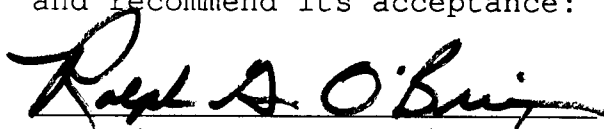


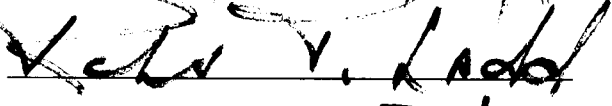
To the Graduate Council:

I am submitting herewith a dissertation written by Sandra Jean Miller entitled "Employee Turnover: An Investigation of Attitudinal Differences Between Functional and Dysfunctional Leavers". 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 Industrial and Organizational Psychology.


John M. Larsen, Jr. Major Professor

We have read this dissertation
and recommend its acceptance:






Accepted for the Council:


Vice Provost
and Dean of The Graduate School

EMPLOYEE TURNOVER:
AN INVESTIGATION OF ATTITUDINAL DIFFERENCES BETWEEN
FUNCTIONAL AND DYSFUNCTIONAL LEAVERS

A Dissertation
Presented for the
Doctor of Philosophy
Degree
The University of Tennessee

Sandra Jean Miller

December 1987

DEDICATION

This dissertation is dedicated to
my family and to Paul E. Long

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A project as comprehensive as a dissertation is not completed without the assistance and support of many people. I would like to extend my sincerest thanks to the people who were most instrumental in helping me, not only with this dissertation, but throughout my graduate career.

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Finally, as one dream comes to realization another one begins. Because of Paul Long I believe again in a dream that had been abandoned years ago and I have a new challenge for which to strive. There are no words adequate to express my love, respect, and gratitude--but I'd like to have 50 years or so to think of some.

ABSTRACT

The literature on employee turnover has shifted focus from reduction of turnover to management of turnover. This shift is based on the premise that turnover has both positive and negative consequences for an organization. The goal of organizations now is to differentially impact turnover, encouraging it where it will have positive consequences and discouraging it where it will have negative consequences. In order to have a differential impact there must be differences between leavers whose turnover is functional and leavers whose turnover is dysfunctional. The purpose of this research was to investigate whether there were attitudinal differences between leavers whose turnover has positive consequences for the organization (functional turnover) and leavers whose turnover has negative consequences for the organization (dysfunctional turnover).

This research was conducted with former employees of a public utility organization. Functionality was operationalized according to three definitions, quality of the leaver, ease of replacing the leaver, and criticality of the vacated position. Percentages of functional turnover were 23.3%, 43.5% and 21.7% respectively. The percentages of functional turnover varied widely across the nine occupations represented in the sample.

Canonical discriminant analyses was used to test for differences between functional and dysfunctional leavers. Differences were found in reasons for leaving and post-turnover attitudes for all three definitions of functionality. The canonical correlations ranged from .17 for replaceability and criticality, to .34 for quality of the leaver. The most consistent finding was that attitudes toward the immediate supervisor provided the best discrimination, particularly with regard to quality of the leaver. In a subset sample of only managers, pre-turnover attitudes discriminated between high and low quality leavers and between easy to replace and difficult to replace leavers. Other analyses indicated that occupation discriminated between critical and non-critical leavers better than did attitudes.

The results supported the conclusion that an opportunity for organizations to differentially impact functional and dysfunctional turnover may exist. However, more research is needed before specific interventions can be designed. In addition to discussion of the results, practical and theoretical implications of the findings are presented.

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CHAPTER I

INTRODUCTION

Employee turnover is one of the most frequently researched topics in the field of industrial/organizational psychology (Cotton & Tuttle, 1986), with over a thousand studies conducted since the turn of the century (Steers & Mowday, 1981). Traditionally, the emphasis in research on employee turnover had been directed toward increasing understanding on what caused and was related to employee turnover so that turnover and its resultant costs could be reduced (Cascio, 1982; Cawsey & Wedley, 1979; and Mobley, 1982a). This emphasis was based on the assumption that all turnover is dysfunctional for the organization and should be minimized. However, it is now accepted in the literature that not all turnover is detrimental to organizational effectiveness (Abelson & Baysinger, 1984; Dalton, Krackhardt, & Porter, 1981; Dalton & Todor, 1979; Dalton, Todor, & Krackhardt, 1982; Muchinsky & Morrow, 1980; Staw, 1980; and Staw & Oldham, 1978). Researchers recognize that turnover has both positive and negative consequences for the organization (Mobley, 1982a) and the focus has changed from reducing employee turnover to managing employee turnover (Mobley, 1982).

Successful management of employee turnover requires investigation and understanding of the total turnover problem (Abelson & Baysinger, 1984). Mobley (1982a) has argued that research on turnover should be expanded from the study of causes and correlates of turnover (i.e., antecedents), to conceptual and empirical analysis of consequences, determinants of consequences, and the interrelationships of antecedents and consequences.

Figure 1 presents a general model of all the factors related to employee turnover. The model serves as an heuristic for organizing what is presently known about employee turnover and for identifying new areas of research.

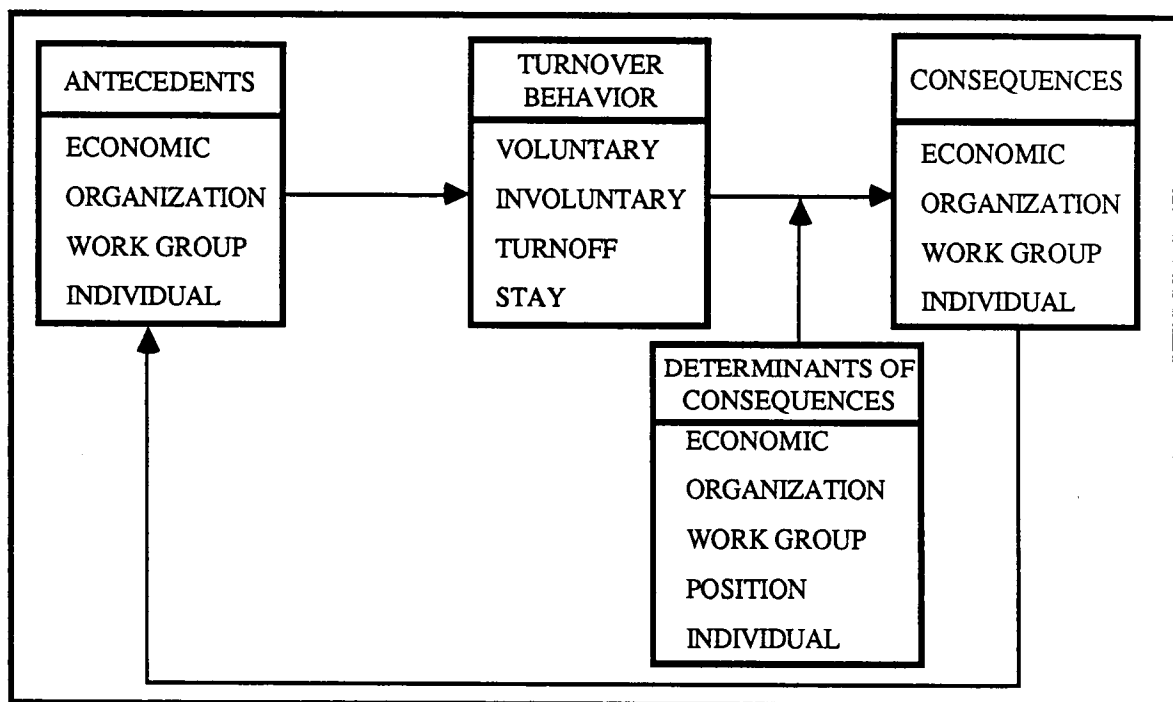


Figure 1. General Model of the Turnover Phenomenon

The major components are antecedents of turnover, turnover behavior, consequences of turnover, and determinants of consequences (the factors that determine what the consequences of turnover will be). Also illustrated in the model is that consequences and antecedents are interrelated. Within each of these components there are several levels of analysis--economic, organizational, work group, and individual--from which to examine turnover. Within each component of turnover and at each level of analysis there are numerous variables that impact the turnover event for all groups and individuals involved.

This research focuses on the determinants of consequences portion of the model. More specifically, the focus is on individual and position determinants and whether there are consistent relationships between these variables and other variables of interest in the management of turnover. Determinants of consequences are some of the most infrequently researched aspects of the turnover problem; although they are clearly important in the new focus on both the positive and negative consequences of turnover.

CHAPTER II

LITERATURE REVIEW

The following discussion elaborates on the components of the general model of turnover and briefly summarizes past research. The focus of the research reported in this dissertation and the literature reviewed that supports that focus are described and summarized at the end of this chapter.

Antecedents of Turnover

The antecedent component of the model presented in Figure 1 has been extensively researched. Steers and Mowday (1981) identified over 1000 studies conducted on turnover since the turn of the century, the bulk of this research was concentrated on the causes and correlates of turnover (Mobley, 1982a). Historically, the study of antecedents of turnover began with attempts to identify correlates of turnover. (A variable is considered to be an antecedent of turnover if it precedes the turnover event and is related to it either causally or correlationally.) Much of this research involved single bivariate correlations between numerous variables and turnover. More recently, this simple correlational approach has been criticized (Mobley, 1982b)

and the focus has changed to developing and testing multivariate models of the turnover process (Dalessio, Silverman, & Schuck, 1986; Mobley, 1977; Mobley, et al., 1979; Mobley, Horner, & Hollingsworth, 1979; Price, 1977; Steers and Mowday, 1981). In the newer models an attempt is made to identify the internal processes that precede and influence turnover behavior (Jackofsky, 1984). Although the models vary in terms of the processes presented, they are all based on the concepts proposed by March & Simon (1958). These concepts are that voluntary turnover is a function of the perceived desirability of movement and the perceived ease of movement from the organization. Another concept added to most of the recent models is that withdrawal cognitions (e.g., thinking of quitting, intention to search, & intentions to quit) intervene between the antecedents of turnover and turnover. In other words, antecedents predict withdrawal cognitions which predict employee turnover.

In the following sections, research results on the antecedents of turnover are presented. Because in the present research the prediction of turnover or modeling the process of turnover is not a concern, the review of published research is limited to directly relevant literature. The conclusions are presented using the framework of the general model of turnover presented in Figure 1. For more comprehensive reviews and discussions, the reader might

consult Carsten and Spector, 1987; Cotton and Tuttle, 1986; Dalessio, Silverman, and Schuck, 1986; Mobley, Griffeth, Hand, and Meglino, 1979; Mowday, Porter, and Steers, 1982; Price, 1977; and/or Steele and Ovalle, 1984.

Economic Antecedents

Several economic variables have been shown to be related to turnover behavior. Employment/unemployment levels have demonstrated one of the most consistent relationships. *not in reference list!* Reviews by March and Simon, (1958) and Price (1977) and meta-analytic results by Cotton and Tuttle (1986) all supported employment/unemployment rates as accurate predictors of turnover rates. Hulin (1979) reported a correlation of $-.84$ between unemployment rates and quits over a thirty one year period. Meta-analytic research has found that unemployment rates serve as a moderator of the satisfaction-turnover relationship. A stronger satisfaction-turnover relationship existing during times of low unemployment than during times of high unemployment (Carsten & Spector, 1987). Youngblood, Baysinger, and Mobley, (1985) found the same relationship in an empirical study with Marine Corp recruits.

Organizational Antecedents

Organizational variables include structural and descriptive characteristics of organizations. In his 1977 review, Price examined several organizational factors. He found support for the generalizations that centralization (the extent to which power is concentrated at one level within a social system) leads to higher turnover, and that integration (the extent of participation in primary relationships) and instrumental communications (the degree to which information is transmitted via a social system) lead to lower turnover rates. Research by Bluedorn (1982) showed that the relationships proposed by Price are more complicated in that some variables have indirect and some have both direct and indirect relationships with turnover. Instrumental information, a combination of instrumental communications and formalization has an indirect relationship while routinization has both direct and indirect. Bluedorn did not find support for the relationships between centralization and member integration and turnover.

Organizational factors shown to be negatively related to turnover are the presence of a union (Cotton & Tuttle, 1986) and the level of pay in an industry; with higher turnover occurring in industries with lower rates of pay (Armknrecht & Early, 1972; Blau, 1973; Fry, 1973; and Price, 1977). There are also inter-industry variations in rates (Price, 1977) as

well as variations by organization size (Mobley, Griffith, Hand, & Meglino, 1979; Porter & Steers, 1973; Price, 1977) although both these characteristics probably influence turnover indirectly through other variables.

Immediate Work Environment Antecedents

Factors in the immediate work environment have received less attention in the turnover research than have economic or organizational variables. Due to the interest in job design as an organizational intervention, job content has been investigated for a relationship with turnover. Job content here refers to such aggregate-level factors as routinization, for which there is a weak but consistent positive relationship with turnover (Bluedorn, 1982; and Mobley, 1982a). Other research on job content has shown a positive relationship between task repetitiveness and turnover, and a negative relationship between responsibility and autonomy and turnover (Porter & Steers, 1973). Work group size has also been shown to be related to turnover. Generally smaller work groups have lower turnover, especially among blue-collar workers (Muchinsky & Tuttle, 1979; Porter & Lawler, 1965; and Porter & Steers, 1973).

Another work environment factor is supervisory style. Research has demonstrated a negative relationship between consideration (people orientation) of the supervisor and

turnover rates (Fleishman & Harris, 1962). Ley (1966) found a high positive relationship between authoritarianism and turnover rates among production workers. In addition to these results on overall supervisory style, Graen, Liden, and Hoel (1982) found that leader-member exchange is a better predictor of turnover than average leadership style. In a replication of the Graen, et al. study, Ferris (1985) found some support for the earlier results and also showed that leader-member exchange is a better predictor of turnover than employee attitudes.

Individual Antecedents

Demographic and Personal Variables.

Many different aspects of the individual have been investigated in the search for predictors of turnover behavior. Two variables which are consistently related to turnover are age and tenure. Reviewers have noted a consistent negative relationship between age and turnover in that younger employees have a higher probability of leaving (Cotton & Tuttle, 1986; Mobley, et al., 1979; Muchinsky & Tuttle, 1979; Porter & Steers, 1973; Price, 1977). Tenure also demonstrates a consistent negative relationship with turnover; turnover being much higher for low tenure employees than for high tenure employees (Mangione, 1973). It is theorized that as a person's tenure increases the personal

not in Bib 1

investment in the organization grows, leading to both "real" reasons not to leave (vesting in retirement systems, etc) and attitudinal reasons not to leave (cognitive dissonance "causes" satisfaction). As research has moved to process models, age and tenure have been shown to have both direct and indirect impacts on turnover, primarily through withdrawal cognitions. (Bannister & Griffeth, 1986). Other individual variables that have shown mixed support or marginal impact are gender, education level (Mobley, Griffith, Hand, & Meglino, 1979; Price, 1977), biodata, personality, interests, aptitude and ability (Muchinsky & Tuttle, 1979) and professionalism (Price, 1977).

Performance.

The research results on job performance as an antecedent of employee turnover have been somewhat disappointing. No consistent predictive relationship has been found between job performance and turnover. A negative relationship (i.e., the lower the performance, the greater the likelihood of turnover) has been found in several studies (Dreher, 1982; Farris, 1977; LaRocco, Pugh, & Gunderson, 1977; Lefkowitz, 1970; March & Manaari, 1977 and Wells & Muchinsky, 1985) with samples ranging from sewing machine operators to managerial and professional employees. Positive relationships between performance and turnover have been demonstrated (Allison, 1974; Bassett, 1967; and Lazarsfeld & Thielens, 1958) with

scientists and exempt personnel. And, finally, other studies have found no relationship at all (Bluedorn & Ableson, 1980; Farris, 1971; Hollenbeck & Williams, 1986; Leviatan, 1978; Martin, Price & Mueller, 1981; and Sheridan & Vredenburg, 1979). However, more recent meta-analytic results on the turnover-performance relationship have provided empirical evidence for a direct negative relationship (McEvoy & Cascio, 1985).

Dreher (1982) has suggested a plausible explanation for the lack of consistency in the findings regarding the turnover-performance relationship may be the nature of the performance standards in different types of settings. When better performers leave it is likely to be from settings where performance standards are clear and apparent to those outside the organization, for example, in university settings where performance is measured by factors such as number of publications. On the other hand, when performance ratings are not available to outside employers or when in-house promotions and salary increases are based on performance it may be that the lower performers are more likely to leave. Wells and Muchinsky (1985) note that the performance-turnover relationship probably depends on reward contingencies and economic factors. It seems likely that reward systems, both internal and external to the organization, would have a great impact on whether high or low performers are more likely to leave the organization.

Most of the studies on the performance-turnover relationship have focused on a linear relationship between performance and turnover. More recently, the presence of a curvilinear relationship between turnover and performance has been demonstrated by several authors (Jackofsky, Ferris, & Breckenridge, 1986; Mossholder, Norris, & Bedeian, 1984; Wagner, Pfeffer, & O'Reilly, 1984). Jackofsky, et al., (1986, p. 106) write that

...low performers would be either fired or would quit because of the threat of being fired, adequate performers who were allowed to remain would do so because of low perceived ease of movement, and as performance increased, turnover among high performers would likewise increase due to higher perceived ease of movement.

