent variables into the analysis, the proportion of variance incremented by a given variable depends upon its specific point of entry, except when the independent variables are not intercorrelated (Pedhazur, 1982, p. 175).

Table 4-11 is a representation of the results of the incremental effects models used in the examination of the study's independent variables on the subject's intention to stay with their own respective retail companies (strength of intention and estimated length of time planned to stay) beyond age 65. That analysis is presented in this section first. Table 4-12 is a representation of the incremental effects model used to test hypothesis four in regard to the subject's intentions to stay in the work force (strength of intention and estimated length of planned time to stay) beyond age 65. That analysis is presented second.

***Strength of Intention to Stay and Estimated Future Tenure with the
Retailer: Hierarchial Inclusion Analyses***

H₀₄ After controlling for Age, there will be no incremental effect of:

- a) The Job Characteristics Index,
- b) Satisfaction with the Job's six Characteristics, and
- c) Organizational Commitment

on the subject's intentions to stay in the retail organization.

The sequential models estimated for each step were:

STEP

1. $SWR = \beta_0 + \beta_1(AGE) + \epsilon_1$
2. $SWR = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \epsilon_2$
3. $SWR = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \epsilon_3$
4. $SWR = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \beta_4(CMT) + \epsilon_4$

and

STEP

1. $ETR = \beta_0 + \beta_1(AGE) + \epsilon_1$
2. $ETR = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \epsilon_2$

Table 4-11

Hierarchical Regression Results: Intentions to Stay with the Retail Organization

(Strength of Intention to Stay)							(Estimated Future Intention)						
STEP	INDEPENDENT VARIABLES	Full equation at each step			Change from previous step			Full equation at each step			Change from previous step		
		R	F	df	ΔR	F	df	R	F	df	ΔR	F	df
1.	Age	.1660	37.028***	1; 186	.1660	37.028***	1; 186	.4140	72.759***	1; 103	.4140	72.759***	1; 103
2.	Age, JCI	.2494	30.729***	2; 185	.0834	20.444***	1; 185	.4539	42.394***	2; 102	.0399	7.379**	1; 102
3.	Age, JCI, Satisfaction	.2577	21.290***	3; 184	.0083	2.057	1; 184	.4544	28.038***	3; 101	.0005	.0926	1; 101
4.	Age, JCI, Satisfaction, Commitment	.3302	21.941***	4; 178	.0725	19.267***	1; 183	.5192	26.460***	4; 98	.0320	6.293*	1; 100

*p≤.05 **p≤.01 ***p≤.001

JCI=Job Characteristics Index.

*p≤.05 **p≤.01 ***p≤.001 JCI=Job Characteristics Index.

Table 4-12

Hierarchical Regression Results: Intentions to Stay in the Labor Force

		(Strength of Intention to Stay)					(Estimated Future Tenure)						
STEP	INDEPENDENT VARIABLES	Full equation at each step			Change from previous step		Full equation at each step			Change from previous step			
		R	F	df	ΔR	F	df	R	F	ΔR	F	df	
1.	Age	.0578	11.353***	1; 185	.0578	11.353***	1; 185	.2243	24.294***	1; 84	.0623	24.294***	1; 84
2.	Age, JCI	.0631	6.196**	2; 184	.0053	1.035	1; 184	.2555	14.242***	2; 83	.0312	3.436	1; 83
3.	Age, JCI, Satisfaction	.0776	5.134**	3; 183	.0145	2.877	1; 183	.2555	9.382	3; 82	.0000	.000	1; 82
4.	Age, JCI, Satisfaction, Commitment	.0779	3.737*	4; 177	.0003	.0579	1; 177	.2689	7.263***	4; 79	.0134	1.448	1; 79

* $p \leq .05$ ** $p \leq .01$ *** $p \leq .001$

JCI=Job Characteristics Index.

3. $ETR = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \varepsilon_3$
4. $ETR = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \beta_4(CMT) + \varepsilon_4$

where:

SWR = Strength of Intention to Stay in the Retail Organization after the age of normal retirement.

ETR = Estimated Future Tenure with the Retail Organization after the age of normal retirement.

AGE = Age of respondent at last birthday.

JCI = Job Characteristics Index.

SAT = Satisfaction with the six Job Characteristics.

CMT = Organizational Commitment.

ε_i = Error Term for SWR_i and ETR_i where $i = \text{STEP } 1, \dots, 4$.

The null hypotheses tested for each equation for β_1 , β_2 , β_3 and β_4 incrementally were:

STEP

1. $H_0: \beta_1 = 0$
2. $H_0: \beta_1 = 0, \beta_2 = 0$
3. $H_0: \beta_1 = 0, \beta_2 = 0, \beta_3 = 0$
4. $H_0: \beta_1 = 0, \beta_2 = 0, \beta_3 = 0, \beta_4 = 0$

versus the alternative hypothesis that at least one of the parameters,

$(\beta_1, \beta_2, \beta_3, \beta_4)$, was not equal to zero within each of the steps, that is:

STEP

1. $H_A: \beta_1 \neq 0$
2. $H_A: \beta_1 \neq 0 \text{ and/or } \beta_2 \neq 0$
3. $H_A: \beta_1 \neq 0 \text{ and/or } \beta_2 \neq 0 \text{ and/or } \beta_3 \neq 0$
4. $H_A: \beta_1 \neq 0 \text{ and/or } \beta_2 \neq 0 \text{ and/or } \beta_3 \neq 0 \text{ and/or } \beta_4 \neq 0$.

(H_{04-SWR}). The control variable, respondent Age, explained approximately 17% of the variance in the criterion variable, Strength of Intentions to Stay with the Retailer after normal retirement age (SWR). When used alone to predict SWR, a highly statistically significant model resulted.

(H_{04-ETR}). Respondent Age, entered on STEP ONE in the prediction of the dependent variable, Estimated Future Tenure with the Retailer after retirement age, also reveals a highly statistically significant model. This model, however, has a great deal more explanatory power than the former ($R^2=.41$).

(H_{04a-SWR}). On STEP TWO of the equation, the Job Characteristics Index was used to predict the Strength of the Respondent's Intentions to Stay with their Retailers beyond retirement age. Approximately eight percent more of the variance was explained by the JCI and the model was highly statistically significant. This is evidence that there was an incremental effect of job design characteristics on the strength of the subject's desire to continue working with the retailer beyond age 65.

(H_{04a-ETR}). The results, when the JCI was added in the prediction of the respondent's Estimated Future Tenure with the Retailer, indicate that this variable contributes a negligible degree in the explanation of ETR (RSQUARE was only four percent larger); however, this too, was a statistically significant model.

(H_{04b-SWR}). Satisfaction with the job's content was entered on STEP THREE of the equation. This variable contributed less than one percent in explaining the variance in the criterion variable, Strength of decision to Stay in the Retail Organization (SWR) after normal retirement age. The model was not statistically significant.

(H_{4b-ETR}). Satisfaction with the job's content also contributed an inconsequential degree of explanatory power to the dependent variable, Estimated Tenure with the Retailer after the age of normal retirement (ETR). This model was also not significant.