The samples in this research have varied. Curvilinear relationships have been demonstrated with both white collar (accountants) and blue collar (truck drivers, manufacturing employees) workers.

Attitudinal Variables.

Other variables at the individual level are the attitudes and perceptions of the individual about various aspects of the organization and/or the external environment. Perhaps the most researched variable in this category is overall job satisfaction. Past research has demonstrated a consistent negative relationship between job satisfaction and

employee turnover (Brayfield & Crockett, 1955; Cotton & Tuttle, 1986; Locke, 1975; Mobley, et al., 1979; Muchinsky & Tuttle, 1979; Porter & Steers, 1973; Price, 1977; and Vroom, 1964). The literature clearly shows that the lower the job satisfaction, the greater the likelihood of turnover.

The correlations between overall satisfaction and turnover are usually not stronger than $-.40$. This may indicate that many other factors are important for predicting turnover. The recent work on testing process models of turnover has shown that satisfaction probably has an indirect impact on turnover through other variables. In research on the Mobley, Horner, and Hollingsworth model (Coverdale & Terborg, 1980; Miller et al., 1979; Mobley, et al., 1978; Mowday, 1980) evidence supports the hypothesis that satisfaction operates through withdrawal cognitions (thinking of quitting, intention to quit) to impact turnover. Other researchers (Bateman & Strasser, 1984; March & Mannari, 1977; Price & Mueller, 1979) have shown that satisfaction is an antecedent to commitment and may impact turnover through this construct.

In addition to overall satisfaction, satisfaction with other aspects of the job situation have been investigated. Satisfaction with job content has consistently been shown to

be negatively related to turnover (Cotton & Tuttle, 1986; Mobley et al., 1979; Porter & Steers, 1973). Mobley et al. (1979) concluded that satisfaction with job content has one of the strongest relationships with turnover of all the satisfaction variables. Other aspects of satisfaction which have shown less strong, albeit negative, relationships with turnover include satisfaction with pay, promotion, coworkers, (Mobley, et al., 1979; Porter & Steers, 1973), supervision (Dansereau, Cashman, & Graen, 1974; Graen, 1976; Graen & Ginsburgh, 1977) and working conditions (Mangione, 1973).

Another attitudinal variable at the individual level of analysis that has received considerable attention in the literature is organizational commitment. Organizational commitment is the individual's identification with and involvement in a particular organization. It is characterized by 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; Steers, 1977). Research clearly indicates a negative relationship between commitment and employee turnover. Commitment has even been shown to be a better predictor of turnover than satisfaction (Porter et al., 1974; Mowday, et al., 1979) although, as was mentioned previously, satisfaction may be a determinant of commitment

(Marsh & Mannari, 1977). Porter, et al., (1974) however, did demonstrate that satisfaction and commitment are two distinct constructs. }

Expectancy of finding another job is an individual perceptual variable that impacts the probability of turnover. Several studies have shown that the expectancy of finding another job is related to turnover although the relationship is not strong (Dansereau et al., 1978; Mobley, et al., 1979; and Miller et al., 1979). Cotton and Tuttle's meta-analysis, however, showed employment perceptions to be reliably related to turnover. Mobley posited that the relative lack of strength of this relationship may be due to misperceptions on the part of the employee about the labor market (Mobley, et al., 1979). Other explanations include individual differences in knowledge of the labor market (March & Simon, 1958), perceptions about the labor market only becoming salient under extremely negative market conditions (Miller et al., 1979), or this variable influencing turnover indirectly through other variables (Coverdale & Terborg, 1980).

Other personal variables which are predictive of turnover are withdrawal cognitions. Withdrawal cognitions include thoughts of quitting, intentions to search for a new job and intentions to quit/stay with the present job and are a major part of the Mobley models of turnover (Mobley, et al., 1978; Mobley, et al., 1979).

According to Fishbein and Ajzen (1975) an individual's behavioral intentions should be good predictors of ultimate turnover decisions and research has shown this to be true (Kraut, 1975; Miller et al., 1979; and Newman, 1974). Reviews of research on withdrawal cognitions have shown consistent results. Satisfaction impacts turnover through the withdrawal cognitions of thoughts of quitting, intention to search, intention to quit, and intention to quit is the immediate precursor to turnover (Dalessio, et al., 1986; Bannister & Griffeth, 1986).

Nonwork Variables.

A final group of individual variables that impact an individual's decision to leave are nonwork variables. The majority of research in this area has been on family responsibility and generally shows that there is a positive relationship between family responsibility and turnover, although it is moderated by whether the employee is the principal wage earner (Muchinsky & Tuttle, 1979). Meta-analysis by Cotton and Tuttle (1986) showed the number of dependents to be strongly, negatively related to turnover. However, as dual career families become more prevalent (Rapoport & Rapoport, 1976) and as nonwork values become more important to persons (Dubin, Champoux, & Porter, 1975) the importance of other nonwork factors in predicting turnover should increase.

Turnover Behavior

The majority of the research on turnover has concentrated on voluntary turnover or "quits" (Wells & Muchinsky, 1985). Therefore, turnover behavior is usually divided into two categories: those who voluntarily quit and those who stay. Although this is a useful dichotomy it omits certain categories that also have implications for the study of turnover. The model used here (see Figure 1, page 2) includes four types of turnover behavior. The first type is voluntary turnover and it represents the situation where the employee makes the decision to separate from the organization. The converse of this is involuntary turnover which occurs when the organization decides to terminate the employee.

Dalton, Krackhardt, and Porter (1981) suggest that voluntary turnover be further distinguished into avoidable and unavoidable turnover. Avoidable leavers are those that quit because of factors under the control of the organization, like pay, opportunities, supervision, or satisfaction. Unavoidable leavers are those that leave for reasons such as moved to follow spouse; did not return to work after pregnancy, or left to care for spouse or children. In an empirical study, Abelson, (1987) demonstrated that there were no differences on attitudes or withdrawal

cognitions between stayers and unavoidable leavers. Both of these groups, however, were different from avoidable leavers on satisfaction, commitment, job tension, thinking of quitting, intention to search, and intention to quit. Abelson notes that this distinction may be very important for research on ways to deal with turnover.

Turn-off is a different type of turnover behavior and represents a situation where the employee would like to leave the organization but is restricted from doing so by some, often self-imposed, constraint (Hughes & Flowers, 1987). These constraints include such factors as responsibility for supporting a family, lack of outside opportunities, a contractual agreement, or a particularly enticing benefit package. When these situations occur the employee may withdraw psychologically, manifested as absenteeism, sabotage, or poor quality work (Porter & Steers, 1973; Staw & Oldham, 1978; and Steers & Mowday, 1981), or become alienated (Beehr & Gupta, 1978; Edwards, 1979; Gupta & Jenkins, 1979). Although a discreet, observable behavior does not occur (not in the same sense as turnover) the behavioral response is likely to occur as a result of the same antecedents that lead to turnover and also has consequences for the organization. Because turn-off is essentially turnover behavior that is inhibited, including it in the study of turnover seems warranted.

The final type of turnover behavior is not turnover at all but the condition where the employee is content to stay with the organization. The decision to stay has not been examined as carefully as the decision to leave but it has as many consequences for both the individual and the organization. Because of the impact that an employee's decision to stay has on all parties, this type of behavior warrants more research.

Consequences of Turnover

Turnover research has been criticized for being focused disproportionately on the antecedents of turnover to the neglect of consequences. (Dalton & Todor, 1981; Mobley, 1982a; Staw & Oldham, 1978). Despite the fact that there is a plethora of research on the antecedents of turnover, few generalizations can be made about managing turnover due to the lack of empirical research on consequences or determinants of consequences. Mobley noted that "if turnover is to be effectively managed, a fuller understanding of consequences is imperative." (Mobley, 1982 p.15) and that "some ingenious thinking will be required in the measurement and integration of turnover consequences" (Mobley, 1982a p. 113). The following discussion of consequences of turnover is based primarily on the summaries done by Mobley (1982a, 1982b) and Dalton and Todor (1979, 1982).

Economic/Social Consequences

Even though turnover is most often considered to be a phenomenon that effects organizations and individuals it also has consequences for the economy and for society. On the negative side a high turnover rate can lead to increased production costs which can subsequently result in a region being unable to keep or attract business (Mobley, 1982a). This may lead to a general "depression" of the economy in those regions.

At a different economic level, Worrell, Davidson, Chandy, and Garrison (1986) examined the impact of turnover, through the deaths of key executives, on investor wealth. Their results demonstrated that under certain conditions this "turnover" can have an impact on the bottom-line value of a company.

Turnover can also benefit the economy and society. Dalton and Todor (1979) note that because most people start their careers in relatively low paying, low status jobs it is frequently necessary for turnover to occur for people to move up the economic ladder. Ultimately this turnover, from the secondary labor market (low paying, low status jobs) to the primary labor market, increases the net national product as people obtain higher incomes. In addition, this movement is

beneficial to society as its members move up in position. Also, although promotion (i.e., vertical mobility) is clearly important for movement from the secondary labor market to the primary labor market, it has been shown that horizontal mobility, via inter-organizational movement, is an effective way to achieve upward occupational achievement (Taylor, 1968). Turnover can also reduce inequitable distribution of income, lead to long term growth of the economy and reduce market "stickiness" (Mobley, 1982a).

Organizational Consequences

More research has been conducted on the negative consequences of turnover for the organization than for any other aspect of consequences. Several authors have developed procedures for estimating the costs of turnover to the organization (Cascio, 1982; Cawsey & Wedley, 1979; Flamholtz, 1974). These cost accounting techniques are useful for assessing the financial impact of turnover. However, because they usually focus only on negative consequences, they are insufficient for designing turnover management strategies. As an aside, Abelson and Baysinger (1984) caution that managers must not only estimate the costs of turnover to the organization, but weigh those costs against the costs of reducing turnover. It is highly likely that it is cheaper to deal with turnover than it is to reduce it.

Some of the negative consequences of turnover for the organization in terms of financial obligations are: costs associated with recruiting, hiring, assimilation, and training; replacement costs; outprocessing costs; and lost productivity during search for and training of the replacement. Other negative consequences include disruption of social and communication networks when a member leaves, loss of high performers who contribute more than their share to organizational effectiveness, decreased satisfaction among stayers who lose valued coworkers, and negative PR from disgruntled or unhappy leavers (Mobley, 1982a).

The positive consequences of turnover for the organization have received less attention than the negative consequences. Staw pointed out that this may be because potential positive consequences are often less obvious, less quantifiable, and take longer to become evident than negative consequences. Dalton and Todor, (1979) and Staw and Oldham, (1978) were among the first to outline in some detail the positive consequences of turnover. Chief among the benefits for the organization that they discuss is the vitalization of the organization that occurs by bringing in "new blood" and new ideas. Mobility is cited as the means by which innovation is brought into an organization. This contributes to the flexibility and adaptability of the organization which has often been associated with organizational effectiveness (Dalton & Todor, 1979 p.226). Immobility leads to what

Thorstein Veblen referred to as "trained incapacity" or the inability to conceive of or utilize new ideas. Other possible positive consequences for the organization, as listed by Mobley (1982a) are displacement of poor performers, who can be replaced with higher performers; stimulation of changes in policy and practice; increased internal opportunities for advancement as positions open up; increased structural flexibility; increased satisfaction among stayers, who may be pleased to have new coworkers or be rid of "deadwood"; decrease in other withdrawal behaviors, such as absenteeism and sabotage, as "turn-offs" leave the organization; and creating opportunities for cost reduction and consolidation, as when positions can be eliminated or recombined in a more efficient manner.

Work Group Consequences

It has always been recognized that turnover has an impact on the individual turning over and the organization that loses a member, but only recently have researchers begun to focus on the stayers. Mowday (1981) and Steers and Mowday, (1981) have investigated the impact that turnover has on those organizational members who remain.

Some of the negative consequences of turnover for the remaining work group are the disruption of social and communication patterns, loss of valued coworkers, increased

work load during and immediately after the search for a replacement, decreased cohesion, and decreased commitment. (Mobley, 1982a). There is also some evidence that turnover of one group member may encourage other group members to leave (Dalton, Krackhardt, & Porter, 1986)

On the positive side, the stayers may experience increased cohesion, commitment, and satisfaction depending on the characteristics of the person who left. Other positive consequences that could accrue for the stayers include increased advancement opportunities as positions open up and the innovation and stimulation of ideas that could occur from exposure to new coworkers. (Mobley, 1982a).

Individual Consequences

Although it would seem that a person would not make a decision to voluntarily leave unless they expected the net result to be positive for them, there are often negative consequences for the individual. The source of the problem may be a lack of information about the job market and/or the new job. Wanous (1980) notes that people frequently have inaccurate and/or incomplete information about the organizations they are moving into. Another factor in this dilemma is the distortion of information that can occur. Steers and Mowday, (1981) discuss the possibility that an individual may create unrealistically high expectations about

the new job in order to justify leaving the old job.

Schneider (1976) has called this type of situation the "grass is greener" phenomenon. Unfortunately, for many people the grass is not greener and the subsequent let down is a negative consequence for the leaver.

Other possible negative consequences for the individual involve the stress that results from turnover. Moving and changing jobs can be a very stressful situation for people, especially those who are ill-prepared to deal with it. Related to this is the stress resulting from the loss or disruption of valued social relationships, for both the leaver and his or her family, if the job change involves a significant geographical move. Another related problem is that as the number of dual career couples increases the chances that one spouse's move will disrupt the career of the other spouse increases.

Turnover can also cause financial negative consequences for the leaver and his/her family. Quitting may result in the loss of nonvested benefits, seniority, and other perquisites that have been accumulated with the company. In addition, moving may incur extra financial obligations as when a low interest rate mortgage must be exchanged for a high interest mortgage or when the move involves going from a low cost-of-living region to a high cost-of-living region.

In contrast to the negative consequences presented above, there are many positive consequences that can occur

for an individual that turns over. Turnover may allow an individual to escape from a deleterious and stressful job situation to a more pleasant job environment. Acquiring a new job with more challenge, variety, and stimulation can be a boost to a person who was stagnating in a dull, routine job. It can yield better "person-organization fit" and give the individual a chance to better utilize his or her skills and abilities. The search for alternatives and testing oneself in the job market can lead to increased self confidence and efficacy and is especially reinforcing for people who are sought out by other companies. A new job can also mean higher earnings, and better opportunities for career advancement.

Determinants of Consequences

Whether the turnover of an employee has positive or negative consequences depends on the conditions surrounding the turnover event. Determinants of consequences are the factors that determine whether a particular turnover event will be positive or negative for the various groups and individuals discussed above. Because so little has been written or researched on this topic, and because the research here focuses on the organization's perspective, only determinants that relate to organizational consequences are presented in this section. In addition, although

the determinants are organized according to the various levels of analysis in the following section, organizational consequences result from the interaction of determinants at all levels of analysis.

Economic Determinants

The concept of replaceability as proposed by Dalton, Krackhardt, and Porter (1981) is an economic variable that impacts the organizational consequences of turnover. Replaceability is defined as the ease with which a position vacated by a leaver can be refilled. The ease of replaceability depends in great part on the labor market and the availability of persons to refill a particular position. Wachter (1980) noted that with the passing of the baby boom the labor market is shrinking and competition among employers for new personnel will be fiercer in the coming years. Also, the relative health of the economy and unemployment rates impact replaceability. When unemployment rates are low, the ease of replacing employees declines. Competition in the labor market greatly affects the ease of replacing an employee who turns over.

Replaceability is also affected by the nature of the position to be refilled. The ease of replacing a bank teller would seem to be significantly greater than that of replacing

a nuclear physicist. This aspect of replaceability can be measured with the base rate index as used in selection. A base rate indicates to what extent a particular behavior (e.g., a job skill) exists in the total population. If the required job skill is abundant in the population (i.e., has a high base rate) the ease of replacing the employee is more than if the skill does not occur frequently (i.e., has a low base rate).

Organizational Determinants

Very little has been written in the turnover literature on organizational variables that affect the consequences of turnover. One important factor is whether the organization is currently growing or reducing in size. Organizations that are purposely trying to reduce the size of the work force benefit more from turnover than organizations trying to increase their work force. Turnover is an effective means of reducing organizational size. It has the added benefit of not requiring the organization to fire or lay-off employees and thus incurr the subsequent negative PR that often results from these actions. For an organization that is decreasing in size, turnover from a position that does not have to be refilled or can be recombined with other positions has positive consequences for the organization.

Work Group Determinants

A characteristic of the work group that affects organizational consequences of turnover is the performance of the stayers. In a situation where the remaining work force is comprised of highly competent, superior performers the loss of a valued employee will cause less damage to organizational effectiveness than if the performance of the stayers is less than adequate. Also, if the remaining work force is trained to perform the duties of the person that left, the impact of the vacant position will be less deleterious to the organization and to the stayers.

Position Determinants

Characteristics of the vacated position contribute to the determination of the consequences of turnover. For positions where an extended vacancy seriously impacts the ability of the remaining work group to accomplish its jobs the consequences are more negative than a vacancy in another job may be. For example if a person leaves a position that all other members of the work group require to do their jobs, (e.g., secretaries and other support personnel) the productivity of an entire work group could be substantially lowered until the position is refilled. Some job positions

are more critical to the productivity of the remaining work force than other positions and subsequently have more negative consequences for the organization while they remain vacant.

Individual Determinants

At the individual level perhaps the most important determinant of organizational consequences is the quality of the leaver. Dalton, Todor, and Krackhardt (1982) stated that "presumably the departure of high quality employees is more likely to be dysfunctional than that of low quality."

A major factor in determining quality of the leaver is the leaver's performance level. The loss of high performers is likely to have more negative consequences for the organization than the loss of average or poor performers. The loss of poor performers can actually be a double benefit; the poor performer is gone and the opportunity exists to refill the position with a high performer. Research in selection utility has proposed that an increase of one standard deviation in job performance is worth 40% of the employees salary (Hunter & Schmidt, 1982). It is easy to see that for even low-salaried employees, replacing a poor performer with a high performer could have substantial economic benefit. Mobley (1982a) noted that analyzing turnover in terms of the performance of the leaver is

essential if turnover is to be understood and effectively managed (p.42).

Dalton, et al. (1981) proposed that, in addition to performance of the leaver, whether the supervisor would choose to rehire the employee assesses the quality of the leaver. Factors other than performance frequently are important in determining the importance of the leaver to the organization. For example, if the employee performs well in his/her tasks but does not cooperate with coworkers the leaver's utility to the organization may be questionable. Also, if the leaver has special skills or knowledge about the organization, turnover of that employee may decrease organization effectiveness, regardless of his/her performance level.

Dalton et al. (1981) combined the leaver's performance rating with the supervisor's rating of rehire to determine the quality of the leavers. They did not, however, use a mean value to equal quality. Rather, they combined the variables such that both performance had to be acceptable and the supervisor would choose to rehire in order to label a leaver as high quality. If either performance or the rehire factor were unacceptable, the leaver was labeled low quality.

Focus of the Research

The premise that not all turnover is negative has been set forth and commonly accepted as true (Dalton et al., 1982; Mobley, 1982b;). This has shifted the focus from trying to reduce turnover to trying to manage turnover. Mobley noted that "effective management of turnover requires encouraging turnover where it will have net positive consequences and minimizing turnover where it will have net negative consequences" (Mobley, 1982a p.53). He goes on to say that undifferentiated attempts to minimize turnover should be avoided.

Although it is accepted that the goal has shifted from reducing turnover to managing turnover, there are several questions regarding management of turnover that require further investigation. One of the first questions is what is the prevalence of functional turnover? It is assumed in the management of turnover that turnover with positive consequences does indeed occur in organizations. Several authors have outlined "theoretically" how turnover can have positive consequences for an organization (Dalton & Todor, 1979; Mobley, 1982; Staw, 1980). However, only twice has the presence of this kind of turnover been empirically demonstrated.

Dalton, et al. (1981) demonstrated that substantial levels of functional turnover did occur in a sample of bank

tellers. They defined functional turnover as a case where "the individual wants to leave the organization, but the organization is unconcerned. The organization has a negative evaluation of the individual" (p.716). The converse, dysfunctional turnover, is defined as a case where "the individual wants to leave the organization but the organization prefers to retain the individual" (p.716). When quality of the leaver was considered, 42% of the turnover was functional and when the ease of replacing the employee was assessed, the amount of functional turnover was 72%.

In another empirical assessment of functional turnover, Hollenbeck and Williams, (1986) demonstrated that 53% of turnover of sales persons was functional. They examined functionality as defined by performance of the leaver only. Although these two empirical studies have provided support for the presence of functional turnover, the scope of the samples is somewhat limited. Combine this with the inconsistent results in the research on whether high or low performers turn over (Dreher, 1982; Jackofsky, 1984; Mossholder, Norris & Bedeian, 1984), and it seems warranted to further investigate the prevalence of functional turnover, especially with regard to its variability across occupations.

The second question regarding management of turnover is "Are there differences between leavers classified as functional turnover and those classified as dysfunctional turnover?". In order to differentially impact turnover

events (a turnover event is the separation of one individual from the organization), it would be necessary for there to be consistent and predictable differences between the two categories of leavers. In other words, there would have to be differences between those employees whose turnover is classified as functional and those whose is classified as dysfunctional such that an intervention to encourage the "dysfunctional leavers" to stay does not also encourage the "functional leavers" to stay. Dalton et al. (1981) suggest that "differential prediction may lead to the ability to design organizational interventions that can minimize dysfunctional turnover while not artificially suppressing functional turnover".

Hollenbeck and Williams (1986) attempted to show that employee attitudes do not predict turnover functionality. Although their results were indeed supportive of their hypothesis, problems in their methodology limit the usefulness of their results. Rather than look for differences between functional and dysfunctional leavers, they examined whether or not attitudes predicted functionality for all employees. They defined functionality according to both turnover frequency (did the employee stay or leave) and performance (is the employee a high or low performer). When high performers stay or low performers leave the turnover is functional. When low performers stay or high performers leave the turnover is dysfunctional.

Their criterion of functionality was continuous based on standardized measures of sales performance in dollars multiplied by either -1 (leaver) or +1 (stayer). A problem with this characterization of functionality is that functional turnover includes both stayers and leavers, and high and low performers. Any differences between either of the dichotomies is obfuscated by the combination of the groups. It is still not known whether there are differences between high and low performing leavers.

Another problem with their research is the relatively small sample size and the lack of statistical significance of their findings. One hundred twelve employees were included in the analyses, but only 15 actually turned over. Only 4 coefficients out of 66 reported were statistically significant at $p < .01$.

It is accepted in the literature that attitudes of stayers and leavers are different. Therefore it seems important to examine differences on attitudes within the groups of either leavers or stayers. Simply because there are no differences overall does not mean there are no differences within subgroups.

Although demonstrating differences between functional and dysfunctional leavers is necessary for effective management of turnover, it is not sufficient. A third question is "Are there any differences between functional and dysfunctional leavers at a time when the organization can

have an impact on the turnover event?" A turnover event is not classified as functional or dysfunctional until the individual has left the organization. At that time, however, the organization has no opportunity to impact the individual's decision to leave or stay. Therefore, it is necessary to demonstrate that predictable differences between functional and dysfunctional turnover events exist before the individual actually turns over. It is also important to examine differences before and after turnover because there is little information on how an employees attitudes and opinion regarding the organization may change after resignation.

The purpose in this research is to examine the three issues discussed above. The study is exploratory and is designed to begin the process of building theory on employee turnover that can guide researchers and practitioners in developing effective strategies for managing turnover. In summary, the purpose here is to investigate three questions; the answers to which are necessary for effective management of employee turnover.

These questions are:

1. Are there substantial levels of functional turnover?
2. Are there are differences between leavers whose turnover is classified as functional and dysfunctional?
3. Are there differences between functional and dysfunctional leavers prior to turnover?

Variables of Investigation

It should be obvious from the previous review that there are a myriad of factors determining whether a turnover event has net positive or net negative consequences. It is, of course, impossible to examine all the variables that impact a turnover event. Therefore, the choice of variables to investigate in this research was guided by two factors: 1) the desire to examine those variables which hold the most promise for utility in managing turnover and 2) the desire to continue research on the variables which have been proposed by others as important for managing turnover. Because the role of managing turnover is most often assumed by an organization, the focus was on the organization's perspective. Thus, the emphasis here is on consequences and management from the point of view of the organization.

Determinants of Consequences.

The determinants of consequences, as discussed earlier, are the variables which define whether a turnover event is functional (has positive consequences) or dysfunctional (has negative consequences) for the organization. Four variables were chosen to investigate as determinants of consequences. These were: 1) the performance of the leaver, 2) whether the supervisor would rehire the employee, 3) the ease of replacing the employee and 4) the impact the vacant position has on the productivity of the remaining work force. The first two variables relate to the quality of the leaver and the last two relate to the impact of the position on net consequences of the turnover.

Performance of the leaver is perhaps the most important variable to investigate because of its potential impact on overall organizational effectiveness (Etzioni, 1960). Mobley (1980) noted that organizational consequences of turnover are unquestionably linked to performance of the leaver. Several authors have noted a need to look at differences between high and low performers who turn over. Jackofsky (1984) presented the possibility that turnover among low performing employees may not strongly reflect the same factors that influence turnover among their high performing counterparts (p.81). Spencer and Steers (1981) point out the importance of investigating turnover of effective and ineffective performers. In addition they suggest that differential

prediction of each form of turnover should help us to better understand which factors influence each kind of turnover.

The bottom line on the functionality of turnover is whether the organization prefers to retain the employee who is leaving. Asking whether the supervisor would choose to rehire the individual was designed to assess the "organization's" preference in retaining the employee. This question can address factors, in addition to performance, that impact the quality of the departing employee. Combining performance with the organization's desire to rehire to arrive at an assessment of quality of the leaver is a more thorough measurement of functionality than performance alone.

The second type of variables used to define functionality concern the position that is vacated. The first variable is the ease with which the leaver can be replaced (replaceability) as defined by Dalton et al. (1981). Generally, the more difficult it is to find an adequate replacement the more negative the impact on the organization. The second variable is the impact of the vacated position on the productivity of the remaining work force (criticality). If the effect of the vacant position is deleterious to the productivity of the stayers, the consequences of the turnover are negative. If the empty position does not seriously impact the productivity of the work force then the turnover

may have less negative, or even positive, consequences.

Replaceability and criticality can either offset one another or combine to make the consequences even more negative. If the position is critical, but easily refilled or if it is not easily refilled but also not critical, it is likely that the organization will not suffer major negative consequences from the turnover. However, if the position is both critical and not easily refilled the consequences can be quite severe.

Discriminating Variables.

The literature clearly demonstrates that employee satisfaction, including attitudes about the organization and the job, are related to turnover (Brayfield & Crockett, 1955; Cotton & Tuttle, 1986; Locke, 1975; Mobley, et al., 1979; Muchinsky & Tuttle, 1979; Porter & Steers, 1973; Price, 1977; and Vroom, 1964). A major assumption in the literature on turnover is that turnover can be impacted by affecting attitudes (Hollenbeck & Williams, 1986). If interventions to impact turnover rates are going to focus on changing employee attitudes or satisfaction then a better understanding of attitudinal differences between functional and dysfunctional leavers is necessary.

One aspect of the question "Are there attitudinal differences between functional and dysfunctional leavers?", concerns the performance-satisfaction relationship. The

literature on the relationship between performance and satisfaction has not demonstrated strong correlations. In a meta-analysis Iaffaldano and Muchinsky, (1985) found a correlation of .17 between the two variables. Hollenbeck and Williams (1986) found a zero correlation using sales as a performance measure. It would seem reasonable to assume therefore that, if functionality is defined by performance or quality of the leaver, there would be no differences between functional and dysfunctional leavers on attitudes. However, as was pointed out earlier in this discussion, it is already accepted that the attitudes of leavers and stayers are different. Because performance and satisfaction do not correlate for a total sample of present employees does not necessarily mean that they will not correlate for a subsample comprised only of leavers, the population of interest in the study of turnover.

In addition, Jackofsky and Slocum (1987) have empirically demonstrated that the relationship between performance and satisfaction is an indirect one, operating through leader behavior. Research has shown that job performance is positively related to perceptions of supportive leader behavior and that leader behavior is related to job satisfaction (Jackofsky & Slocum, 1987; Sims & Szilagyi, 1975) . Also, Mitchell, Larsen, and Green, (1977) suggest that perceptions of leader behavior may stem from job performance in that the employee uses his/her own performance

as a cue to describe their leaders's behavior. Therefore, it seems justified to say that the avenue of research examining attitudinal differences between functional and dysfunctional leavers should not be abandoned before it is begun.

Another issue in the study of performance, satisfaction and turnover is the presence of an interaction between performance and satisfaction when predicting turnover. Steers and Mowday (1981) argued that performance level may interact with job attitudes to determine intention to leave and other turnover behaviors. Spencer and Steers, (1981) empirically demonstrated that job satisfaction interacted with job performance to predict turnover. They found that for low performers, satisfaction predicted turnover, but it did not predict turnover for high performers. Their hypothesis was that while high performers are encouraged by the organization with various types of rewards to stay, low performers are probably not encouraged and may be actively discouraged from staying. This would result in satisfaction being only one of several reasons for a high performer to stay but likely the only reason for a low performer to stay.

Interestingly, Jackofsky (1984) also hypothesized an interaction between performance and satisfaction in the prediction of turnover. She, however, predicted an opposite effect than was found by Spencer and Steers. Jackofsky posited that because low performers would not have the options for other jobs that high performers would, they would

not be as likely to act on their feelings of dissatisfaction. Therefore, satisfaction would be predictive of turnover for high performers but not for low performers. Despite the fact that Jackofsky's hypothesis predicts an opposite relationship than found by Spencer and Steers (1981) it has also been supported in research studies (Martin et al., 1981; Mossholder, Norris, & Bedeian, 1984).

Given the above discussion, looking for differences between high and low performers on attitudes seemed to be a fruitful place to start. Employee attitudes measured included satisfaction with various aspects of the work situation, and overall satisfaction.

Several authors have suggested looking for differences between functional and dysfunctional turnover in reasons for leaving. Porter and Steers, (1973) posited that valued employees may leave for quite different reasons than less valued employees. In the same vein, Mowday and Steers, (1981) asked "Do high performers leave for different reasons than poor performers?" (p.131) Granted, examining reasons for leaving may seem like a step backward to the time when reviewers such as Brayfield and Crockett (1955) criticized the retrospective research that had been conducted on turnover. However, the purpose of this research is not to predict who will or will not leave the organization, but to search for differences between functional and dysfunctional leavers. Reasons for leaving are important as a source of

possible discrimination between types of turnover. It is possible that the attitudes of functional and dysfunctional leavers could be quite similar. However, they might base their decision to leave the organization on very different factors. The research shows that attitudes correlate only about .40 with turnover, clearly other factors are operating in an employees decision to leave an organization. Simply answering the question "Are there differences in reasons for leaving between functional and dysfunctional leavers?" or the question "Are there differences in attitudes between functional and dysfunctional leavers?" is not sufficient information for effective management of turnover.

Research Questions

This study is exploratory. Therefore, rather than stating hypotheses, for which adequate theoretical development are lacking, research questions are presented.

Presence of Functional Turnover.

Question 1a: Are there substantive levels of functional turnover?

Question 1b: Does functionality vary across occupations?

Post-turnover Attitude Differences.

Question 2a: Are there differences in reasons for leaving between functional and dysfunctional leavers as defined by...

- ...quality of the leaver?.
- ...replaceability of the employee?
- ...criticality of the position?

Question 2b: Are there differences in post-turnover attitudes between functional and dysfunctional leavers as defined by...

- ...quality of the leaver?.
- ...replaceability of the employee?
- ...criticality of the position?

Pre-turnover Attitude Differences.

Question 3a: Are there attitudinal differences between functional or dysfunctional leavers as defined by...

- ...quality of the leaver
 - ...replaceability of the employee
 - ...criticality of the position
- while the employee is a member of the organization?

Question 3b: Can pre-turnover attitudes predict functionality?

CHAPTER III

METHOD

Participants and Setting

This research was conducted as part of an on-going program of research with employees in a large southeastern utility company. The subjects were employees that had voluntarily resigned from the organization. All participation was voluntary. The data collected for this project were for purposes of research and were not used administratively by the organization for individuals, although the organization did make use of the grouped research results.

The sample for the study included all salaried employees who voluntarily left the organization over a three year period. A total of 4626 employees turned over in this time period. The occupations of the subjects covered a wide variety of positions including administrative (accounting, bookkeeping, etc.), clerical, scientific, engineering, technical, public safety, managerial and janitorial. The mean age for the sample was 39 years and mean tenure was 10 years. Sixty-three percent of the sample was male with 37% female. Annual turnover rates in the three years this study

covered ranged from 6.52% in the first year to 4.86% in the last year.

A subset of this sample was used for selected analyses. The subset consisted of low to mid-level managers (levels 1-5 out of 13 total management levels) representing both supervisory and non-supervisory positions. A total of 289 managers turned over in this time period. Their mean age was 49 years and their mean tenure was 19 years. Ninety-two percent were male and 8% were female.

Measures

Determinants of Consequences

A questionnaire, the "Supervisor's Appraisal of Former Employee" (SAFE), was used to collect information about the factors that contribute to whether the turnover is functional or dysfunctional (i.e., determinants of consequences). The questionnaire contained four questions--one on whether the supervisor would rehire the leaver, one on the performance of the leaver, one on the ease of replacing the employee and one on the criticality of the position. The first three questions were the same questions used to define functional/dysfunctional by Dalton, et al. (1981). The last question was added to the instrument developed by Dalton et al., because of the diverse occupational groups involved in

this study. It was expected that criticality would vary across occupational groups; whereas in the sample used by Dalton et al. (1981) one would not expect variance in criticality within the occupation of bank teller. All questions were rated with Likert-type scales. The rehire question used a five-point scale ranging from "I would definitely not rehire this person again" to "I would definitely rehire this person again". The midpoint was "I am uncertain whether I would rehire this person again". The performance question asked the supervisor to "...rate the person's performance while he or she was working for you" and used a seven-point scale ranging from "well below standards of performance for the job" through "met standards of performance..." to "well above standards of performance...". The replaceability question asked "How would you describe the prospects for finding a person qualified for this position?" and had four responses ranging from "Excellent; very easy..." to "Poor; very difficult..." and a fifth option "Do not know". The criticality question asked for an evaluation of the impact the vacant position would have on the overall effectiveness of the work group. The responses were on a five point scale ranging from "no impact" to "severe impact"; descriptors were also included on each response. Appendix A contains a copy of the survey and the instructions that were given to participants.