(H_{4c-SWR}). The predictor, Organizational Commitment, entered on STEP FOUR of this model contributed approximately six percent in explaining the variance in the criterion measure, Strength of Intended Tenure in the Retail Organization (SWR) over and above that already explained by the previous independent variables. Although this result was negligible, the model was highly statistically significant.

(H_{4c-ETR}). When Organizational Commitment was entered on STEP FOUR in the prediction of the subject's Estimated Future Tenure with their respective retail companies, there was only a three percent differential in explanatory power beyond STEP THREE and the probability level of significance in this model was lower by comparison.

***Estimated Future Tenure with the Retail Industry:
Hierarchial Inclusion Analyses***

H_{4a} After controlling for Age, there will be no incremental effect of:

- a) The Job Characteristics Index.
- b) Satisfaction with the Job's six Characteristics, and
- c) Organizational Commitment

on the subject's intentions to stay in the Retail Industry.

STEP

1. $ETI = \beta_0 + \beta_1(AGE) + \varepsilon_1$
2. $ETI = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \varepsilon_2$
3. $ETI = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \varepsilon_3$
4. $ETI = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \beta_4(CMT) + \varepsilon_4$

where:

ETI = Estimated Future Tenure with the Retail Industry after the age of normal retirement.

AGE = Age of respondent at last birthday.

JCI = Job Characteristics Index.

SAT = Satisfaction with the six Job Characteristics.

CMT = Organizational Commitment.

ε_i = Error Term for ETI_i where $i = \text{STEP } 1, \dots, 4$.

The null hypotheses tested for each equation for β_1 , β_2 , β_3 and β_4 incrementally were:

STEP

1. $H_0: \beta_1 = 0$
2. $H_0: \beta_1 = 0, \beta_2 = 0$
3. $H_0: \beta_1 = 0, \beta_2 = 0, \beta_3 = 0$
4. $H_0: \beta_1 = 0, \beta_2 = 0, \beta_3 = 0, \beta_4 = 0$

versus the alternative hypothesis that at least one of the parameters,

$(\beta_1, \beta_2, \beta_3, \beta_4)$, was not equal to zero within each of the steps; that is,

STEP

1. $H_A: \beta_1 \neq 0$
2. $H_A: \beta_1 \neq 0 \text{ and/or } \beta_2 \neq 0$
3. $H_A: \beta_1 \neq 0 \text{ and/or } \beta_2 \neq 0 \text{ and/or } \beta_3 \neq 0$
4. $H_A: \beta_1 \neq 0 \text{ and/or } \beta_2 \neq 0 \text{ and/or } \beta_3 \neq 0 \text{ and/or } \beta_4 \neq 0$.

(H_{04}). The 28% RSQUARE value in the initial model shows that the number of years the subject's estimate they will remain in the retail industry is largely a function of their Age ($F=32.019$, $p \leq .001$, $n=85$).

(H_{04a-ETT}). Beyond the control variable, Age, the Job Characteristics explain four percent more of the variance in the respondent's retail industry tenure intentions. This model was also statistically significant (F= 38.164, p≤.001, n=84).

(H_{04b-ETT}). The contribution of Satisfaction with the job's characteristics to the explanation of the respondents reasons for staying in the retail industry beyond age 65 was not statistically significant at $\alpha \leq .05$.

(H_{04c-ETT}). Organizational Commitment also did not have a significant incremental effect on the subject's Estimated Future Tenure in the Retail Industry.

***Strength of Intention to Stay and Estimated Future Tenure in the Work Force:
Hierarchial Inclusion Analyses***

H₀₄ After controlling for Age, there will be no incremental effect of:

- a) The Job Characteristics Index,
- b) Satisfaction with the Job's six Characteristics, and
- c) Organizational Commitment

on the subject's intentions to stay in the work force.

The sequential models estimated for each step were:

STEP

1. $SWW = \beta_0 + \beta_1(AGE) + \epsilon_1$
2. $SWW = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \epsilon_2$
3. $SWW = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \epsilon_3$
4. $SWW = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \beta_4(CMT) + \epsilon_4$

and

STEP

1. $ETW = \beta_0 + \beta_1(AGE) + \varepsilon_1$
2. $ETW = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \varepsilon_2$
3. $ETW = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \varepsilon_3$
4. $ETW = \beta_0 + \beta_1(AGE) + \beta_2(JCI) + \beta_3(SAT) + \beta_4(CMT) + \varepsilon_4$

where:

SWW = Strength of Intention to Stay in the Work Force after the age of normal retirement.

ETW = Estimated Future Tenure in the Work Force after the age of normal retirement.

AGE = Age of respondent at last birthday.

JCI = Job Characteristics Index.

SAT = Satisfaction with the six Job Characteristics.

CMT = Organizational Commitment.

ε_i = Error Term for SWW_i and ETW_i where $i = \text{STEP } 1, \dots, 4$.

The null hypotheses tested for each equation for β_1 , β_2 , β_3 and β_4 incrementally were:

STEP

1. $H_0: \beta_1 = 0$
2. $H_0: \beta_1 = \beta_2 = 0$
3. $H_0: \beta_1 = \beta_2 = \beta_3 = 0$
4. $H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$

versus the alternative hypothesis that at least one of the parameters,

$(\beta_1, \beta_2, \beta_3, \beta_4)$, was not equal to zero within each of the steps, that is:

STEP

1. $H_A: \beta_1 \neq 0$
2. $H_A: \beta_1 \neq 0$ and/or $\beta_2 \neq 0$
3. $H_A: \beta_1 \neq 0$ and/or $\beta_2 \neq 0$ and/or $\beta_3 \neq 0$
4. $H_A: \beta_1 \neq 0$ and/or $\beta_2 \neq 0$ and/or $\beta_3 \neq 0$ and/or $\beta_4 \neq 0$.

(H_{04-SWW}). The control variable, respondent Age, explains a negligible six percent of the variance in the criterion variable, strength of intentions to stay in the work force after normal retirement age (SWW); however, when used alone to predict SWW, a highly statistically significant model resulted.

(H_{04-ETW}). Respondent Age, entered on STEP ONE in the prediction of the dependent variable, Estimated Future Tenure with the Work Force after retirement age, also reveals a highly statistically significant model. This model also accounts for a small degree of variance explanation ($R^2=.06$).

(H_{04a-SWW}). On STEP TWO of the equation, the Job Characteristics Index was used to predict the strength of the respondent's intentions to stay in the work force beyond retirement age. This contributed inconsequentially in the explanation of the variance in the dependent variable and did not reach the acceptable level of statistical significance ($\alpha \leq .05$).

(H_{04a-ETW}). The JCI, when added in the prediction of the respondent's Estimated Future Tenure in the work force, does not have a substantial incremental effect above the initial variable, respondent age. This model, also, did not reach the acceptable level of statistical significance.

(H_{04-SWW}). Satisfaction with the job's content was entered on STEP THREE of the equation. The incremental effect of this variable above those added previously was only one percent. This variable was not significantly useful in predicting the strength of the subject's intention to stay in the Work Force after the age of normal retirement.

(H_{04-ETW}). RSQUARE did not change when Satisfaction with the job's content was added on STEP THREE in the determination of the incremental effect on the criterion, Estimated Future Tenure in the Work Force. This model was not significant.