Discriminating Variables

Surveys were also used to collect the data on employee attitudes and reasons for leaving. One survey, the "Questionnaire for Understanding Individual Turnover" (QUIT) was used to collect information on the employee's reasons for leaving and post-turnover attitudes. The survey included three sections. Section A listed 39 statements that could be potential reasons for leaving and asked the employees to rate on a five point Likert-type scale how much impact each reason had on their decision to leave the organization. The scale ranged from "none--no impact on decision" to "very much--a great deal of impact; was one of my main reasons for leaving". Section B of the survey listed the same 39 statements but asked the former employee to rate the degree to which they agreed with the statement regarding their recent employment with the organization. A six point Likert-type scale ranging from strongly disagree to strongly agree, (with modifiers) was used. In Section C, three additional questions were asked relating to overall satisfaction.

The development of the QUIT survey was based on results from exit interviews conducted in the organization; the survey had been revised several times before data collection for this research began. Subscale development and psychometric assessment of the instrument is described in the results section. The QUIT survey is provided in Appendix B.

Pre-turnover attitudes were assessed with a survey that was basically the same as the QUIT survey. It is called the Management Description Form (MDF) and was administered while the employee was still employed with the organization. The differences in the MDF and the QUIT reflect the perspective of the employee at the time the measures were taken. The MDF included the QUIT questions but whereas the QUIT the questions were worded in the past tense, the MDF questions were worded in the present tense. Also, six questions from the QUIT that pertain only to the post-turnover situation were not included on the MDF. The six questions included five from Section A that might be reasons for leaving but are not assessments of satisfaction such as "I wanted to continue my education" and "I wanted to relocate"; and one in Section C, concerning how easy it would have been to keep them in the organization. Likert-type rating scales were used on the MDF. Questions 1-34 (Section A) were rated on a six-point scale ranging from strongly disagree to strongly agree. Section C questions were rated on various scales. Subscale development and psychometric assessment of the MDF is also included as part of the results section. Appendix C contains a copy of the MDF and instructions given to participants.

Demographic Information

Demographic information was obtained on the subjects from personnel files. This information included age, tenure with the organization, gender, occupation, hierarchical level, and division in the organization for which they worked.

Data Collection

The data on determinants of consequences were collected from the former supervisor of the resigned employee. A SAFE questionnaire was sent to the immediate supervisor of the former employee approximately 4-6 weeks after the employee left the organization. It was to be completed and returned to the research group for analysis. The supervisors were assured that their responses were confidential and would not affect either them or their former employees. The response rate on this questionnaire was 69%.

The reasons for leaving and post-turnover attitude data collection was 4-6 weeks after the employee had left the organization. The QUIT questionnaire was mailed directly to the home of the former employee. They were asked to complete the survey and mail it back to the research group in an enclosed postage-paid envelope. They were assured of confidentiality on the survey questions, but were given the option to make comments about the organization that would be

forwarded to division management. Repsonse rate on this questionnaire was 40%.

Data on pre-turnover attitudes were collected while the employee was still employed by the organization. The time between pre-turnover attitude collection and actual turnover could vary from one month to two years. The MDF questionnaire was sent directly to all management employees in the organization (this is the subset sample). They were asked to complete it and send it back to the research group for analysis within two weeks of receipt, again confidentiality was guaranteed. Response rate on this questionnaire was 65%, with 1809 managers returning the questionnaire.

CHAPTER IV

RESULTS

All statistical analyses presented in this dissertation were performed using the Statistical Analysis System (SAS®) package (SAS Institute, Inc., 1985). The analyses proceed in three stages. The first stage is the preliminary analysis and includes the development of questionnaire subscales, the operational definition of functional and dysfunctional turnover, and the evaluation of whether or not there are substantial levels of functional turnover. Stage two of the analyses is examination of differences between functional and dysfunctional leavers on reasons for leaving and post-turnover attitudes. Also included in stage two analyses are estimations of the relationship between reasons for leaving and post-turnover attitudes, and examination of the relative accuracy of occupation and attitudes in predicting functionality. Stage two analyses are used to explore the possibility that differences exist between the two types of turnover. Stage three is used to determine whether or not there are predictable differences between functional and dysfunctional turnover before the actual turnover event. (i.e., the predictability of functionality). Also, in stage three an attempt is made to assess the relationship between pre-turnover and post-turnover attitudes.

Stage One Analyses:
Preliminary Analyses

Subscale Development

The questionnaire measures of employee attitudes and reasons for leaving all contained in excess of 40 questions. Because this many variables are somewhat unmanageable, the questions were grouped into topic areas, or subscales. The subscales developed in these preliminary analyses were used for all subsequent analyses.

Construction of Scales.

The content of the questionnaires was based on exit interviews that had been conducted with former employees. In these interviews, general categories of reasons for leaving had been identified and these general categories were used as the bases for developing questionnaire items. Several items were written to measure employee attitudes concerning each of the identified topic areas. The mean value of each individual's responses to the items within each topic area were computed to obtain subscale scores.

Table 1 shows the final grouping of items into subscales for the three sets of variables. In Table 1, the statements are abbreviated but are presented in full in Appendix B. The number preceding each item is the item number on the

Table 1

Discriminating Variables:
Subscale Names and Items

Subscale Names	Items
<u>Upper Management</u>	17. Inadequate communication, upper management and employees. 21. Lack of trust and confidence in upper-level management. 12. Little or no interest in employees by upper management. 10. Lack of communication/cooperation, different parts of the organization. 7. Inconsistent application of policies and procedures. 33. Low morale. 27. Lack of clearly defined agency-wide goals. 2. Not enough authority to fulfill responsibilities.
<u>Work Itself</u>	32. Work was not interesting enough to me. 26. My job was not challenging enough. 11. Lack of personal satisfaction from work. 15. Not enough opportunity for personal accomplishments. 28. Job didn't use skills, training or experience.
<u>Merit Pay and Promotion</u>	24. The better performers didn't get promoted sooner. 31. Better performers didn't get paid any more. 3. Promotions based on "who you know".
<u>Immediate Supervisor</u>	23. Lack of trust and confidence in immediate supervisor. 14. Poor communication between immediate supervisor and myself. 4. Lack of recognition & encouragement from supervisor. 6. Supervisor didn't treat employees fairly. 16. Little recognition for personal accomplishments.

Table 1
(continued)

Subscale Names	Items
<u>Opportunities and Salary</u>	9. More favorable advancement opportunity available elsewhere. 5. Better salary elsewhere. 1. Opportunity elsewhere, professional growth. 25. Salary was too low for job duties. 8. Limited positions for advancement.
<u>Job Stress</u>	22. Job demands were overwhelming. 29. Too much responsibility. 19. Conflicting demands within the job.
<u>Job Security</u>	13. I had little job security. 30. Afraid I was going to be RIF'd.
<u>Overall Satisfaction</u>	C1. How satisfied were you with xxxx as a place to work? C6. I take pride when I inform people that I worked for xxxx. C7. I was made aware of what was expected of me on my job.

post-turnover questionnaire. The item number shown minus one is the item number on the pre-turnover attitude questionnaire. In Table 2, statistics on the items are presented.

Reliability of the Subscales.

Because the subscales were developed with some subjectivity and they were to be used in later analyses it is necessary that they demonstrate adequate reliability. Cronbach's coefficient alpha, an internal consistency method of assessing reliability, was calculated for each subscale. Table 3 lists the coefficient alphas for all the subscales.

Generally, the reliabilities are acceptable with most subscales having coefficient alphas in the range of .80 and higher. The subscale of Job Stress has lower reliabilities across all three groups of variables with coefficient alphas ranging from .62 to .69. The pre-turnover attitude subscales demonstrated lower reliabilities than the other groups of subscales with coefficients ranging from .58 to .88. Although some of the subscales had reliability coefficients that are lower than desired none were so low as to be considered completely unacceptable. Because Cronbach's coefficient alpha is generally a conservative estimate and represents the lower bound of reliability (Carmines & Zeller, 1979) all subscales were retained for use in later analyses.

Table 2

Statistics on the Discriminating Variables:
Means, Standard Deviations, Item-Subscale
Correlations^a, Sample Sizes

Item Numbers ^e	Reasons for Leaving ^b			Post-turnover Attitudes ^c			Pre-turnover Attitudes ^d		
	M	SD	r	M	SD	r	M	SD	r
<u>Upper Management</u>									
17.	2.76	1.54	.87	4.14	1.61	.87	4.77	1.70	.80
21.	2.82	1.57	.85	4.12	1.66	.85	4.35	1.82	.81
12.	2.82	1.55	.85	4.02	1.63	.85	4.30	1.89	.79
10.	2.74	1.49	.81	4.25	1.53	.79	5.38	1.55	.68
7.	2.74	1.52	.81	4.17	1.60	.87	4.60	1.95	.69
33.	3.08	1.59	.78	4.55	1.55	.77	5.39	1.56	.77
27.	2.27	1.43	.73	3.71	1.55	.72	5.06	1.66	.64
2.	2.14	1.29	.64	3.21	1.54	.63	3.27	1.76	.60
<u>Work Itself</u>									
32.	2.05	1.33	.85	2.93	1.54	.86	2.63	1.40	.79
26.	2.18	1.41	.87	3.18	1.60	.87	2.77	1.54	.85
11.	2.51	1.52	.84	3.38	1.73	.85	2.63	1.52	.81
15.	2.34	1.39	.81	3.41	1.57	.81	3.92	1.84	.78
28.	2.20	1.46	.83	3.19	1.63	.81	3.54	1.81	.83
<u>Merit Pay and Promotion</u>									
24.	2.85	1.60	.93	4.27	1.59	.93	4.29	1.91	.85
31.	2.87	1.59	.89	4.45	1.53	.87	4.88	1.71	.72
3.	2.71	1.57	.85	3.98	1.68	.84	4.45	1.81	.79
<u>Immediate Supervisor</u>									
23.	2.03	1.47	.89	2.86	1.77	.89	3.06	1.85	.89
14.	1.91	1.36	.87	2.68	1.64	.86	2.74	1.69	.88
4.	2.32	1.48	.88	3.24	1.78	.89	3.25	1.77	.90
6.	2.09	1.47	.88	2.95	1.77	.88	2.67	1.68	.85
16.	2.48	1.45	.77	3.64	1.59	.78	3.88	1.83	.76

Table 2
(continued)

Item Numbers ^e	Reasons for Leaving ^b			Post-turnover Attitudes ^c			Pre-turnover Attitudes ^d		
	M	SD	r	M	SD	r	M	SD	r
<u>Opportunities and Salary</u>									
9.	2.77	1.63	.90	4.15	1.57	.86	4.58	1.70	.76
5.	2.36	1.57	.83	3.45	1.70	.81	4.03	1.76	.80
1.	2.91	1.67	.84	4.11	1.65	.81	not included		
25.	2.22	1.49	.68	3.26	1.65	.69	3.83	1.82	.61
8.	3.02	1.58	.79	4.52	1.48	.69	5.55	1.39	.55
<u>Job Stress</u>									
22.	1.56	1.04	.84	2.34	1.28	.84	3.59	1.78	.83
29.	1.29	.76	.71	2.02	1.05	.74	2.36	1.19	.64
19.	1.87	1.18	.81	2.95	1.47	.78	4.50	1.72	.73
<u>Job Security</u>									
13.	1.97	1.40	.93	2.71	1.65	.93	3.43	1.90	.92
30.	1.67	1.23	.91	2.37	1.55	.91	2.68	1.55	.87
<u>Overall Satisfaction</u>									
C1.				3.17	1.67	.86	2.67	1.30	.92
C6.				3.03	1.53	.85	2.96	1.32	.88
C7.				2.73	1.41	.78	2.81	1.20	.84

^a The correlations between items and subscales are computed with the item included in the subscale score.

^b The scale range is 1 (not a reason) to 5 (a major reason), and the sample size is 1357.

^c The scale range is 1 (high satisfaction) to 6 (high dissatisfaction) and the sample size is 1347.

Table 2
(continued)

^d The scale range is 1 (high satisfaction) to 7 (high dissatisfaction) and the sample size is 172.

^e The item numbers correspond to the item numbers in Table 1 and in the post-turnover questionnaire.

Table 3
Coefficient Alphas on Questionnaire Subscales

Subscales	Coefficient Alphas		
	Reasons for leaving	Post-turnover Attitudes	Pre-turnover Attitudes
Upper Management	.92	.91	.83
Work Itself	.87	.86	.83
Merit Pay and Promotion	.87	.85	.71
Immediate Supervisor	.91	.91	.88
Opportunities and Salary	.87	.83	.58
Job Stress	.69	.68	.62
Job Security	.83	.82	.78
Overall Satisfaction		.78	.76

Statistics on the Attitude Subscales.

In Table 4, the means, standard deviations, and subscale intercorrelations on each of the reasons for leaving subscales are presented. The complete correlation matrix, including all questionnaire subscales and the functionality variables is included in Appendix D.

Table 4
Statistics on the Reasons for Leaving Subscales^a

Subscale Name	Mean ^b	SD	Intercorrelations						
			1	2	3	4	5	6	7
1.Upper Management	2.69	1.20		.74	.56	.65	.49	.48	.22
2.Merit Pay/Promotion	2.82	1.42			.49	.60	.56	.36	.19
3.Work Itself	2.27	1.20				.43	.49	.29	.20
4.Immediate Supervisor	2.17	1.24					.29	.42	.12
5.Opportunities/Salary	2.66	1.29						.25	.29
6.Job Stress	1.57	.79							.16
7.Job Security	1.82	1.21							

^aSample size for this instrument was 1357.

^bScale values ranged from 1 (not a reason) to 5 (a major reason).

The most frequently cited reason for leaving was "Merit Pay and Promotion", the least frequently cited was "Job Stress".

In Table 5, the means, standard deviations, and subscale intercorrelations on the post-turnover attitude subscales are presented.

Table 5
Statistics on the Post-Turnover Attitude Subscales^a

Subscale Name	Mean ^b SD		Intercorrelations							
			2	3	4	5	6	7	8	
1.Upper Management	4.02	1.24	.68	.54	.60	.52	.44	.18	.63	
2.Merit Pay/Promotion	4.23	1.41		.43	.56	.52	.31	.13	.51	
3.Work Itself	3.22	1.36			.41	.45	.24	.20	.52	
4.Immediate Supervisor	3.07	1.47				.28	.40	.09	.54	
5.Opportunities/Salary	3.90	1.24					.25	.22	.39	
6.Job Stress	2.44	1.01						.15	.36	
7.Job Security	2.55	1.48							.11	
8.Overall Satisfaction	4.02	1.28								

^aSample size for this instrument was 1347.

^bScale values ranged from 1 (high satisfaction) to 6 (high dissatisfaction).

The area that former employees were most dissatisfied with was "Merit Pay and Promotion". The area of most satisfaction was "Job Stress".

In Table 6, the means, standard deviations, and subscale intercorrelations on the pre-turnover attitude subscales are presented. These data are presented for the subsample, which includes all managers who completed a pre-turnover questionnaire and left the organization during the time of the study.

Table 6
Statistics on the Pre-Turnover Attitude Subscales

	Mean ^b	SD	Intercorrelations							
Subscale Name			2	3	4	5	6	7	8	
1.Upper Management	4.63	1.23	.57	.47	.50	.43	.25	.37	.64	
2.Merit Pay/Promotion	4.50	1.17		.33	.40	.28	.14	.26	.37	
3.Work Itself	3.07	1.28			.40	.15	-.09	.25	.49	
4.Immediate Supervisor	3.11	1.42				.21	.10	.27	.42	
5.Opportunities/Salary	4.64	1.11					.14	.03	.41	
6.Job Stress	3.55	1.13						.07	.09	
7.Job Security	3.14	1.61							.23	
8.Overall Satisfaction	2.78	1.21								

^aSample size for this instrument was 193.

^bScale values ranged from 1 (high satisfaction) to 7 (high dissatisfaction).

The areas in which management employees who later turned over expressed the most dissatisfaction were "Opportunities and Salary" and "Upper Management". They were most satisfied with "Overall Satisfaction".

Presence of Functional Turnover

Defining Functional and Dysfunctional Turnover.

The purpose for this research was to discriminate between leavers whose turnover was defined as functional and leavers whose turnover was defined as dysfunctional for the organization. Four different questions were asked to assess the functionality of the turnover. Table 7 shows the scale range, means, standard deviations and intercorrelations of the four functionality variables.

Table 7
Statistics on the Measures
of Functionality^a

	Range		Means & SD.		Intercorrelations ^b			
	low	high	M	SD	1	2	3	4
1.Performance	1-7		4.85	1.49	.76	.37	.23	
2.Rehire	1-5		3.78	1.33			.31	.20
3.Replaceability	1-4		2.66	.85				.22
4.Criticality	1-5		3.17	.96				

^a Sample size for this instrument was 2706.

^b All correlations were significant at $p < .01$.

Rather than use these indices as continuous variables, the responses were grouped into either a functional, dysfunctional, or unclassified category. Dalton et al., (1981) measured both performance and whether the supervisor would rehire the employee and then combined these two assessments into a variable called quality of the leaver. The high intercorrelation of performance and rehire in this sample also indicated that these two variables could be combined into one variable in this study.