(H_{04-SWW}). The predictor, Organizational Commitment, entered on STEP FOUR of this model did not have an incremental effect on the intensity of the subject's decision to continue working beyond retirement age.

(H_{04-ETW}). When Organizational Commitment was entered on STEP FOUR in estimating the incremental effect on the subject's estimated future employment tenure in general, the result was not significant.

Discussion of Incremental Effects Results. A summary of hypothesis four findings are listed in Table 4-13. Generally, in projecting the future employment intentions of this retail sample, who at present are age 50 and older, the results clearly indicate that the Age of the respondent was the most important factor in regard to not only the decision to continue working, but also to 65 length of time anticipated to work beyond the age of 65. Tests with other independent variables were significant, but the Age of

Table 4-13

Summary of Results, Hypotheses Four (stated in null form)
using Two Methods for Measuring Employment Intentions

VARIABLE	SWR	SWW	ETR	ETI	ETW
H_{04} (AGE)	Not Hypothesized	Not Hypothesized	Not Hypothesized	Not Hypothesized	Not Hypothesized
H_{04} (JCI AGE)	Rejected	Accepted	Rejected	Rejected	Accepted
H_{04} (SAT AGE JCI)	Accepted	Accepted	Accepted	Accepted	Accepted
H_{04} (CMT AGE JCI SAT)	Rejected	Accepted	Rejected	Accepted	Accepted

SWR = Strength of Intention to Stay w/ Retailer, SWW = Strength of Intention to Stay w/ Work Force, ETR = Estimated Future Tenure w/ Retailer, ETI = Estimated Future Tenure w/ Retail Industry, ETW = Estimated Future Tenure w/ Work Force (after the age of 65).

the respondent resulted in by far the largest RSQUARE values (see change in RSQUARE columns, Tables 4-11 and 4-12). Age of respondent, however, was not expressly hypothesized in this study.

Beyond the Age effect in these hierarchial models, the JCI was significant only in predicting the subject's strength of intention to stay with the retailer, and estimated future tenure with the retailer and retail industry. However, in each case, the JCI contributed only negligible amounts to the explanation of the variance in the dependent variable of interest (R^2 ranged from .04 to .08). Satisfaction with the job's characteristics was never significant in these models while organizational commitment was significant with respect to strength of and estimated future length of tenure with the retail organization.

These results suggest that after controlling for the effect of Age, more complex job designs do affect the employment intentions of older workers and that strong attitudes of commitment to the organization, in particular, have a greater impact on the older retail worker's decision to remain employed beyond age 65.

CHAPTER DISCUSSION

Sales is projected to be one of the five occupations expected to undergo faster than normal employment growth (Kutscher, 1987). Declining birth rates have contributed to a shortage of young adults who have typically been retailer's chief labor resource. As the baby boom generation ages, work force participation among older women has been increasing. While wholesale and retail trade in general employs over 60% of all older workers, women, age 65 or over, have been overrepresented in these

occupations (Morrison, 1983). The sample studied here was predominantly female (92%). These trends suggest that the focus should shift toward understanding the attitudes of present employees in order to determine methods for retaining them in the work force, retail industry or retail company longer. One method is the redesign of the job's structure. Additionally, retirement patterns (choices) among women is a relatively new phenomenon. This study provides impetus to research in the direction of studying factors which affect labor force attachment decisions.

Past research on satisfaction and age revealed that a positive linear relationship between the two variables leans more in the direction of "intrinsic" satisfaction. The present study focused only on the relationship between intrinsic (job itself) satisfaction and employment intentions of an older age cohort but the implications are uncertain. Bivariate and univariate statistical models revealed significant and/or predictive relationships; however, the explanatory power was negligible. Further, beyond Age and the job characteristics, satisfaction did not significantly explain employment intentions. Intrinsic satisfaction with specific aspects of work warrant further study as the instrument used may have trivialized the finding.

Organizational commitment accounted for the greatest amount of variance in the employment intentions of older retail workers. Strong "work ethic" values and a sense of pride and/or loyalty in one's place of work all have a direct affect on decisions to stay employed and number of years planned to remain employed with a retail company or industry or the work force in general as demonstrated in this study.

Youth labor has primarily been in the entry-level position where the majority of the high turnover rates experienced by retailers has occurred. Further study on turnover intentions as well as the incidence of turnover for older workers in entry-level retail positions is needed. Retailers need to employ tactics to ensure its work force stability. It is supported in the literature (including the present analysis) that organizational commitment is strong among older workers. It is also supported in the literature that strong organizational commitment levels are associated with strong employment participation levels. It would seem, then, that retailers would recruit and hire older employees for these positions.

The literature shows that the activist baby boom generation will demand meaningful work. "Older" baby boomers will generally be better educated with more experience and training than their predecessors. Retailers may impact the employment participation decisions of older retail workers by enriching their entry-level positions. The results of the present study suggest that job design characteristics significantly affect the employment intentions of an older cohort. Autonomy was the job factor which accounted for the greatest variance in employment intentions. Lewicki, Bowen, Hall and Hall (1988) state that jobs have been divided into specializations, that is, the "doing" has been separated from the "planning, controlling, and so on". Vertical loading of the job would "despecialize" a job--in effect, bring the parts back together thereby increasing personal power over the responsibilities of the job. Increasing autonomy, the results indicate, would in general, influence decisions to stay as well length of time planned to stay beyond retirement age.

It is represented in the literature that older workers want part-time work.

Work schedules for entry-level retail positions seem favorable to the workplace needs of older workers. When baby boomers reach their elder years, however, part-time work may need to be redefined. Herz and Rones (1989) state that in a new-concept of part-time work, the wages and benefits of full-time jobs will be prorated for part-time jobs. Following upon this notion, the retail entry-level position may also need to be reconceptualized in order to challenge and motivate this particular cohort.

The majority of turnover and retention process models demonstrate that the intention to stay or quit is immediately antecedent to actual staying or leaving behavior, respectively. Attitude and Intention models used by social psychologists show that the intention to behave in a particular manner is strongly linked to the actual behavior. An Attitude theoretical approach was taken to link employment intentions of older retail workers to beliefs (perceptions) about the presence of job parts this research project. The major implication is that employment intentions of an older cohort are influenced by their levels of organizational commitment and the job's design and therefore retailers should devise strategies to enhance these factors for their entry-level employment positions. However, the procedure needs additional investigation as the link between intrinsic satisfaction and employment intentions in this model is suspect. Additionally, this study was exploratory and not all of the linkages were examined. While the JCI was tied to employment intentions, and organizational commitment was associated with employment intentions, linkages of the JCI with the job attitudes were not hypothesized.

Chapter V

SUMMARY, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

The character of the U.S. population is changing profoundly in that our nation is aging. Older Americans will make up 12% of the population by the year 2000 (Kauffman, 1987), the first baby boomer will be age 65 by the year 2010 (Olson, 1982) and the older age group will peak in number by the year 2030 (Morrison, 1983a). Meanwhile, birth rates and mortality rates are continuing their decline. Firms with substantial numbers of entry-level employment positions are finding that there are not enough young adults to meet their labor-replacement needs.

Traditionally, the retail salesworker was between the ages of 16 and 24 and did not view these entry-level positions as "permanent". Retailers relied on pools of younger age groups for the entry-level position and tolerated the high turnover rates accompanying their employment. As the youth labor pool rapidly shrinks in number, senior managements of retail corporations are discovering that retention strategies must take top priority. Faced with stiff competition from other industries which also rely on new labor-market entries, retail employers will have to begin offering job opportunities as well as job characteristics which will satisfy the needs of job seekers (Feuer, 1987).

The results of previous research studies show that many older people want to continue working beyond retirement. For example, one-third of non-working American Association of Retired People (AARP) members indicated a preference for continued employment (Kelly, 1990; Zetlin, 1989). The major reasons why older

workers seek continued employment include job enjoyment, feelings of usefulness or the need for economic or health benefits (Zetlin, 1989).

Older workers, however, have been confronted with a variety of workplace barriers. These obstacles include public and private sector policies historically put in place to discourage their labor force participation. Needless-to-say, these barriers are beginning, albeit slowly, to come down as employers begin to recognize the positive attributes of the older worker. Doering, Rhodes and Schuster (1983) report that characteristics of older workers include: fewer absences or injuries, greater job satisfaction, lower turnover rates and lower job-related stress levels. Based on Zetlin's (1989) research, older workers are committed, loyal, mature and punctual. DeMico and Reid (1988) found that older food service workers received higher evaluations on overall job performance, quality of work, dependability, attitude, emotional maturity and guest relations than did their younger counterparts. Moreover, the values held by older workers are more intrinsic than extrinsic (Bourne, 1983; DeMico & Reid, 1988) in that the need for affiliation, esteem and security increase with age (DeMico & Reid, 1988).

As corporate America begins to encourage longer labor force participation to solve their labor shortage problems, they must recognize the special workplace needs of older employees. For example, many older workers would delay retirement if job responsibilities were decreased or flexible or part-time schedules offered (DeMico & Reid, 1988; Olson, 1982; Sheppard, 1981).

The focus of this study was on the employment intentions of older retail workers. As various researchers have examined constructs of attitudinal commitment (job, organizational and career), the present analysis was used to differentiate constructs of employment intentions (stay with retail company or industry or work force in general). A great deal of research involving the retail salesworker has been generated. While more empirical studies have focused on the job attitudes of retail employees (namely job satisfaction) little research has been focused on retail turnover and retail job characteristics. Further, age-related differences specific to the "older retail salesworker" have yet to be explored. Given the looming labor resource challenges, the current study seems timely and was designed as an impetus in this direction. This chapter provides a summary of the study and conclusions for the results found. Additionally, implications of the present inquiry and recommendations for future studies will be offered.

Summary of procedures. Twenty-five retail department stores, department store chains or specialty department stores or chains were selected from the 1989 Sheldon's Retail Directory. All twenty-five store branches were located in the Southeastern portion of the United States. Mailing lists with names of entry-level employees, age 50 years or older, were received from Vice Presidents of Human Resources from the five retail store corporate headquarters. Four hundred and fourteen questionnaires were distributed to the sample primarily through the intracompany mailing system.

In addition to data collected relative to the study's independent variables (job characteristics, organizational commitment and job satisfaction), demographic data was

also gathered. Finally, the dependent variable, Intention to Stay after age 65, was measured by three scales: 1) strength of intention to stay with the retail company or industry¹¹ or work force; 2) estimated future tenure (number of years) intended to stay with the retail company or industry or work force; and 3) rank order of reason for staying (which did not yield usable data) and was omitted from the analysis.

The cross-sectional survey research technique resulted in a response rate of 64.5% (n=267). Only surveys with responses to the dependent variable items were included in the analysis and therefore the usable response rate varied by dependent variable. Both strength of intentions to stay after the age of 65 variables (stay with retail company and stay with work force in general) yielded a 47% usable response rate (n=193 each) while the other usable response rates were: estimated future tenure with the retail company, 25% (n=105); estimated future tenure with the retail industry, 21% (n=86); and estimated future tenure with the work force in general, 21% (n=86). The response rates were a major limitation of the study. Kerlinger (1965) states that ideally, return rates should be about 80 to 90 percent which is usually difficult to obtain from mailed questionnaires. Few valid and reliable behavioral intentions to stay or leave scales are available in the literature. Inasmuch as the present exploratory analysis was developed to examine the employment considerations of an older retail work force, it was also a means to add to the literature in terms of employment-intention scale development.

¹¹Recall that the strength of intention to stay with the retail industry (SWI) did not yield adequate data and was therefore not included in the analysis.

A search of the literature revealed many valid and reliable job satisfaction instruments. A further literature review of the relationship between job satisfaction and older workers revealed that they are more satisfied with intrinsic factors of the work environment, that is, the job itself. The researcher-developed satisfaction instrument was designed to measure satisfaction with job characteristics as identified on the Sims, Szilagyi and Keller (1976) job characteristics scale (skill variety, task identity, autonomy, feedback, friendship opportunities and dealing with others). The Sims, Szilagyi and Keller (1976) job characteristics instrument and the Mowday, Steers and Porter (1979) organizational commitment questionnaire were also used in the study's survey questionnaire. These previously validated instruments yielded reliabilities consistent with prior research.

Fishbein and Azjen's (1975) General Attitude Theory formed the basis for this research. That is, the major proposition guiding this investigation was that attitudes which older retail workers have about their entry-level jobs influence their future employment intentions. Through the model, Fishbein and Azjen (1975) maintain that individual's hold certain beliefs about an object which vary in strength and lead the individual to form evaluations about the object, from positive to negative. The specific job (object) attributes (beliefs) studied were the six previously identified job characteristics and the specific job evaluations studied include job satisfaction and organizational commitment.

Further, implicit in the model, the performance of a behavior, with respect to the object, naturally follows from the intention to perform the behavior which in turn

is derived from valutive feelings about the object in question. Behaviors, implied by the employment intentions, and not examined here, include the act of staying with the retail company (company retention), the retail industry (career retention) or participation in the work force (non-retirement) beyond the age of normal retirement (age 65). Finally, job evaluations as well as actual behaviors (staying or leaving) reinforce the strength of the belief that the job possesses the six attributes. These feedback loops also were not studied in the present analysis.

Several analytical techniques were used to measure relationships between the independent and dependent variables. Pearson product moment correlations were used to bivariately measure the strength of relationships between variables. Simple linear regression equations were used to estimate significance of the relationships between predictor and criterion variables. The partitioning of the variance procedure was used to analyze the incremental effect of each independent variable on the dependent variable while holding the demographic variable, Age, constant. Finally, *post hoc* tests were performed to examine the contribution of groups of job characteristics to the employment intentions of older retail workers as well as study the aggregate effect of the study's independent variables on employment intentions.