For the purposes of this research, quality of the leaver was defined similar to the way it was in the Dalton, et al study. That is, if the employees performance was rated as below standards (1, 2 or 3 on the performance scale) or the supervisor would not rehire the employee (1 or 2 on the rehire scale) then quality of the leaver was low and the turnover was defined as functional. This definition of quality takes into account both the performance of the employee and whether the supervisor would rehire but does not allow one variable to compensate for the other as combining them as a mean value would. If the employee's performance was rated as above standards of performance (6 or 7 on the performance scale) and the supervisor would rehire (4 or 5 on the rehire scale) employee quality was considered high and the turnover was dysfunctional. Any other combinations of the performance and rehire variables were average quality and the functionality was defined as unclassified.

The definitions of functional and dysfunctional on the other two variables were more straight forward. For replaceability, if the supervisor indicated that it would be somewhat or very easy to find a replacement (scale values 1 and 2) the leaver was easy to replace and the turnover was defined as functional. If the supervisor indicated that it would be somewhat difficult or difficult (scale values 3 and 4) to find a replacement then the leaver was not easy to replace and the turnover was defined as dysfunctional. If the supervisor did not know how easy it would be to replace the leaver then the turnover was unclassified. For criticality, if the supervisor indicated that impact on the work group of a vacancy would be none or minor (scale values 1 and 2) then the position was not critical and the turnover was functional. If the supervisor said the impact would be major or severe (scale values 4 and 5) then the position was critical and the turnover was defined as dysfunctional; moderate impact (scale value 3) was considered unclassified functionality.

Levels of Functional/Dysfunctional Turnover.

The test of the first research question, (Are there substantial levels of functional turnover?), is a practical issue more than a statistical issue. One "statistical" way to assess this issue is to look at the variability on the scores. Means and standard deviations for the

functionality variables were presented in Table 6 and indicate that although the distributions were somewhat skewed (mean values above the midpoint of the scale), the standard deviations approach one-fourth of the scale range. However, given that there was sufficient variance, whether the amount of functional turnover was worthy of special attention is a practical question. To assess whether there were practical levels of functional turnover, the percentages of turnover classified as functional, unclassified and dysfunctional turnover are shown in Table 8.

Table 8
Percentages of Types of Turnover:
Levels of Functionality

	Functional	Unclassified	Dysfunctional
Quality	23.3%	29.6%	47.2%
Replaceability	43.5%	1.4%	55.2%
Criticality	21.7%	39.3%	39.0%

Dalton et al., (1981) found that, as defined by quality of the leaver, 42% of the turnover was functional and, as defined by replaceability, 72% was functional. In the study by Hollenbeck and Williams, (1986) 53% of the turnover was

considered functional when defined by performance of the leaver. Clearly, these levels have practical significance for the organization. The percentages of turnover that were classified as functional in this study were not as high as in the two previous studies but were still substantial. The two previous studies used only one occupation in their research, bank tellers in the Dalton et al., (1981) study and salespersons in the Hollenbeck and Williams study. This sample, however, included widely different occupational groups. This may, in part, explain the lower levels of functional turnover.

Levels of Functional Turnover Across Occupational Groups.

Although the results shown in Table 8 indicated that there were practical levels of functional turnover in the total sample, another question of interest was whether the amounts of functional turnover were similar for different occupational groups. In Table 9 the amounts of turnover classified as functional and dysfunctional for several different occupational groups are shown.

Results shown in Table 9 indicated that functionality varied widely across occupational groupings, particularly with regard to replaceability and criticality. The range of percentages of functional turnover as defined by quality was from 13% to 34%, as defined by replaceability it was from 23% to 81%, and as defined by criticality it was from 7% to 47%.

Table 9
Percentages of Functional Turnover
by Occupational Groups

Occupation	Percentages of Functional Turnover		
	Quality	Replaceability	Criticality
Administrative			
Officer	25%	33%	12%
Clerk/Typist	26	54	15
Engineer	17	23	15
Scientist	9	29	7
Technician	25	47	37
Janitor	34	81	22
Public Safety	31	71	47
Officer			
Trades & Labor	33	53	38
Worker			
Manager	13	33	13

It is not surprising that, across occupations, functionality varied more on replaceability and criticality than it did on quality. These indices would seem to be more related to position characteristics than to individual characteristics. Across all types of functional turnover, the greatest amounts of functional turnover occurred for public safety officers (31% to 71%) and janitors (22% to 81%), the least for engineers (15% to 23%) and scientists (7% to 29%).

Summary.

The results presented in the preceding section indicated that there were substantive levels of functional turnover. The amounts varied according to the definition of functionality, ranging from 21.7% for criticality to 43.5% for replaceability. Also shown, was that the amounts of functional turnover varied widely according to the definition of functionality and occupational grouping. Although these results indicated that there were substantial and practically significant percentages of functional turnover, they also showed that there are large amounts of dysfunctional turnover. Organizations would be well served to measure and track both kinds of turnover.

Stage Two Analyses: Differences Between Functional
and Dysfunctional Leavers

The principal focus in the stage two analyses is whether there are differences between functional and dysfunctional leavers at the time of the turnover event. Canonical discriminant analyses, using the CANDISC procedure from SAS® (1985), were used to test the questions in research question group two--are there differences between functional and dysfunctional leavers? Canonical discriminant analysis is one of a set of related statistical procedures designed to allow "researchers to study the differences between two or more groups with respect to several variables simultaneously" (Klecka, 1985, p. 7) The procedure is a "dimension-reduction technique related to principal component analysis and canonical correlation" (SAS, 1985, p. 155) and is particularly useful for interpreting group differences.

In stage two, six canonical discriminant models were run. For each model, the three functionality (i.e., determinants of consequences) variables define the classes. For research question 2a, reasons for leaving dimensions were the discriminating variables and for research question 2b, post-turnover attitude dimensions were the discriminating variables. The leavers whose turnover was unclassified with regard to functionality were not included in these analyses. The purpose for the analysis was to examine differences

between those leavers whose turnover was defined as functional or dysfunctional. Therefore, only the groups classified as functional or dysfunctional were used in this research.

In addition to addressing the research questions presented earlier, stage two included two other analyses. The first of these analyses was an examination of the relationship between reasons for leaving and post-turnover attitudes. The second analysis compared the relative accuracy of occupation and attitudes in the prediction of functionality.

Differences in Reasons for Leaving

Do functional leavers and dysfunctional leavers choose to leave the organization for different reasons? This question was asked three times, once for each definition of functionality.

Quality of the Leaver.

A canonical discriminant analysis using quality of the leaver as the partitioning variable was performed on 776 observations; 395 high quality leavers and 381 low quality leavers. In Table 10, the group means on each of the subscales are presented.

Table 10
Quality Group Means on Reason for Leaving Subscales

Reason for Leaving	Quality Groups	
	High Quality	Low Quality
Upper Management	2.46	2.91
Merit Pay and Promotion	2.63	2.96
Work Itself	2.12	2.40
Immediate Supervisor	1.74	2.50
Opportunities and Salary	2.69	2.69
Job Stress	1.50	1.69
Job Security	1.89	1.89
	N=395	N=381

In Table 11 the group means (centroids) on the discriminant function are presented. In Appendix E, Figure 2 depicts the distribution of former employees on the discriminant function. This distribution is useful for "visualizing" the effect size of the group differences and provides a frame of reference for interpreting the group mean (centroid) differences presented later in this results section.

Table 11

Group Means on the Discriminant Function:
Quality Groups with Reasons for Leaving

Quality Group	Discriminant Function Mean	N
Low Quality Leavers (Func)	.36	381
High Quality Leavers (Dysf)	-.34	395

The discriminant function calculated was significant at the $p=.0001$ level with an F of 13.397 and an adjusted canonical correlation of .32. The total difference between the group means is .70 units. This is directly comparable to standard deviation units, which means that the difference between high and low quality leavers was about two-thirds of a standard deviation.

Table 12 presents the correlations between the discriminating variables and the discriminant function as well as the unstandardized discriminant function coefficients. Because of the ease and parsimony of interpretation, the correlations between the discriminant function and the subscales were used to interpret the discriminant functions throughout this dissertation.

Table 12

Canonical Discriminant Function for Reasons for Leaving and Quality Groups: Correlations and Function Coefficients

Reason for Leaving	Correlations with the Discriminant Function	Function Coefficients
Upper Management	.57	.15
Merit Pay and Promotion	.36	-.20
Work Itself	.35	.05
Immediate Supervisor	.94	.91
Opportunities and Salary	.00	-.19
Job Stress	.35	-.10
Job Security	.00	-.02

The function was defined primarily by scores on the subscale "Immediate Supervisor". High quality leavers did not cite "Immediate Supervisor" as a reason for leaving nearly as often as did low quality leavers. Another subscale highly correlated with the discriminant function was "Upper

Management". Again high quality leavers did not cite this reason for leaving as frequently as did low quality leavers.

Ease of Replacing the Leaver.

A canonical discriminant analysis using replaceability of the leaver as the partitioning variable was performed on 825 observations; 336 easily replaced leavers and 489 not easily replaced leavers. In Table 13, the group means for each subscale are presented.

Table 13

Replaceability Group Means on Reason for Leaving Subscales

Reason for Leaving	Replaceability Groups	
	Not Easy to Replace	Easy to Replace
Upper Management	2.68	2.68
Merit Pay and Promotion	2.85	2.83
Work Itself	2.24	2.35
Immediate Supervisor	2.06	2.32
Opportunities and Salary	2.83	2.58
Job Stress	1.52	1.59
Job Security	1.82	1.80
	N=489	N=336

Table 14 provides the group means (centroids) on the discriminant function.

Table 14

Group Means on the Discriminant Function:
Replaceability Groups with
Reasons for Leaving

Replaceability Group	Discriminant Function Mean	N
Easily Replaced Leavers (Func)	.23	336
Not Easily Replaced Leavers (Dysf)	-.15	489

The discriminant function calculated was significant at the $p=.0002$ level with an F of 4.16 and an adjusted canonical correlation of .17. Table 15 presents the correlations between the discriminant function and the dependent variables as well as the unstandardized discriminant function coefficients.

The function was defined primarily by scores on the subscales "Immediate Supervisor" and "Opportunities and Salary". Easily replaced leavers cited their immediate supervisor as a reason for leaving more often than did those

Table 15

Canonical Discriminant Function for Reasons for Leaving
and Replaceability Groups: Correlations and Function
Coefficients

Reason for Leaving	Correlations with the Discriminant Function	Function Coefficients
Upper Management	-.00	-.45
Merit Pay and Promotion	-.03	.05
Work Itself	.23	.43
Immediate Supervisor	.55	.64
Opportunities and Salary	-.52	-.65
Job Stress	.23	.22
Job Security	-.03	.10

leavers who were not easily replaced. Leavers who were more difficult to replace cited opportunities and salary as reasons for leaving more than did easily replaced leavers.

Criticality of the Vacated Position.

A canonical discriminant analysis using criticality of the position as the partitioning variable was performed on 518 observations; 366 leavers who left from critical positions and 152 leavers who left from noncritical positions. Table 16 presents the means on each subscale for the functional and dysfunctional groups.

Table 16

Criticality Group Means on Reason for Leaving Subscales

Reason for Leaving	Criticality Groups	
	Critical	Non-Critical
Upper Management	2.67	2.63
Merit Pay and Promotion	2.79	2.79
Work Itself	2.15	2.38
Immediate Supervisor	2.11	2.28
Opportunities and Salary	2.70	2.57
Job Stress	1.54	1.51
Job Security	1.78	1.99
	N=366	N=152

Table 17 provides the group means (centroids) on the discriminant function and the sample sizes.

Table 17

Group Means on the Discriminant Function:
Criticality Groups with
Reasons for Leaving

Criticality Group	Discriminant Function Mean	N
Non-Critical Leavers(Func)	.31	152
Critical Leavers (Dysf)	-.13	366

The discriminant function calculated was significant at the $p=.0057$ level with an F of 2.89 and an adjusted canonical correlation of .17. Table 18 presents the correlations between the discriminant function and the dependent variables as well as the unstandardized discriminant function coefficients.

The function was defined primarily by scores on the subscales "Work Itself" and "Job Security". Those employees who left from non-critical positions cited these factors as reasons for leaving more often than employees who left from critical positions.

Table 18

Canonical Discriminant Function for Reasons for Leaving and Criticality Groups: Correlations and Function Coefficients

Reason for Leaving	Correlations with the Discriminant Function	Function Coefficients
Upper Management	-.09	-.54
Merit Pay and Promotion	.01	.12
Work Itself	.46	.72
Immediate Supervisor	.32	.38
Opportunities and Salary	-.25	-.56
Job Stress	-.09	-.27
Job Security	.41	.45

Summary.

The results of the first three models indicated that there were significant differences between functional and dysfunctional leavers on their reasons for leaving. When functionality was defined by quality of the leaver the largest difference was found. This difference was related principally to the extent to which the immediate supervisor was cited as a reason for leaving. Differences on replaceability were related to the categories of "Immediate Supervisor" and "Opportunities and Salary". Differences on criticality were related to the categories of "Work Itself" and "Job Security".

Differences on Post-Turnover Attitudes

Former employees were asked to indicate not only what their reasons for leaving were but also to what extent they agreed that the statements on the questionnaire described the organization. Differences between functional and dysfunctional leavers were examined in terms of these attitudes about the organization after turnover.

Quality of the Leaver.

A canonical discriminant analysis using quality of the leaver as the partitioning variable was performed on 768 observations; 394 high quality leavers and 374 low quality leavers. In Table 19 the group means on each post-turnover attitude subscale are shown. Table 20 provides the group means (centroids) on the discriminant function. The discriminant function calculated was significant at the $p=.0001$ level with an F of 13.632 and an adjusted canonical correlation of .34.

Table 19

Quality Group Means on Post-Turnover Attitude Subscales

Post-Turnover Attitude	Quality Groups	
	High Quality	Low Quality
Upper Management	3.88	4.24
Merit Pay and Promotion	4.07	4.41
Work Itself	3.03	3.40
Immediate Supervisor	2.52	3.53
Opportunities and Salary	3.90	4.01
Job Stress	2.33	2.62
Job Security	2.53	2.69
Overall Satisfaction	2.75	3.24
	N=394	N=374

Table 20

Group Means on the Discriminant Function:
 Quality Groups with Post-Turnover
 Attitudes

Quality Group	Discriminant Function Mean	N
Low Quality Leavers (Func)	.39	374
High Quality Leavers (Dysf)	-.37	394

Table 21 presents the correlations between the discriminating variables and the discriminant function as well as the unstandardized discriminant function coefficients.

Table 21

Canonical Discriminant Function for Post-Turnover Attitudes and Quality Groups: Correlations and Function Coefficients

Post-Turnover Attitude	Correlations with the Discriminant Function	Function Coefficients
Upper Management	.43	-.23
Merit Pay and Promotion	.36	-.11
Work Itself	.40	.05
Immediate Supervisor	.96	.77
Opportunities and Salary	.12	-.05
Job Stress	.39	.06
Job Security	.15	.08
Overall Satisfaction	.54	.13

The function was defined primarily by scores on the subscale "Immediate Supervisor". High quality leavers were more satisfied with their immediate supervisor than low quality leavers were. Another subscale highly correlated with the discriminant function was "Overall Satisfaction". High quality leavers were more satisfied overall than were low quality leavers.

Ease of Replacing the Leaver.

A canonical discriminant analysis using replaceability of the leaver as the partitioning variable was performed on 823 observations; 333 easily replaced leavers and 490 not easily replaced leavers. In Table 22, the groups means on each subscale are presented.

Table 22
Replaceability Group Means on Post-Turnover
Attitude Subscales

Post-Turnover Attitude	Replaceability Groups	
	Not Easy to Replace	Easy to Replace
Upper Management	4.05	4.00
Merit Pay and Promotion	4.29	4.28
Work Itself	3.16	3.31
Immediate Supervisor	2.89	3.28
Opportunities and Salary	4.02	3.84
Job Stress	2.36	2.45
Job Security	2.48	2.49
Overall Satisfaction	2.91	3.08
	N=490	N=333

Table 23 provides the group means (centroids) on the discriminant function. The discriminant function calculated was significant at the $p=.0001$ level with an F of 5.16 and an adjusted canonical correlation of .20.

Table 23

Group Means on the Discriminant Function: Replaceability
Groups with Post-Turnover Attitudes

Replaceability Group	Discriminant Function Mean	N
Easily Replaced Leavers (Func)	.27	333
Not Easily Replaced Leavers (Dysf)	-.18	490

Table 24 presents the correlations between the discriminant function and the dependent variables as well as the unstandardized discriminant function coefficients.

The function was defined primarily by scores on the subscales "Immediate Supervisor", "Opportunities and Salary" and "Overall Satisfaction". Easily replaced leavers cited dissatisfaction with their immediate supervisor more often and less overall satisfaction than did those leavers who were not easily replaced. Leavers who were more difficult to replace noted dissatisfaction with opportunities and salary more than did easily replaced leavers.

Table 24

Canonical Discriminant Function for Post-Turnover Attitudes
and Replaceability Groups: Correlations and Function
Coefficients

Post-Turnover Attitudes	Correlations with the Discriminant Function	Function Coefficients
Upper Management	-.10	-.72
Merit Pay and Promotion	-.02	-.06
Work Itself	.26	.25
Immediate Supervisor	.60	.58
Opportunities and Salary	-.34	-.37
Job Stress	.21	.19
Job Security	-.01	.01
Overall Satisfaction	.32	.33

Criticality of the Vacated Position.