Summary of Findings and Conclusions. The entry-level retail workers surveyed ranged in age from 50 to 82. The dominate features of these older workers are characteristic to the nature of retailing, that is, overwhelmingly female (92%) low income levels (\$5,000 to \$7,499) and low educational levels (junior high or high school graduates). The low educational levels are also indicative of this cohort since

the traditional role of prime-age women thirty-five years ago was that of primary caregiver in the home; thus, there was little need for extensive education or training. Furthermore, many of those surveyed indicated that they have been working in paid employment nearly forty years and in retailing five to twenty years. Since only entry-level employees were included in the survey, perhaps their employment has been primarily supplementary to the household or perhaps this is a "second career". The reasons given for present employment include: a) to remain active and engaged; b) for economic need; c) to maintain a good attitude; and d) to remain social.

Self-described measures of health-status has been directly linked with nonparticipation in the work force. The sample studied here reported average to excellent health ratings and therefore may be used as a barometer of employment-tenure. The majority of non-managerial, entry-level retail jobs are in floor sales and the majority of the sample held sales positions.

The mean age of the sample was 60.6 years. Possibly a few employees were eligible to receive Social Security income. Older workers who receive these benefits and receive earnings from work are subjected to the Social Security earnings formula which effectively subtracts one dollar from every two dollars earned. Interestingly, many of the older workers in the sample work full-time. The number of respondents currently receiving Social Security Insurance is not known by the researcher. Further, it is indicated in the non-retailing industry literature that older people want part-time employment. The flexibility in scheduling which retailing provides seems conducive to older worker's workplace needs.

Hypotheses one, two and three were subjected to bivariate and univariate analyses. Only the tests relevant to the respondent's Strength of Intentions to Stay in the Work Force (SWW) after the age of 65 were accepted as written. That is, the job characteristics index, satisfaction with the job's content and organizational commitment were not statistically related to the strength of the subject's intentions to stay employed in general after normal retirement age. All other employment intention variables were significantly related to the study's independent variables, again, relative to hypotheses one, two and three.

The finding of significant relationships with the variable, Strength of Intention to Stay with the Retail Company (SWR) after the age of 65 but not with the variable, Strength of Intention to Stay in the Work Force (SWW) after the age of 65 seem somewhat contradictory. The researcher believes, however, that the respondent's have not yet firmly decided on whether or not they will continue to work beyond age 65, but if they do, these results indicate that they may remain employed with their current retail companies. Furthermore, perhaps the Ingram and Lee (1990) and Jackofsky and Peters (1983) conclusion that job behaviors should be predicted by job-specific variables and organizational behaviors predicted by organization-specific variables, and so on, was wise in that one would not generally expect attributes of a particular job or attitudes about that job to determine overall work force employment. ✓

The strength of the intention to stay with the retailer or the work force variables were each evaluated on a five point scale with five indicating a stronger desire. The means for these dependent variables (3.50 and 3.40 respectively)

demonstrate a stronger than average sense of confidence in the decision to stay beyond age 65. Analysis of length of planned employment (number of years past age 65) indicates that the earliest age at which the respondents intend to retire is 60 while the latest employment age will be approximately 71 or 72.

The employment intentions variables were highly correlated. It is likely that there was difficulty in perceiving a difference between staying with a retail company and staying with the retail industry or staying with the retail industry and staying in the work force. (Differences in commitment constructs used in other studies were also difficult to discriminate.)

Bivariate and univariate analyses of the relationship between the job characteristics index (JCI) and employment intentions resulted in significance. Specifically, all the job characteristic components (except skill variety) were related to the strength of intention to stay with the retailer. Retailers who desire to impact the future employment decisions of the older labor force may do well to restructure entry-level positions so that they primarily provide greater independence in the job's design (offer jobholder decision-making power, choice of duties, freedom to troubleshoot in crisis situations, personal control over the management of task completion and the like), provide opportunities to make friends (offer lounge areas, team tasks, and so forth), and allow older workers to complete whole, identifiable pieces of work--from beginning to end--without requiring a variety of skills. Additionally, providing immediate feedback about job performance and opportunities to interact with others

(customers, the community, and so on) may modestly affect older worker's intentions to stay with the retail company after age 65.

Complex job designs were also (mildly) associated with employment longevity. Higher levels of responsibility (to increase perceived Task Identity) and more communication with older, entry-level employees about how well (or how poorly) they perform their jobs were positively associated with longer tenure intentions with the retail company after the age of normal retirement. Autonomy, however, was the strongest predictor of employment intentions with respect to decisions to stay and estimates of how long after age 65 planned to stay.

Post hoc analyses to determine if a combination of job design factors effect a positive change in the subject's future employment intentions showed that TASK-oriented (autonomy, skill variety, task identity) and PEOPLE-oriented (feedback, dealing with others and friendship opportunities) factors as well as the statistical interaction term, significantly affect the length of time they are willing to stay beyond age 65 with the retailer or with the retail industry. Relationships with respect to the work force were not statistically significant. The RSQUARE values of the significant dichotomous groupings were much greater than for the six attributes used separately. Vertical loading of entry-level jobs in groups, then, instead of specifically by job attribute may have a more substantive impact on the future employment intentions of the older-age work force.

Job satisfaction significantly predicted all dependent variables except the strength of intention to stay in the work force. Job satisfaction was more strongly

associated with strength of decisions to stay with the retailer after age 65 than with employment longevity in general. Of the two job attitudes studied, organizational commitment held the greatest explanatory power when relationships with employment intentions were significant. This, perhaps, validates the "global affective nature of commitment versus the immediately reflective nature of satisfaction" concept referred to in the literature. Additionally, it demonstrates that the future employment intentions of older workers may be more a response to a "work ethic" than to a feeling of satisfaction with the job itself.

An overall model containing all of the study's major independent variables was regressed against each dependent variable. The JCI, job satisfaction and organizational commitment, in aggregate form, significantly ($p \leq .001$) predicted the respondent's strength of intention to continue working with their respective retailers, length of time they intend to work with the retailer and the retail industry after the age of 65; however, the RSQUARE values ranged from only 13% to 19%. Additionally, the PROB>T-statistic of each parameter indicated that organizational commitment was the only significant estimator in the overall model which leads one to assume that the usefulness of the overall model is spurious.

To test hypothesis four, the multivariate technique, partitioning of the variance, was used. Primarily, this procedure allows one to measure the incremental effect of predictor variables on the criterion variable--in effect holding a factor constant so that the true effect of subsequent predictors entered may be observed. The results showed that there were no incremental effects of the study's independent variables (the JCI,

SAT and CMT) beyond the respondent's Age on two of the study's dependent variables--Strength of Intention to Stay in the Work Force (SWW) and Estimated Future Tenure in the Work Force (ETW) beyond age 65.

The Job Characteristics Index did have a significant incremental effect on the subject's intentions with respect to the retail company or retail industry. However, there was no incremental effect of satisfaction with the job's content on any of the study's dependent variables. Conceivably, the collinearity between the job satisfaction items and the job characteristics index diluted the effect of job satisfaction in the model. This perhaps was a second limitation of the study. Organizational commitment, also, resulted in a significant incremental effect on the subject's employment intentions. This effect occurred with respect to the employee's length of time expected to stay with the retail company after reaching age 65. In fact, all other variables held constant, organizational commitment demonstrated the greatest effect on employment intentions for this sample.

Finally, all of the study's variables, used in either bivariate, univariate or multivariate format, did not exhibit considerable explanatory power when predicting any of the criterion, employment intention variables. The RSQUARE values ranged from about five percent to approximately forty-four percent. This leads the researcher to believe that while the variables used here are important factors in the subject's employment decisions, there are other determinants, some of which may be beyond measurability, that play a role in older retail workers' employment intentions. The lifestyle preference of the older person, for example, is one variable which could

present a measurement problem, but is likely to have a substantial impact on the employment considerations of older people. Other variables, such as gender, education or work history, are less difficult to measure and may be worthy of investigation. The indirect postulate and finding that the Age of the respondent affects employment intentions support this contention.

Implications. Several implications are evident from this investigation. First, the attitudes of present older employees about employment intentions may be indicative of the attitudes of future older employees. Second, job attitudes may aid in determining methods for retaining an older work force. In particular, strategies to increase levels of organizational commitment influences employment longevity among an older retail sample. The effect of intrinsic satisfaction on employment intentions, however, was not clear and therefore need further study. Finally, complex job designs affect the employment intentions of older workers. Primarily, increasing job autonomy has the largest effect on the strength of their decisions to continue working as well as how long they intend to work after having reached the age of 65.

Recommendations. Several recommendations are also evident from this investigation. These recommendations are presented from the academic viewpoint of research and the practical stance of private industry.

1. In this study, reasons for presently working were queried. Researcher inferences about reasons for working in the future cannot be made as little is really known about the career transition process at the end of working life. Future studies

need to examine actual reasons for employment beyond retirement age in comparison with reasons for working near the end of one's working life.

2. Future studies can employ a longitudinal pre-test, post-test design so that actual turnover as well as the intention to turnover can be measured for the older entry-level retail worker. This procedure would engage certain advantages. Namely, turnover can be analyzed in terms of functional and dysfunctional for this cohort. The attitude held by many employers is that older people are not a worthwhile employment risk.

Analyzing the data in terms of functionality would add to the utility of the study.

Additionally, various data collection methods (such as exit interviews and company records for actual separation data) may be used so that common method variance can be avoided.

3. Examine other characteristics of the older cohort to determine the effect of these variables on employment intentions. None of the independent variables studied in the present analysis reached the fiftieth percentile in explanatory power. One must conclude, then that other factors exist which affect employment decisions of older entry-level retail workers. Some such factors may include gender, marital status, ethnicity, lifestyle and work history. The suggestion that married white females, for example, have lowered labor force attachment levels than their unmarried counterparts (attributable perhaps to retirement income resources such as access to spousal pension) or that black females, in general, have slower withdrawal rates, is available in the literature. These variables may perhaps account for a significant proportion of the variance in older retail worker's employment intentions.

4. Older people, for certain, have one significant factor in common--Age. Beyond that, this cohort may be very different. Future studies may incorporate the notion of individual differences (growth need strength [GNS] in Job Characteristics Model). As well, future studies may build on the Job Characteristics Model in a retailing context by examining other outcomes such as absenteeism, performance and motivation.
5. The statistical technique, path analysis, may be useful in the validation of the links established in the attitude theoretical paradigm posed in present analysis. Or future researchers may opt to reconceptualize this study to fit the second Fishbein and Azjen (1975) framework, the "Theory of Reasoned Action model" which may be useful if one wishes to determine the role of subjective norm in employment intentions.
6. Employment intentions with respect to a job or an organization or an career (industry) or with working in general may vary with commitment to the job or the organization or a career or to working in general; therefore, it is recommended that commitment constructs be studied.
7. Future studies should devise multidimensional scales to measure employment intentions. Additionally, Likert-scales should be broadened to 7-points as opposed to the 5-point technique used here to heighten the instrument's sensitivity to the response items. Finally, attempts to obtain higher levels of measurement are always favorable. Perhaps a change in the design of future studies and the restructuring of items used to acquire higher levels of measurement may yield higher response and usable data rates.

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APPENDICES

Appendix A:
INITIAL LETTER TO THE RETAILER & POST CARD

THE UNIVERSITY OF TENNESSEE
KNOXVILLE

Date



College of
Human Ecology

Textiles,
Merchandising
and Design

Vice President Name
Company Name
Street
City, State Zip-Code

Dear Vice President Name:

I would like to offer COMPANY NAME the opportunity to participate in a unique and important study. This study focuses on the value of older employees as a labor stabilizer in an era of labor shortages and high labor turnover rates.

From your company, I would like to request a list of names and addresses of entry-level, non-managerial employees who were born prior to January 1, 1939. This list will provide a population of older employees to whom surveys on "their attitudes toward the job's characteristics" can be mailed.

Although individual responses to the survey will remain confidential and anonymous, the summarized results will be provided for your benefit.

For your convenience, I have enclosed a post card for you to indicate your desire to participate in this study. After having received a positive response, I will contact you by telephone to discuss obtaining the list of employees as well as any questions you may have in regard to your involvement in this research project.

Thank you,

Karen J. Cummings, M.S.
Doctoral Candidate
The University of Tennessee-Knoxville

kjc

Apparel / Interior Design / Merchandising / Textile Science
1215 West Cumberland Avenue, Room 230 / Knoxville, Tennessee, 37996-1900 / (615) 974-2141



America the Beautiful USA 15

Company Official's Name
Store Name
Store Location
City, State Zipcode

© USPS 1969

☐

YES! Include (Store Name) in the
Retail Job Attitude Survey. I
understand that the researcher will
contact me upon receipt of this card.

☐

THANK YOU, but do not include
(Store Name) in the Retail Job
Attitude Survey at this time.

THE RESEARCHER THANKS YOU FOR YOUR RESPONSE!

Appendix B:
ALTERED INSIDE COVER LETTER TO THE SAMPLE

Dear Employee:

You have been randomly selected to participate in an important and unique project. Specifically, the study will be used to determine how employees feel about jobs which offer the opportunity to work independently, interact with others, develop friendships, and use a number of different skills. These are examples of "*job characteristics*".

While your retail company has agreed to support this study and will receive a copy of the "summarized" results of all participating retailers, there is no penalty if you choose not to complete the survey. All individual responses will remain both *anonymous* and *confidential*.

The survey should be completed on your own time and will take approximately 10 minutes. An appreciation gift will be given to those who both complete and return the questionnaire.*

When you have completed the survey, simply fold the flap along the dotted line, seal the envelope with the enclosed sticker and deposit in the nearest U.S. mailbox. Your voluntary support and cooperation in this project is greatly appreciated.

Sincerely,

Karen J. Cummings, M.S.
Dept of Textiles, Merchandising and Design
The University of Tennessee-Knoxville

*See back page for details

Appendix C:
SURVEY INSTRUMENT

Retail Job Attitude Survey



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS PERMIT NO. 477 KNOXVILLE TENNESSEE

POSTAGE WILL BE PAID BY ADDRESSEE



Karen J. Cummings
c/o Textiles, Merchandising & Design
230 Jessie Harris Building
The University of Tennessee
Knoxville, TN 37916-9909



THE UNIVERSITY OF TENNESSEE



Dear Employee:

You and your Retail employer have been randomly selected to participate in an important and unique *University of Tennessee* project. Specifically, the study focuses on how employees feel about jobs which offer the opportunity to work independently, interact with others and use a number of different skills. These are examples of "*job characteristics*".