A canonical discriminant analysis using criticality of the position as the partitioning variable was performed on 517 observations; 365 leavers who left from critical positions and 152 leavers who left from noncritical positions. In Table 25 the group means on the subscales are shown. Table 26 provides the group means (centroids) on the discriminant function.

Table 25
Criticality Group Means on Post-Turnover
Attitude Subscales

Post-Turnover Attitude	Criticality Groups	
	Critical	Non-Critical
Upper Management	4.04	3.79
Merit Pay and Promotion	4.25	4.13
Work Itself	3.04	3.30
Immediate Supervisor	2.97	3.12
Opportunities and Salary	3.99	3.73
Job Stress	2.44	2.31
Job Security	2.38	2.68
Overall Satisfaction	2.94	2.96
	N=365	N=152

Table 26
Group Means on the Discriminant Function:
Criticality Groups with Post-Turnover
Attitudes

Criticality Group	Discriminant Function Mean	N
Non-Critical Leavers (Func)	.42	152
Critical Leavers (Dysf)	-.17	363

The discriminant function calculated was significant at the $p=.0001$ level with an F of 4.62 and an adjusted canonical correlation of .24. Table 27 presents correlations between the discriminant function and the dependent variables as well as the unstandardized discriminant function coefficients.

Table 27

Canonical Discriminant Function for Post-Turnover Attitudes and Criticality Groups: Correlations and Function Coefficients

Post-Turnover Attitudes	Correlation with the Discriminant Function	Function Coefficients
Upper Management	-.36	-.70
Merit Pay and Promotion	-.15	.07
Work Itself	.34	.56
Immediate Supervisor	.18	.27
Opportunities and Salary	-.37	-.45
Job Stress	-.22	-.21
Job Security	.37	.30
Overall Satisfaction	.03	-.11

The function was defined primarily by scores on the subscales "Opportunities and Salary", "Job Security", "Upper Management" and "Work Itself". Those employees who left from non-critical positions cited dissatisfaction with job security and the work itself more often than employees who left from critical positions. On the other hand, employees who left

from critical positions were dissatisfied more with opportunities and salary and with upper management.

Summary.

The results presented in this section indicated that there were differences between functional and dysfunctional leavers on post-turnover attitudes. Again, the largest difference was when functionality was defined by quality of the leaver. The results on post-turnover attitudes were very similar to the results for reasons for leaving. The most significant difference occurred when functionality was defined by criticality. In addition to "Work Itself" and "Job Security" discriminating between functional and dysfunctional leavers (as on reasons for leaving), the categories of "Upper Management" and "Opportunities and Salary" were different between the groups on post-turnover attitudes. Employees who left from critical positions indicated more dissatisfaction with these areas than employees who left from non-critical positions although differences between the groups on reasons for leaving were not significant.

Correlations between Post-Turnover Attitudes and Reasons for Leaving

Results of the canonical discrimination models indicated that differences between the groups in reasons for leaving and post-turnover attitude differences were fairly

consistent. To further examine whether reasons for leaving were different than attitudes about the organization, bivariate correlation coefficients were calculated between the two sets of variables. Table 28 shows the correlations between the reason for leaving subscales and the post-turnover attitude subscales. The correlations on the diagonal represent the agreement between the analagous reason for leaving and post-turnover attitude subscale.

Table 28

Correlations Between the Reason for Leaving Subscales and the Post-Turnover Attitude Subscales

Reasons for Leaving	Post-Turnover Attitudes						
	1	2	3	4	5	6	7
1. Upper Management	.80	.56	.45	.55	.46	.34	.14
2. Merit Pay and Promotion		.77	.41	.52	.51	.25	.13
3. Work Itself			.85	.35	.44	.15	.15
4. Immediate Supervisor				.88	.27	.32	.06
5. Opportunities and Salary					.82	.13	.21
6. Job Stress						.72	.11
7. Job Security							.84

The correlations on the diagonal between the reason for leaving categories and the post-turnover attitude categories were very high. The lowest correlation ($r=.72$) was for "Job Stress" indicating the least agreement on this dimension.

Recall from Table 5 (see p.59) that the subscale "Job Stress" also had the lowest reliability coefficient, which would suppress the correlation here. Given, the high correlations between categories it does not seem that there are major differences between reasons for leaving and post-turnover attitudes across groups. The agreement may be due to a "real" consistency between reasons for leaving and post-turnover attitudes. However, given the common method of measuring these two indices and the time proximity of the measurements it is also possible that the agreement is due to contaminating factors.

Whatever the reason for the agreement of the scales, using both does not add much to an explanation of the turnover phenomenon. Because of this, further analyses reported in this dissertation focused primarily on attitudes. Attitudes were chosen because of the ability to compare pre-turnover attitudes with post-turnover attitudes and because the magnitude of the effects were larger with attitudes than with reasons for leaving (adjusted canonical correlations ranging from .17 to .32 for reasons for leaving and adjusted canonical correlations ranging from .20 to .34 for attitudes).

Occupation and Attitudes as Predictors of Functionality

Because definitions of functionality were highly related to the type of work performed, it is possible that occupation is a better predictor of replaceability and criticality than are attitudes. The results shown in Table 9 (see page 70) indicated that the percentages of functional turnover varied widely across occupations, especially when functionality was defined by replaceability or criticality.

The general linear model was used to assess the relative ability of occupation and attitudes to predict functionality. For these analyses, the functionality variables were used as continuous variables. The quality dimension was defined as the mean value of performance and rehire. Replaceability was a 1-4 scale with the 5 value ("don't know") dropped. Criticality was a 1-5 scale, just as it appears on the survey. A total of nine models were run; three analysis of variance models with occupation as the class variable and the three functionality variables as dependent variables, three regression models with the eight post-turnover attitudes dimensions as the independent variables and the three functionality variables as the dependent variables; and three regression models using both attitudes and occupation as the predictors of the three functionality variables. Table 29 shows the R^2 's obtained for each of the nine models.

Table 29
 Variance Accounted for in Functionality by
 Occupation and Attitudes

Definitions of Functionality	R2 of Predictors ^a		
	Full model	Occupation Only	Attitudes Only
Quality	.26	.05	.21
Replaceability	.15	.09	.05
Criticality	.13	.12	.03
	N=960	N=2520	N=1032

^aAll models significant at $p < .01$

The results presented in Table 29 show that the prediction of functionality varied according to the predictor used and the definition of functionality. The quality of the leaver was predicted quite well by attitudes (an R^2 of .21 is equal to a Pearson correlation of .49). Adding occupation to the model raised the R^2 to .26. The prediction of replaceability was better by occupation ($R^2=.09$) alone than attitudes alone, ($R^2=.05$). The full model ($R^2=.15$), however, explained more variance than the addition of the variances explained by each single model alone. Criticality was clearly better explained by occupation than by post-turnover attitudes ($R^2=.12$ versus $R^2=.04$, respectively); the full model ($R^2=.13$) does not add much to the accuracy of prediction. The differences between all models, except one, were statistically significant at $p<.01$. The exception was the full model ($R^2=.13$) versus the occupation only model ($R^2=.12$) with criticality as the dependent variable. Attitudes did not add anything to the prediction of criticality beyond what was explained by occupation.

The results from these analyses indicated that while attitudes were useful for explaining variance in quality of the leaver or ease of replacing the leaver, they were not useful in explaining differences in criticality. Variance in criticality was better explained by occupation. This was not surprising, given the fact that criticality is so related to characteristics of the position.

Stage Three Analyses: Pre-Turnover Differences Between
Functional and Dysfunctional Leavers

The results of stage two analyses showed that there were differences between functional and dysfunctional leavers on post-turnover attitudes and reasons for leaving. The purpose for the third set of analyses was to examine whether there were pre-turnover attitudinal differences between functional and dysfunctional leavers (i.e., can pre-turnover attitudes predict functionality). Pre-turnover attitude data were collected from a subset of the first sample. The sample for this set of analyses consisted of managers who voluntarily turned over. Given the wide variations in functionality across occupational groupings, it seemed warranted to examine differences within one occupation. Therefore, the first step in stage three was to look for pre-turnover attitudinal differences with three canonical discrimination models, using quality, replaceability, and criticality, as the partitioning variables and pre-turnover attitudes as the discriminating variables. In addition to examining the pre-turnover differences, in stage three an attempt was made to assess the accuracy with which pre-turnover attitudes could predict the functionality of the leaver.

Also included in stage three, was an attempt to examine the consistency of pre-turnover attitudes and post-turnover

attitudes. The first analysis was conducted to look at whether the differences between functional and dysfunctional leavers are consistent from the pre-turnover situation to the post-turnover situation. The final analysis in stage three was conducted to assess the accuracy with which pre-turnover attitudes could predict post-turnover attitudes.

Differences on Pre-Turnover Attitudes

At times ranging from six weeks to one year before turnover managers were surveyed on their attitudes about the organization. Differences between functional and dysfunctional leavers were examined in terms of these attitudes about the organization before turnover.

Quality of the Leaver.

A canonical discriminant analysis using quality of the leaver as the partitioning variable was performed on 102 observations; 84 high quality leavers and 18 low quality leavers. In Table 30, group means on the pre-turnover attitude subscales are shown. Table 31 provides the group means (centroids) on the discriminant function.

Table 30
Quality Group Means on Pre-Turnover
Attitude Subscales

Pre-Turnover Attitude	Quality Groups	
	High Quality	Low Quality
Upper Management	4.38	4.81
Merit Pay and Promotion	4.14	4.78
Work Itself	2.89	3.47
Immediate Supervisor	2.50	3.85
Opportunities and Salary	4.38	4.53
Job Stress	3.48	3.50
Job Security	2.94	3.80
Overall Satisfaction	2.67	2.37
	N=84	N=18

Table 31
Group Means on the Discriminant Function:
Quality Groups with Pre-Turnover
Attitudes

Quality Group	Discriminant Function Mean	N
Low Quality Leavers (Func)	1.35	18
High Quality Leavers (Dysf)	-.30	84

The discriminant function calculated was significant at the $p=.0001$ level with an F of 4.65 and an adjusted canonical correlation of .49. The correlations between the dependent variables and the discriminant function as well as the unstandardized discriminant function coefficients are presented in Table 32.

Table 32

Canonical Discriminant Function for Pre-Turnover Attitudes and Quality Groups: Correlations and Function Coefficients

Pre-Turnover Attitudes	Correlation with the Discriminant Function	Function Coefficients
Upper Management	.24	.11
Merit Pay and Promotion	.38	.05
Work Itself	.31	.17
Immediate Supervisor	.72	.77
Opportunities and Salary	.10	.21
Job Stress	.01	.02
Job Security	.37	.10
Overall Satisfaction	-.20	-.99

The correlations indicated that the function was defined primarily by scores on the subscale "Immediate Supervisor". While a member of the organization, high quality leavers were more satisfied with their immediate supervisor than were low quality leavers.

Ease of Replacing the Leaver.

A canonical discriminant analysis using replaceability of the leaver as the partitioning variable was performed on 150 observations; 51 easily replaced leavers and 99 not easily replaced leavers. In Table 33, the group means on each subscale are presented. In Table 34 the group means (centroids) on the discriminant function are provided. The discriminant function calculated was significant at the $p=.0177$ level with an F value of 2.42 and an adjusted canonical correlation of .29. In Table 35 the correlations between the discriminant function and the dependent variables, as well as the unstandardized discriminant function coefficients are provided.

The function was defined primarily by scores on the subscales "Immediate Supervisor", "Overall Satisfaction", and "Job Security". Easily replaced leavers cited dissatisfaction with their immediate supervisor more often than did those leavers who were not easily replaced. Leavers who were more difficult to replace noted dissatisfaction with job security and overall satisfaction more than did easily replaced leavers.

Table 33
Replaceability Group Means on Pre-Turnover
Attitude Subscales

Pre-Turnover Attitude	Replaceability Groups	
	Not Easy to Replace	Easy to Replace
Upper Management	4.66	4.41
Merit Pay and Promotion	4.47	4.41
Work Itself	3.04	2.96
Immediate Supervisor	2.82	3.29
Opportunities and Salary	4.57	4.62
Job Stress	3.59	3.44
Job Security	3.27	2.76
Overall Satisfaction	2.82	2.42
	N=99	N=51

Table 34
Group Means on the Discriminant Function
Replaceability Groups with Pre-Turnover
Attitudes

Replaceability Group	Discriminant Function Mean	N
Easily Replaced Leavers (Func)	-.51	51
Not Easily Replaced Leavers (Dysf)	.26	99

Table 35

Canonical Discriminant Function for Pre-Turnover Attitudes
and Replaceability Groups: Correlations and Function
Coefficients

Pre-Turnover Attitudes	Correlation with the Discriminant Function	Function Coefficients
Upper Management	.28	.21
Merit Pay and Promotion	.07	.03
Work Itself	.09	-.01
Immediate Supervisor	-.47	-.70
Opportunities and Salary	-.06	-.26
Job Stress	.17	.15
Job Security	.42	.23
Overall Satisfaction	.47	.59

Criticality of the Vacated Position.

A canonical discriminant analysis using criticality of the position as the partitioning variable was performed on 112 observations; 97 leavers who left from critical positions and 15 leavers who left from noncritical positions. The discriminant function calculated was not significant-- $p=.6917$ level with an F of .70. Given the results from the stage two analyses that indicated that criticality was related to occupation more than attitudes, it is not surprising that this analysis was non-significant.

Summary.

The results reported in the first step of stage three analyses indicated that there were attitude differences between functional and dysfunctional leavers before the turnover event when functionality was defined by quality or replaceability. These analyses could not confirm differences when functionality was defined by criticality of the position.

Prediction of Functionality

In an attempt to arrive at an assessment of the accuracy with which pre-turnover attitudes predict functionality, the general linear model was used. As in stage two, the functionality variables were continuous. In three separate

regression models, pre-turnover attitudes were used to predict levels of the different measures of functionality. In Table 36 the R^2 's from the three models are presented.

Table 36
Variance Accounted for in Functionality by
Pre-Turnover Attitudes

Definitions of Functionality	R^2 of Predictors: Pre-Turnover Attitudes
Quality	.26 ^a
Replaceability	.11 ^b
Criticality	.05
N=152	

^a $p < .01$

^b $p < .05$

Table 36 shows that the prediction of the quality of the leaver by pre-turnover attitudes was very good; an R^2 of .26 is equal to a Pearson correlation of .51. The prediction of replaceability was less accurate; and, as might be suspected, attitudes did not predict criticality very well at all.

Comparisons of Pre- and Post-Turnover Attitudes

Consistency of Attitude Differences.

The results reported so far have indicated that there were differences between functional and dysfunctional leavers on attitudes both before and after turnover. However, it has not been demonstrated that the differences remained the same over time. Therefore, the next step in stage three was to examine whether the differences on attitudes between functional and dysfunctional leavers were consistent from before turnover to after turnover.

To do this, a difference score was calculated for each individual representing the difference between pre-turnover attitudes and post-turnover attitudes. These difference scores were then used as the discriminating variables in two canonical discriminant analysis models. One model used quality of the leaver as the partitioning variable and the other used replaceability. Criticality was not used in this set of analyses because no differences were found between functional and dysfunctional leavers when criticality was the partitioning variable.

Quality of the Leaver. A canonical discriminant analysis using quality of the leaver as the partitioning variable and pre-post attitude difference scores as the

discriminating variables was performed on 68 observations. The discriminant function calculated was not statistically significant, $p=.2880$. This indicated that the attitudinal differences found between high and low quality leavers in the previous analyses were consistent across time. In other words, the differences for the two groups were the same from before to after turnover.

Ease of Replacing the Leaver. A canonical discriminant analysis using ease of replacing the leaver as the partitioning variable and the pre-post attitude difference scores as the discriminating variables was performed with 79 observations. The discriminant function calculated was not significant, $p=.5106$. Again, this suggests that the attitudinal differences found between easy to replace and more difficult to replace leavers were consistent across time.

Relationship of Pre-Turnover Attitudes and Post-Turnover Attitudes.

Although the previous analysis showed that differences between functional groups were consistent across time it is useful to have an assessment of the consistency of pre-turnover attitudes and post-turnover attitudes. Bivariate correlation coefficients were calculated between the two sets

of variables. Table 37 shows the correlations between the pre-turnover attitude subscales and the post-turnover attitude subscales. The correlations between the categories were fairly high. The relationships were not as strong as was found between reasons for leaving and post-turnover attitudes, but given the differences in time lag between the measurements, this was not surprising.

Summary.

The comparison of pre-turnover attitudes with post-turnover attitudes suggested that the differences between the groups tended to be consistent from before turnover to after turnover. The results also indicated that pre-turnover attitudes were positively related to post-turnover attitudes.