While your Retail company has agreed to support this study and will receive a copy of the "summarized" results from all participating Retailers, there is no penalty if you choose not to complete the survey. All individual responses will remain both *anonymous* and *confidential*.

The survey should be completed on your own time and will take approximately 10 minutes. An appreciation gift will be given to those who do complete and return the questionnaire.*

When you have completed the survey, simply peel off and discard your mailing label, fold the flap along the dotted line and seal the envelope with the enclosed sticker. Your voluntary support and cooperation in this project is greatly appreciated.

Sincerely,

Karen J. Cummings, M.S.
Dept. of Textiles, Merchandising and Design
The University of Tennessee-Knoxville

*see back page for details

SECTION A - In the box provided, please RANK order your response to EACH of the following statements by writing-in a 1 to indicate that the response is *MOST* important; 2 to indicate that it is *SOMEWHAT* important; or 3 to indicate *LEAST* important.

- 1.1 I intend to continue working with my present Retail employer because . . .
- ☐ the job's characteristics meet my personal and/or employment needs.
- ☐ I feel loyal to my job and/or employer
- ☐ I feel satisfied with my job and/or employer
- 1.2 I intend to continue working in any type of Retail job because . . .
- ☐ Retail jobs, in particular, meet my personal and/or employment needs.
- ☐ I feel loyal to my job and/or employer
- ☐ I feel satisfied with my job and/or employer

SECTION B - Please CIRCLE the response to the far right of the statement to indicate the degree of agreement or disagreement with respect to your own feelings about your job or company.

Agree Strongly
Agree
Undecided
Disagree
Disagree Strongly

- | | | | | | | |
|------|--|---|---|---|---|---|
| 2.1 | I receive feedback from my supervisor on how well I'm doing. | 5 | 4 | 3 | 2 | 1 |
| 2.2 | I have friendships with my co-workers. | 5 | 4 | 3 | 2 | 1 |
| 2.3 | I have control over the pace of my work. | 5 | 4 | 3 | 2 | 1 |
| 2.4 | I have the opportunity to do a number of different things on my job. | 5 | 4 | 3 | 2 | 1 |
| 2.5 | I have the freedom to do pretty much what I want on my job. | 5 | 4 | 3 | 2 | 1 |
| 2.6 | I have the opportunity to handle my work from beginning to end. | 5 | 4 | 3 | 2 | 1 |
| 2.7 | I have the opportunity to find out how well I am doing on my job. | 5 | 4 | 3 | 2 | 1 |
| 2.8 | I have the opportunity in my job to get to know other people. | 5 | 4 | 3 | 2 | 1 |
| 2.9 | There are a great number of tasks required to do my job. | 5 | 4 | 3 | 2 | 1 |
| 2.10 | I have the opportunity for independent thought and action in my job. | 5 | 4 | 3 | 2 | 1 |
| 2.11 | I have the opportunity to complete tasks I start in my job. | 5 | 4 | 3 | 2 | 1 |
| 2.12 | I have the feeling that I know whether I am performing my job well or poorly. | 5 | 4 | 3 | 2 | 1 |
| 2.13 | I have the opportunity to develop close friendships in my job. | 5 | 4 | 3 | 2 | 1 |
| 2.14 | I have the opportunity to meet with others in my work. | 5 | 4 | 3 | 2 | 1 |
| 2.15 | I have the opportunity to talk to others on my job. | 5 | 4 | 3 | 2 | 1 |
| 2.16 | I presently feel satisfied with the number of skills my job requires. | 5 | 4 | 3 | 2 | 1 |
| 2.17 | I have the opportunity to do a job from beginning to end (i.e., the chance to do a whole job). | 5 | 4 | 3 | 2 | 1 |

Agree Strongly
Agree
Undecided
Disagree
Disagree Strongly

2.18 I do receive feedback from individuals other than my supervisor about my job performance.

5 4 3 2 1

2.19 I presently feel satisfied with the amount of freedom and independence my job allows.

5 4 3 2 1

2.20 I presently feel satisfied with the opportunity to complete a whole job from beginning to end.

5 4 3 2 1

2.21 I presently feel satisfied with the amount of feedback I receive about the performance of my job.

5 4 3 2 1

2.22 I presently feel satisfied with the opportunities to make friends while at work.

5 4 3 2 1

2.23 I find that my values and the company's values are very similar.

5 4 3 2 1

2.24 I presently feel satisfied with the opportunities to deal with other people (such as customers) in my job.

5 4 3 2 1

2.25 This company really inspires the very best in me in the way of job performance.

5 4 3 2 1

2.26 I am willing to put a great deal of effort beyond that normally expected in order to help this company be successful.

5 4 3 2 1

2.27 I speak highly of this company to my friends as a great place in which to work.

5 4 3 2 1

2.28 Deciding to work for this company was a definite mistake on my part.

5 4 3 2 1

2.29 I feel very little loyalty to this company.

5 4 3 2 1

2.30 I would accept almost any type of job assignment in order to keep working for this company.

5 4 3 2 1

2.31 I am proud to tell others that I am part of this company.

5 4 3 2 1

2.32 I could just as well be working for a different company as long as the type of work was similar.

5 4 3 2 1

Agree Strongly
 Agree
 Undecided
 Disagree
 Disagree Strongly
 5 4 3 2 1

2.33 It would take very little change in my present circumstances to cause me to leave this company.

2.34 I am extremely glad that I chose this company to work for over the others that I was considering.

2.35 I really care about the future of this company.

2.36 There is not too much to be gained by sticking with this company indefinitely.

2.37 Often, I find it difficult to agree with this company's policies on important matters relating to its employees.

2.38 For me, this is the best of all possible companies for which to work.

2.39 I intend to continue working in some type of Retail job even past the age which I am eligible to retire.

2.40 I intend to continue working in any type of paid employment even past the age which I am eligible to retire.

SECTION C - Please Write-in-the-Blank with your response and CIRCLE Months or Years where appropriate.

STARTING FROM MY LAST BIRTHDAY, I INTEND TO REMAIN...

3.1 ... with my present Retail employer for _____
Months or Years

3.2 ... in some type of Retail job for _____
Months or Years

3.3 ... in any type of paid employment for _____
Months or Years

3.4 My present job title is: _____

3.5 I have held this position for _____
Months or Years

3.6 I have worked for this company for _____
Months or Years

3.7 I have worked in Retailing for _____
Months or Years

3.8 I have worked in some form of paid employment for _____
Months or Years

3.9 My Age at my last birthday was: _____

SECTION D - Please CIRCLE the response to the far right of the statement to indicate the degree to which the condition exists for you in your job.

Very Great Degree
Great Degree
Moderate Degree
Little Degree
Very Little Degree

- 4.1 To what degree does your job require the use of different skills? 5 4 3 2 1
- 4.2 To what degree are you left on your own to do your own work? 5 4 3 2 1
- 4.3 To what degree do you see projects or jobs through to completion? 5 4 3 2 1
- 4.4 To what degree do you find out how well you are doing on the job while you are working? 5 4 3 2 1
- 4.5 To what degree is there the opportunity to meet individuals whom you would like to develop friendships with? 5 4 3 2 1
- 4.6 To what degree does your job depend upon your ability to work with others? 5 4 3 2 1
- 4.7 To what degree are your duties repetitious? 5 4 3 2 1
- 4.8 To what degree are you able to act independently of your supervisor in performing your job? 5 4 3 2 1

- 4.9 To what degree do you receive information from your superior on your job performance? 5 4 3 2 1
- 4.10 To what degree do you have the opportunity to talk informally with other employees while at work? 5 4 3 2 1
- 4.11 To what degree is dealing with other people a part of your job? 5 4 3 2 1
- 4.12 To what degree do you perform similar tasks in a typical day? 5 4 3 2 1
- 4.13 To what degree are you able to do your job independently of others? 5 4 3 2 1

SECTION E - Please CIRCLE or CHECK MARK to indicate your response.

- 5.1 I am: Male Female
- 5.2 I am presently employed: Full-time Part-time

5.3 My ethnicity is:

Black (Afro)- American Hispanic- American White- American Native- American Asian- American

Other (please identify) _____

5.4 Relative to other people my age, I feel my health is:

Excellent Above Average Average Below Average Poor

5.5 Please check the highest level of education you have achieved.

____ Elementary ____ Junior/High School ____ Associate/Technical ____ Bachelor of Arts/Science ____ Other _____
Masters Degree
Doctorate/Professional
(Please identify)

5.6 Please check one to estimate your average yearly income from this company.

____ below \$4,999 \$12,500 - \$14,999
____ \$5,000 - \$7,499 \$15,000 - \$17,499
____ \$7,500 - \$9,999 \$17,500 - \$19,999
____ \$10,000 - \$12,499 \$20,000 and over

5.7 Please check and/or list ALL OF THE REASONS THAT APPLY to your present decision to be employed.

____ Economic Need ____ Desire to Socialize
____ Desire to Maintain a ____ Desire to Remain Active
Good Mental Attitude & Engaged
Other _____
(Please List)

THANK YOU sincerely for your OPINION!!!

Please *print* your name and address to receive your *appreciation gift*.

This card will be separated from the survey upon immediate receipt to ensure your confidentiality.

Appendix D:
INITIAL LETTER ADDRESSED TO CONTACT REPRESENTATIVE

THE UNIVERSITY OF TENNESSEE
KNOXVILLE



College of
Human Ecology

Textiles,
Merchandising
and Design

Date

STORE CONTACT REPRESENTATIVE

Company Name
Address
City, State Zip-code:

Dear STORE CONTACT REPRESENTATIVE:

I am a doctoral candidate for the degree of Textiles, Merchandising and Design at the University of Tennessee-Knoxville. I am studying the relationship between the attitudes of retail employees toward their job and their intended job tenure.

COMPANY STORE NAME is one of six retail department store chains in the Southeastern region of the United States which is participating in my project. With the permission of VICE-PRESIDENT'S NAME of your company, the STORE LOCATION store has been selected for inclusion in the survey. It is my hope that you will facilitate my effort by *distributing* the enclosed surveys to the randomly selected employees at your store.

While the surveys can be mailed individually by the respondents, I am asking that they be collected and mailed *en mass*. Experience has shown that the return rate is much higher using this method; therefore, a stamped, self-addressed mailer is enclosed. Terminated employee surveys should also be returned.

I respect your busy schedule, STORE CONTACT REPRESENTATIVE, and therefore wish to express my appreciation for your cooperation with the enclosed gift. Summarized results will be shared with participating retailers soon. Thank you again.

Sincerely,

Karen J. Cummings, M.S.
Doctoral Candidate
The University of Tennessee-Knoxville

kjc

Enclosures

Apparel / Interior Design / Merchandising / Textile Science
1215 West Cumberland Avenue, Room 230 / Knoxville, Tennessee, 37996-1900 / (615) 974-2141

Appendix B:
THANK YOU LETTER ADDRESSED TO CONTACT REPRESENTATIVE

THE UNIVERSITY OF TENNESSEE
KNOXVILLE



College of
Human Ecology

Textiles,
Merchandising
and Design

Date

STORE CONTACT REPRESENTATIVE

Company Name

Address

City, State Zip-code:

Dear STORE CONTACT REPRESENTATIVE:

I am writing to you in order that I may express appreciation for your participation in the recent *Retail Job Attitude Survey*. Thanks to your efforts, _____ percent response was received from your store! I am sure that these responses will reveal significant results.

Again, once the data are analyzed, a summary of the results will be provided for your use.

Thank you again.

Sincerely,

Karen J. Cummings, M.S.
Doctoral Candidate
The University of Tennessee-Knoxville

kjc

Apparel / Interior Design / Merchandising / Textile Science
1215 West Cumberland Avenue, Room 230 / Knoxville, Tennessee, 37996-1900 / (615) 974-2141

Appendix F:
THANK YOU LETTER ADDRESSED TO THE RESPONDENTS

THE UNIVERSITY OF TENNESSEE
KNOXVILLE



College of
Human Ecology

Textiles,
Merchandising
and Design

Dear Retail Associate:

Thank you for participating in the recent **Retail Job Attitude Survey**. The project is the final requirement for me to receive my Doctorate of Philosophy degree in the Textiles, Merchandising and Design program at the University of Tennessee-Knoxville.

The survey evolved from my interest in retail employment issues. That is, it is my hope that retailers in general will use the results of this survey to adjust or modify the knowledge, skills, and abilities required in retail jobs (if needed) in order to ensure that their employees have positive attitudes toward these positions; thus, stay with them longer.

Your employer is one of six retail department store chains in the Southeastern region of the United States and you are one of approximately 500 employees selected to participate in my project. Enclosed please find a gift for your time and patience. Thank you and again, your opinion is greatly appreciated!

Sincerely,

Karen J. Cummings, M.S.
Doctoral Candidate
The University of Tennessee-Knoxville

kjc

Apparel / Interior Design / Merchandising / Textile Science
1215 West Cumberland Avenue, Room 230 / Knoxville, Tennessee, 37946-1900 / (615) 974-2141

VITA

Karen Jo-Harn Cummings was born in New Orleans, Louisiana on May 17, 1962. She is the daughter of the late Bernard Leon Cummings, I and Dr. Lillian Louise Peterson Cummings and the sister to Bernard L. Cummings, II and Cassandra Viola Cummings.

Karen attended elementary schools in Ithaca and Danby, New York, Dallas, Texas and Frankfort, Kentucky where she graduated high school in 1979. She also completed undergraduate coursework in Clothing, Textiles and Merchandising at Kentucky State University in Frankfort in 1983. In March, 1987, she completed requirements for her Master of Science degree in Merchandising Management. Karen began work toward her Doctor of Philosophy degree in Human Ecology in September of 1987 at the University of Tennessee-Knoxville. Her chief research interest is with Labor Issues with respect to Retail Merchandising organizations. In January, 1991 she began as an instructor of Merchandising Management at Michigan State University, where, upon completion of the requirements for the Doctor of Philosophy degree, she will be promoted to the rank of Assistant Professor.