Table 37

Correlations Between the Pre-Turnover Attitude Subscales and
the Post-Turnover Attitude Subscales

Pre-turnover Attitudes	Post-Turnover Attitudes							
	1	2	3	4	5	6	7	8
1.Upper Management	.67	.49	.45	.46	.33	.12 ^a	.05 ^a	.46
2.Merit Pay/Promotion		.49	.41	.37	.27	.01 ^a	-.01 ^a	.43
3.Work Itself			.65	.35	.32	-.13 ^a	.11 ^a	.41
4.Immediate Supervisor				.67	.16 ^a	.10 ^a	.07 ^a	.37
5.Opportunities/Salary					.49	.07 ^a	-.20	.26
6.Job Stress						.65	-.08 ^a	.05 ^a
7.Job Security							.56	.35
8.Overall Satisfaction								.60

N=193

^anon-significant correlations, $p < .05$

CHAPTER V

DISCUSSION

An area much in need of investigation was addressed in this research. Dalton, Todor, and Krackhardt (1982) noted that "It is not clear that the same antecedents, correlates or determinants are shared between individuals who are categorized as functional and those categorized as dysfunctional" (p.122). They go on to point out "Whether there are substantive levels of functional turnover and whether differences exist in the antecedents and determinants of turnover for these employees remains an empirical question" (p.122). The principal questions presented in this dissertation were to address the issues raised by Dalton et al.(1982). The questions, and the answers as supported by this research, are:

Question 1: Are there substantial levels of functional turnover?

Answer: Yes

Question 2: Are there differences between functional and dysfunctional leavers in reasons for leaving and/or post-turnover attitudes?

Answer: Yes

Question 3: Are there differences between functional and dysfunctional leavers in pre-turnover attitudes and can attitudes predict functionality?

Answer: Yes

Of course none of these answers are without qualification and the answers are not really as simplistic as presented above. However, it is important to begin with an overall perspective on the possibility for management of turnover. These data support the continuation of research on ways that organizations might differentially impact the rates of functional and dysfunctional turnover

Summary and Discussion of the Results

Presence of Functional Turnover

The results of the research indicated that indeed there were substantive levels of functional turnover. When functionality is defined by quality of the leaver, 23.3% of the turnover was functional. When ease of replacing the leaver is considered, 43.5% of the turnover was functional. Finally, 21.7% of the turnover was functional when criticality was considered. Turnover always incurs costs to the organization. However, the levels of functional turnover found here indicated that the overall negative consequences

may be less than appears from turnover rates alone and that the organization may be benefiting from a certain percentage of the total turnover. It is also important to note that equally substantial amounts of dysfunctional turnover occurred in the organization. The magnitude of the dysfunctional turnover indicated that the organization could benefit from efforts to reduce dysfunctional turnover.

Also shown in this research was that the amounts of functional turnover varied widely according to the definition of functionality and occupational grouping. When quality of the leaver was examined, the percentages of functional turnover ranged from a high of 34% for janitors, to a low of 13% for managers. The ranges for replaceability and criticality were even wider. Levels of functional turnover ranged from 23% for engineers to 81% for janitors on replaceability. On criticality, the levels ranged from 7% for scientists to 47% for public safety officers. Overall, the highest percentages of functional turnover occurred with public safety officers and janitors; the lowest with engineers and scientists.

This research is consistent with previous research on the presence of functional turnover although the amount is somewhat less than was found in previous studies (Dalton et al., 1981 and Hollenbeck & Williams, 1986). Because these results indicated that there were substantive levels of functional turnover it seems reasonable to encourage

further study of the management of turnover. Abelson and Baysinger have cautioned against attempts to reduce turnover without first comparing the cost of reducing turnover against the cost of the turnover itself. Clearly, one aspect that needs to be addressed in these evaluations is the percentage of turnover that is functional.

Also included in this research was a comparison of the levels of functional turnover across occupations. The percentages of functional turnover varied widely across occupations, particularly with regard to criticality. In a program to reduce the detrimental effects of turnover it would be beneficial to concentrate efforts on those occupations where the percentage of dysfunctional turnover is high. This strategy is a deviation from previously accepted ways to target groups, which was to try to reduce turnover in occupations where the turnover rate is high. In this sample, the occupations with the least amounts of functional turnover were the engineers and the scientists. It is likely that examination of turnover rates only would not have flagged these groups as potential turnover problems.

Differences Between Functional and Dysfunctional Leavers

Management of turnover requires differential impact on functional and dysfunctional turnover. In order for this to be possible, there must be some predictable differences between leavers whose turnover is classified as functional and leavers whose turnover is classified as dysfunctional.

Differences in Reasons for Leaving.

The results of the three canonical discriminant models using reasons for leaving as the discriminating variables indicated that there were significant differences between functional and dysfunctional leavers. The largest difference was found when functionality was defined by quality of the leaver; the adjusted canonical correlation for this model was .32. This difference was related principally to the extent to which the immediate supervisor was cited as a reason for leaving. Ratings of the immediate supervisor correlated .94 with the discriminant function. Interestingly, the extent to which leavers believed better opportunities and salary were available elsewhere or that there was a lack of job security in the present organization did not discriminate at all between functional and dysfunctional leavers ($r^2 = 0$).

Differences on replaceability were related to the categories of "Immediate Supervisor", more frequently cited by easily replaced leavers, and "Opportunities and Salary",

more frequently cited by employees who are more difficult to replace. The fact that employees rated as difficult to replace believed that there were better opportunities elsewhere probably reflected their understanding of their job market. The strength of the relationship with replaceability as the partitioning variable (adjusted canonical correlation of .17) was not as strong as for quality of the leaver (adjusted canonical correlation of .32).

When functionality was defined by criticality, the differences were related to the categories of "Work Itself" and "Job Security". Those who left from non-critical positions cited these two categories as reasons for leaving more often than those who left from critical positions. The fact the job security was an issue for those in non-critical positions was not surprising and may indicate that employees were aware of their own "dispensibility". Also, given that the jobs with high percentages of non-critical turnover (e.g., public safety officers, trades and labor workers) were blue collar jobs with less skill demand, it was reasonable to expect differences in the extent to which they choose to leave because of satisfaction with the work. The adjusted canonical correlation for this model was .17, the same as for the replaceability model.

In summary, the results from the first set of analyses indicated that there were differences between functional and

dysfunctional leavers on reasons for leaving. The biggest difference occurred when functionality was defined by quality of the leaver. The subscale that showed the best discrimination was "Immediate Supervisor", correlating .94 when quality was the partitioning variable and .55 when replaceability was the partitioning variable. In both instances, the functional leavers cited this category more frequently.

Differences on Post-Turnover Attitudes.

In addition to asking former employees why they left the organization, they were asked to indicate the extent to which the statements described the organization. The results in this section indicated that there were differences between functional and dysfunctional leavers on these post-turnover attitudes. The results on post-turnover attitudes were very similar to the results for reasons for leaving.

When quality and replaceability were used, the differences between functional and dysfunctional leavers on post-turnover attitudes were the same as they were for reasons for leaving. Functional leavers (low quality and easily replaced) cited dissatisfaction with their immediate supervisor more than did dysfunctional leavers, and leavers who were not easy to replace believed that there were better opportunities elsewhere. In addition to the subscales used

as reasons for leaving, post-turnover attitudes included a measure of overall satisfaction. The results on this subscale showed that low quality and easily replaced leavers were less satisfied overall than were high quality or difficult to replace leavers. In other words, functional leavers were less satisfied overall than dysfunctional leavers. The adjusted canonical correlations for these two models were .34 for the quality model and .20 for the replaceability model. These correlations were slightly higher than were obtained for the models which used reasons for leaving as the discriminating variables.

When functionality was defined by criticality, however, there were some differences between post-turnover attitudes and reasons for leaving. As on reasons for leaving, "Work Itself" and "Job Security" were cited more by those who left from non-critical jobs than those who left from critical jobs. However, on post-turnover attitudes the categories of "Upper Management" and "Opportunities and Salary" also discriminated between the groups. Employees who left from critical positions indicated more dissatisfaction with these areas than employees who left from non-critical positions. The adjusted canonical correlation for this model was .24, which is higher than for the reasons for leaving model.

Correlations Between Post-Turnover Attitudes and Reasons for Leaving.

The results of the canonical discriminant models indicated that the differences between functional and dysfunctional leavers were similiar for both reasons for leaving and post-turnover attitudes. Another question of interest was whether, across the total sample, reasons for leaving and post-turnover attitudes were consistent.

Bivariate correlation coefficients computed between the analogous reason for leaving and post-turnover attitude subscales showed that there was substantial agreement; correlations ranging from .72 to .89. These results suggested that reasons for leaving the organization and attitudes about the organization were consistent both across groups and within group. However, it is also highly likely that the agreement is due to common method biases and time proximity of the ratings. Therefore, no conclusions can be drawn from this research on whether reasons for leaving are the same as post-turnover atttiudes.

Occupation and Attitudes as Predictors of Functionality.

The results from the analysis of the amounts of functional turnover showed that functionality varied widely across occupations. This raised the question of whether occupation might be a better predictor of functionality than attitudes. To examine this, several regression models were

used. In addition to assessing the relative accuracy of occupation and attitudes in the prediction of functionality, the results of the regression analyses provided an easily interpretable measure of the accuracy of attitudes in predicting functionality.

The results indicated that when predicting quality of the leaver attitudes were fairly accurate ($R^2=.21$). They were much less accurate for predicting replaceability and criticality ($R^2=.05$ and $R^2=.03$, respectively). There was little overlap in the variance explained in replaceability by occupation and attitudes. This indicated that both variables could be useful for predicting replaceability. In predicting criticality, however, attitudes did not add anything significant beyond what was explained by occupation.

The variance accounted for in the various definitions of functionality by attitudes compared to the variance accounted for by occupation indicated that attitudes were more useful in predicting quality than was occupation. However, attitudes were less accurate than occupation for predicting replaceability and criticality. It seems reasonable to conclude that attitudes have potential for discrimination and prediction as regards quality of the leaver, but that occupation would probably be more effective to use for predicting replaceability and criticality. This is not surprising given that the constructs of replaceability and criticality describe position characteristics more than

individual characteristics. This does not mean, however, that the constructs of replaceability and criticality are not important to effective management of turnover. They should be measured and used to assess the consequences of turnover.

The fact that attitudes correlated so highly with quality, (a function of performance and desire to rehire) in this analysis is inconsistent with previous literature. Iaffaldano and Muchinsky (1985) reported a correlation of $+0.17$ between performance and satisfaction from the results of a meta-analysis that included 74 different studies and 217 satisfaction-performance correlation coefficients. Other researchers have also concluded that the relationship between performance and satisfaction is not high (Hollenbeck & Williams, 1986; Lawler & Porter, 1967; and Schwab & Cummings, 1970). In their study examining the relationship of turnover functionality to attitudes, Hollenbeck and Williams concluded that employee attitudes do not predict performance ($R^2 = .01$).

One possible explanation for the different findings in this research may be that the sample of leavers is qualitatively different than the total population. A difference between this study and others is that, in the other studies, the correlation was computed across the entire sample, while the correlation coefficient in this research was computed with only those employees who had left the organization. Jackofsky and Breckenridge (1986) found that with two different samples there was a curvilinear

relationship between performance and turnover (i.e., turnover occurring among the highest and lowest performing employees). If that is true in this sample, the leavers would represent the extreme ends of the distribution of performance. It is not improbable that the correlation between performance and satisfaction would be higher with this sample than with the total sample. Jackofsky (1984) noted that the relationship between satisfaction and performance may be quite different at different levels of performance and that it is important to look at the relationship for subgroups of performance.

Another possible explanation could be contamination of the measures. The attitude variable that correlated the highest with quality was "Immediate Supervisor". Because the measure of the quality of the leaver came from ratings by the immediate supervisor, it is difficult to conclude what is operating in the association between quality of the leaver and attitudes of the leaver. This question is discussed at greater length in subsequent sections.

Pre-Turnover Differences Between Functional and Dysfunctional Leavers

Differences on Pre-Turnover Attitudes.

The first step of stage three analyses was to look for attitude differences between functional and dysfunctional leavers before the turnover event. The results of the canonical discriminant model when quality of the leaver was

used indicated that there were pre-turnover differences. As was found with post-turnover attitudes and the total sample, the difference was on satisfaction with the immediate supervisor. The adjusted canonical correlation for this model was .49, higher than for the model using post-turnover attitudes ($r=.34$).

When functionality was defined by replaceability, significant differences were also found; the factors being, "Immediate Supervisor", "Overall Satisfaction" and Job Security". The relationship for "Immediate Supervisor" was the same as on post-turnover attitudes, the easily replaced leavers indicating more dissatisfaction. Those employees who were more difficult to replace cited "Overall Satisfaction" and "Job Security" more often than did easy to replace employees.

The stage three analyses could not confirm differences when functionality was defined by criticality of the position. This analysis was performed with only managers and so the result was consistent with the findings from stage two that indicated that attitudes did not predict criticality when the variance explained by occupation was removed.

To provide a readily interpretable measure of the association between pre-turnover attitudes and measures of functionality three general linear models were run. The results for pre-turnover attitudes compared to the results for post-turnover attitudes in pattern. The magnitudes of

the R^2 's for the pre-turnover attitudes were higher however. The best prediction occurred with quality of the leaver ($R^2=.26$) as the dependent variable. The R^2 for replaceability was .11 and the R^2 for criticality was .05. This is additional evidence that attitudes can predict quality of the leaver and replaceability but not criticality.

Quality of the Leaver and Attitudes
Toward the Immediate Supervisor.

The most robust and consistent finding in this research was that the best discrimination between functional and dysfunctional leavers on attitudes was when functionality was defined by quality. The principal difference between high and low quality leavers was on their attitude toward their immediate supervisor.

A limitation to the interpretation of this finding is that the measures of performance and rehire (i.e., quality) came from the immediate supervisor. It is possible that when relationships between the supervisor and subordinate were good, the supervisor would rate that employee higher than their performance actually warranted. On the other hand, if the relationship was not good, the supervisor might have been more willing to rate a person low. However, because the supervisors were making ratings on employees who were no longer members of the organization and because the ratings

were used for research purposes only, more confidence can be placed in the accuracy of these ratings.

There are several possible explanations for the finding that attitude toward the supervisor discriminated between high and low quality leavers. One explanation comes from research on the vertical dyad linkage theory of leadership (Dansereau, Graen, & Haga, 1975). This research has shown that out-group members tend to report less satisfaction with their immediate supervisor and are more likely to be poor performers. It is possible that the low quality leavers were out-group members and would be predicted to show less satisfaction with their supervisor than high performers who are more likely to be members of the in-group. Related to this, other research has shown that job performance is positively related to employee perceptions of supportive leader behavior (Jackofsky & Slocum, 1987; and Sims & Szilagyi, 1975). Although the results here can not really provide support for these findings, they are consistent with the previous findings on the relationships between performance and perceptions of the leader.

Another possible explanation is that low quality leavers had very accurately described the lack of supportiveness and ineffective communications of their supervisors. It may have been this ineffectiveness that caused the employees' low performance. The whole body of research on leadership is based on the premise that the talent and effectiveness of the

leader impacts the performance of the subordinate. House and Batz (1979) state unequivocally, that leadership has an effect on subordinates although the nature of that influence is not fully understood. Aside from the reality of performance and leader effectiveness, the relationship found here could be one of perceptions. Mitchell, Larsen and Green (1977) suggest that perceptions of leader behavior may stem from job performance in that the employee uses his/her own performance as a cue to describe the leader's behavior.

A third explanation for the findings is less related to leadership and more related to turnover. Jackofsky hypothesized a curvilinear relationship between performance and turnover because the low performers would be fired or be pushed from the organization and the high performers would have more outside options. (Jackofsky, 1984). Given the quasi-governmental nature of the organization in this research it was very difficult to fire employees. The best option for a supervisor who wanted to be rid of a poor performer was to make that person want to leave (i.e., push the person from the organization). Spencer and Steers (1981) note that it is likely that both supervisors and coworkers would not only not encourage a poor performer to stay, but might actually discourage them from staying. The results of being pushed out would certainly leave the employee with less than positive attitudes about the "pusher".

If the "push" scenario is true, then the organization had already informally implemented an intervention to differentially impact turnover. In total, the results of this research suggest successful management of functional turnover. The question, however, is whether the performance of the employee caused the leader behavior or the leader behavior caused the performance. Although informal, the former is good management, the latter is not.

Consistency of Attitude Differences.

The discussion thus far has indicated that there were predictable differences between functional and dysfunctional leavers, on reasons for leaving, post-turnover attitudes and pre-turnover attitudes. The results of this study have also shown that the differences on each of the set of discriminating variables tended to be fairly consistent. An attempt was made, however, to assess statistically whether the differences remained constant over time. Canonical discriminant analysis were run using difference scores (pre-turnover attitudes minus post-turnover) as the discriminating variables with quality of the leaver and replaceability as the partitioning variables. Criticality was not used because no differences were found between the leavers with this partitioning variable. The results of both models were nonsignificant. This indicated that the differences on attitudes between functional and dysfunctional leavers were

not different over time. In other words, the differences between functional and dysfunctional leavers before turnover tended to be the same as the differences after turnover.

Relationship of Pre-Turnover Attitudes and Post-Turnover Attitudes.

The accuracy of pre-turnover attitudes in predicting post-turnover attitudes was the subject of the final analysis. the correlation coefficients between the analogous pre-turnover and post-turnover subscales ranged from .53 to .71. Given that the time between measurements could be as long as two years, these relationships are fairly strong. It seemed reasonable to conclude that attitudes about the organization did not change substantially from before turnover to after turnover.

Implications of the Research

Practical Implications

Management of employee turnover requires understanding much more of the turnover problem than had been previously addressed. It is not enough to be able to predict who will leave the organization and who will stay. The focus has changed instead to trying to differentially impact turnover; encouraging some employees to stay while either not

encouraging or perhaps even discouraging others from staying. The results in this dissertation are a starting point for building a perspective that will make this kind of turnover management possible.

Before discussing implications, it seems warranted to address the issue of generalizability of the results of this research. As with any single study, these results are limited in the extent to which one can expect similar results to occur in other organizations. However, the scope of the sample was quite vast. The organization employed approximately 28,000 people with occupations ranging from unskilled laborers to PhD scientists and researchers. The geographical locations covered seven states and included more than 40 organizational divisions. Work environments ranged from power-producing plants to ultra modern office complexes and research labs.

The organization was unique in that it was quasi-governmental. Although the organizational climates within the different work environments varied considerably, some of the most salient characteristics of the climate included a paternalistic approach to management, a lack of trust and confidence in upper management, and low employee morale. This dissertation has demonstrated that it was possible to identify and discriminate attitudinally between functional and dysfunctional leavers. Whether the same discriminating

variables would hold up in other samples or organizations is not known.

A practical implication of the wide variation in percentages of functional turnover found in this research is the choice of systems used to monitor turnover. Previously organizations were most likely to collect data on only turnover rates (Mobley, 1982a). The results in this research point to the need for more and different information. A system of measuring and monitoring the type of turnover that is occurring (as was used in this research) could be useful for collecting information on functionality and/or dysfunctionality and is fairly inexpensive. In addition, it may be feasible for managers to make estimates of the quality, replaceability or criticality of various individuals or groups before they leave the organization. This would allow the organization to focus special attention on potential "hot spots" before turnover becomes a problem.

In order to differentially impact the turnover of employees there would have to be consistent and predictable differences between leavers the organization wanted to keep and those they did not want to keep. The results in this research indicated that there were differences between functional and dysfunctional leavers from the organization studied. In addition, because these differences tended to be consistent across time, the organization could have an impact on potential leavers, while the employee is still a member of

the organization. One of the advantages of this research was the large sample of leavers which allowed for a thorough investigation of leavers' attitudes.

These results also pointed to the variables that might be useful for discrimination. Employee attitudes provided adequate discrimination between high and low quality leavers. It is particularly important to note that quality could be effectively predicted because quality is probably the most significant variable in the management of turnover. Although attitudes did not discriminate on criticality of the leaver, the results indicated that occupation did. This means that efforts to impact the criticality of turnover could be focused on entire groups rather than individuals. The implication of this being that efforts to manage turnover could be focused on larger homogeneous groups.

Another practical implication of this research is that it may not be necessary for organizations to measure pre-turnover attitudes of all employees to obtain the information needed to manage turnover. Post-turnover measures were fairly consistent with pre-turnover measures in this research. Organizations frequently do not have the resources to measure attitudes of all employees on a continuing basis but many do make some attempt to examine why employees choose to leave the organization. This post-turnover information could be utilized in the management of turnover.

Theoretical Implications

A theoretical implication of this research is that researchers may need to design and test different models to predict functional versus dysfunctional turnover. Attitudinal differences found in this dissertation were somewhat inconsistent with past research on the performance-satisfaction relationship. It is possible that models that have combined all leavers and stayers together are obfuscating important factors in the prediction of turnover.

Another theoretical implication concerns the findings on the subscale "Opportunities and Salary". The results indicated that perceptions of opportunities did not differ across quality groups but did vary for replaceability groups. Those employees who were more difficult to replace cited opportunities elsewhere as a reason for leaving more frequently than employees who were easy to replace. This finding is inconsistent with Jackofsky and Breckenridge's (1986) ease of movement hypothesis. They noted that high performers would perceive more opportunities outside the organization than average or low performers would and therefore would be more likely to turn over. These results supported the fact that some employees perceive their ease of movement to be greater than do other employees. However, the discrimination was not on performance but on the ease of replacing the employee.

Future Research

Nearly all research raises more questions than it answers and this dissertation has been no exception. The first question that comes to mind is what kind of interventions will differentially impact turnover. Although this research has pointed to places to start investigating, it is necessary to also examine attitudes of stayers to draw conclusions on this topic. For example, although this research showed that attitudes about the immediate supervisor discriminated between high and low quality leavers, it did not show what these attitudes look like for high and low quality employees who stay with the organization. Future research should look at attitudes of both leavers and stayers to design interventions that will have differential impact on turnover that is functional and/or dysfunctional.

Another area for new research is to retest the predictive models of turnover. It is possible that they will predict differently for functional and dysfunctional leavers. If attitudes of functional and dysfunctional leavers are not the same, the models may predict better for one group than for the other. There may need to be different models, some designed to predict functional turnover and some designed to predict dysfunctional turnover.

Related to the use of the functional/dysfunctional dichotomy in the predictive models is the need to further refine subgroups. Another aspect of this is the need to separate leavers who left for avoidable reasons and those who left for unavoidable reasons. Research has shown that their attitudes are not similar to each other (Abelson, 1987). Future research should focus on further identifying homogeneous subgroups. These subgroups can then be evaluated for their antecedents and consequences of turnover, leading to further refinement of the theories of turnover.

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APPENDIXES

APPENDIX A

SUPERVISOR'S APPRAISAL OF FORMER EMPLOYEES
(SAFE) QUESTIONNAIRE

TO: The Former Supervisor of

FROM: Research and Analysis Branch,

SUBJECT: TURNOVER STUDY

The Board of Directors has asked the Research and Analysis Branch to investigate factors relating to voluntary turnover at XXX. This data is being collected for research purposes only and will not affect you or your former employee in any way. Only statistical summaries of the data will be used and no individual will be identified. Confidentiality is assured by the Research and Analysis Branch, Division of Personnel. Your cooperation is needed to help us learn more about turnover at XXX.

A copy of this form should not be kept and/or used administratively by you. Any copies that you retain may be subject to the employee's right of access and other rights of the Privacy Act of 1974. If you are interested in the results of the survey and/or the purposes for which the data is collected, you may obtain a copy of the latest "Report on Voluntary Turnover of XXX Employees" from your division personnel officer. If you have any questions regarding this questionnaire, please call xxx xxxxx at xxxxxx. Thank you for your assistance.

Instructions

1. On the back of this memo you will find four questions concerning the above-named employee and the position that was vacated. Please think about the position and the performance of the employee while he/she was working for you, then carefully read each question and answer as accurately as possible.
2. If any of the information on the mailing label regarding the employee is incorrect, make any necessary changes at the bottom of the page. Please do not make any marks on the mailing address at the top of this form.
3. Please answer all questions and mail the completed form directly to Research and Analysis Branch, within one week.
4. If the employee did not work for you, please so indicate at the bottom of this page and return the form without answering the questions.

____ Check here if employee DID NOT work for you.

Please place an X by the number corresponding to your response.

A. Would you hire this person to work for you again if the decision were totally up to you?

- ☐ 1. I would definitely not hire this person again.
- ☐ 2. I would probably not hire this person again.
- ☐ 3. I am uncertain whether I would hire this person again.
- ☐ 4. I would probably hire this person again.
- ☐ 5. I would definitely hire this person again.

B. How would you rate this person's performance while he or she was working for you?

- ☐ 1. Well below standards of performance for the job.
- ☐ 2. Below standards of performance for the job.
- ☐ 3. Slightly below standards of performance for the job.
- ☐ 4. Met standards of performance for the job.
- ☐ 5. Slightly above standards of performance for the job.
- ☐ 6. Above standards of performance for the job.
- ☐ 7. Well above standards of performance for the job.

C. How would you describe the prospects for finding a person qualified for this position?

- ☐ 1. Excellent; very easy to find a replacement.
- ☐ 2. Good; somewhat easy to find a replacement.
- ☐ 3. Fair; somewhat difficult to find a replacement.
- ☐ 4. Poor; very difficult to find a replacement.
- ☐ 5. Do not know.

D. Regarding the position occupied by this person, if an adequate replacement (i.e., one who performs at or above standard) could not be hired within a reasonable time period, what impact would this have upon the overall effectiveness of your work group?

- ☐ 1. No impact.
- ☐ 2. Minor impact; work group effectiveness would be minimally reduced.
- ☐ 3. Moderate impact; work group effectiveness would be noticeably but not greatly reduced.
- ☐ 4. Major impact; effectiveness of the work group would be greatly reduced.
- ☐ 5. Severe impact; work group could not function without this position being filled.

APPENDIX B

QUESTIONNAIRE FOR UNDERSTANDING INDIVIDUAL TURNOVER
(QUIT) QUESTIONNAIRE

A. Reason for Leaving

On the scale below please indicate the degree to which each reason contributed to your decision to leave by circling the appropriate response.

- (1) *None* - No impact on decision
 (2) *Little* - Little impact on decision
 (3) *Some* - Moderate amount of impact on decision
 (4) *Considerable* - Large impact on decision
 (5) *Very Much* - A great deal of impact on decision; was one of my *main* reasons for leaving.

1. Better opportunity elsewhere for professional growth	(1)	(2)	(3)	(4)	(5)
2. Not enough authority to fulfill my responsibilities	(1)	(2)	(3)	(4)	(5)
3. Promotions were based on "who you know" instead of "what you know"	(1)	(2)	(3)	(4)	(5)
4. Lack of recognition and encouragement from my supervisor	(1)	(2)	(3)	(4)	(5)
5. Better salary elsewhere	(1)	(2)	(3)	(4)	(5)
6. My supervisor did not treat employees fairly	(1)	(2)	(3)	(4)	(5)
7. Application of policies and procedures was not consistent throughout the organization	(1)	(2)	(3)	(4)	(5)
8. Limited positions were available for advancement	(1)	(2)	(3)	(4)	(5)
9. More favorable advancement opportunities were available elsewhere	(1)	(2)	(3)	(4)	(5)
10. Lack of communication/cooperation among different parts of the organization	(1)	(2)	(3)	(4)	(5)
11. Lack of personal satisfaction from work	(1)	(2)	(3)	(4)	(5)
12. Little or no interest in employees shown by upper management	(1)	(2)	(3)	(4)	(5)
13. I had little job security	(1)	(2)	(3)	(4)	(5)
14. Poor communication between immediate supervisor and myself	(1)	(2)	(3)	(4)	(5)
15. Not enough opportunity for personal accomplishments on the job ..	(1)	(2)	(3)	(4)	(5)
16. Little or no recognition for personal accomplishments	(1)	(2)	(3)	(4)	(5)
17. Inadequate communication between upper management and employees	(1)	(2)	(3)	(4)	(5)
18. Unpleasant physical working conditions	(1)	(2)	(3)	(4)	(5)
19. Conflicting demands within the job	(1)	(2)	(3)	(4)	(5)
20. Poor employee benefits	(1)	(2)	(3)	(4)	(5)
21. Lack of trust and confidence in upper-level management	(1)	(2)	(3)	(4)	(5)
22. Job demands were overwhelming	(1)	(2)	(3)	(4)	(5)
23. Lack of trust and confidence in my immediate supervisor	(1)	(2)	(3)	(4)	(5)
24. The better performing employees didn't get promoted any sooner than the poor performing employees	(1)	(2)	(3)	(4)	(5)
25. Salary was too low for job duties	(1)	(2)	(3)	(4)	(5)
26. My job was not challenging enough	(1)	(2)	(3)	(4)	(5)
27. Lack of clearly defined agency-wide goals	(1)	(2)	(3)	(4)	(5)
28. My job didn't use my skills, training, or experience	(1)	(2)	(3)	(4)	(5)
29. Too much responsibility	(1)	(2)	(3)	(4)	(5)
30. I was afraid I was going to be RIF'd	(1)	(2)	(3)	(4)	(5)
31. The better performing employees didn't get paid any more than the poor performing employees	(1)	(2)	(3)	(4)	(5)
32. Work was not interesting enough to me	(1)	(2)	(3)	(4)	(5)
33. Low morale	(1)	(2)	(3)	(4)	(5)
34. Job conflicted with my family responsibilities	(1)	(2)	(3)	(4)	(5)
35. I wanted to continue my education	(1)	(2)	(3)	(4)	(5)
36. My health was poor	(1)	(2)	(3)	(4)	(5)
37. I wanted to retire	(1)	(2)	(3)	(4)	(5)
38. I wanted to relocate	(1)	(2)	(3)	(4)	(5)
39. I wanted to enter a different type of occupation	(1)	(2)	(3)	(4)	(5)

B. Opinions Regarding Employment Experiences

Please rate the degree to which you agree with each statement regarding your recent employment experiences at _____ by circling the appropriate response.

SD - *Strongly Disagree*; statement is totally opposite to my experience at _____

D - *Disagree*

TD - *Tend to Disagree*; statement tends to be contrary to my experiences at _____

TA - *Tend to Agree*; statement tends to be true of my experiences at _____

A - *Agree*

SA - *Strongly Agree*; statement is absolutely true of my experiences

- | | | | | | | |
|---|----|---|----|----|---|----|
| 1. Better opportunity elsewhere for professional growth | SD | D | TD | TA | A | SA |
| 2. Not enough authority to fulfill my responsibilities | SD | D | TD | TA | A | SA |
| 3. Promotions were based on "who you know" instead of "what you know" | SD | D | TD | TA | A | SA |
| 4. Lack of recognition and encouragement from my supervisor | SD | D | TD | TA | A | SA |
| 5. Better salary elsewhere | SD | D | TD | TA | A | SA |
| 6. My supervisor did not treat employees fairly | SD | D | TD | TA | A | SA |
| 7. Application of policies and procedures was not consistent throughout the organization | SD | D | TD | TA | A | SA |
| 8. Limited positions were available for advancement | SD | D | TD | TA | A | SA |
| 9. More favorable advancement opportunities were available elsewhere | SD | D | TD | TA | A | SA |
| 10. Lack of communication/cooperation among different parts of the organization | SD | D | TD | TA | A | SA |
| 11. Lack of personal satisfaction from work | SD | D | TD | TA | A | SA |
| 12. Little or no interest in employees shown by upper management | SD | D | TD | TA | A | SA |
| 13. I had little job security | SD | D | TD | TA | A | SA |
| 14. Poor communication between immediate supervisor and myself | SD | D | TD | TA | A | SA |
| 15. Not enough opportunity for personal accomplishments on the job ... | SD | D | TD | TA | A | SA |
| 16. Little or no recognition for personal accomplishments | SD | D | TD | TA | A | SA |
| 17. Inadequate communication between upper management and employees | SD | D | TD | TA | A | SA |
| 18. Unpleasant physical working conditions | SD | D | TD | TA | A | SA |
| 19. Conflicting demands within the job | SD | D | TD | TA | A | SA |
| 20. Poor employee benefits | SD | D | TD | TA | A | SA |
| 21. Lack of trust and confidence in upper-level management | SD | D | TD | TA | A | SA |
| 22. Job demands were overwhelming | SD | D | TD | TA | A | SA |
| 23. Lack of trust and confidence in my immediate supervisor | SD | D | TD | TA | A | SA |
| 24. The better performing employees didn't get promoted any sooner than the poor performing employees | SD | D | TD | TA | A | SA |
| 25. Salary was too low for job duties | SD | D | TD | TA | A | SA |
| 26. My job was not challenging enough | SD | D | TD | TA | A | SA |
| 27. Lack of clearly defined agency-wide goals | SD | D | TD | TA | A | SA |
| 28. My job didn't use my skills, training, or experience | SD | D | TD | TA | A | SA |
| 29. Too much responsibility | SD | D | TD | TA | A | SA |
| 30. I was afraid I was going to be RIF'd | SD | D | TD | TA | A | SA |
| 31. The better performing employees didn't get paid any more than the poor performing employees | SD | D | TD | TA | A | SA |
| 32. Work was not interesting enough to me | SD | D | TD | TA | A | SA |
| 33. Low morale | SD | D | TD | TA | A | SA |
| 34. Job conflicted with my family responsibilities | SD | D | TD | TA | A | SA |
| 35. I wanted to continue my education | SD | D | TD | TA | A | SA |
| 36. My health was poor | SD | D | TD | TA | A | SA |
| 37. I wanted to retire | SD | D | TD | TA | A | SA |
| 38. I wanted to relocate | SD | D | TD | TA | A | SA |
| 39. I wanted to enter a different type of occupation | SD | D | TD | TA | A | SA |

C. Opinions Regarding and Your Career

Please respond to the following questions by circling the number corresponding to your answer.

1. Considering everything about , how satisfied were you with it as a place to work?
 - (1) Very dissatisfied
 - (2) Dissatisfied
 - (3) Slightly dissatisfied
 - (4) Slightly satisfied
 - (5) Satisfied
 - (6) Very satisfied
2. How long have you been in your career?
 - (1) Less than 1 year
 - (2) 1-5 years
 - (3) 5-15 years
 - (4) 15-25 years
 - (5) 25 or more years
3. Please rate the current job market for individuals in your field at or near your current level of responsibility.
 - (1) Terrible
 - (2) Bad
 - (3) Mediocre
 - (4) Fair
 - (5) Good
 - (6) Excellent
4. In obtaining your current job you:
 - (1) Sought it out. (2) Were sought out for it.
 - (3) Not applicable—I am not currently employed.

How much do you agree with the following statements?

5. It would have taken very little to have caused me to stay at
 - (1) Strongly disagree
 - (2) Disagree
 - (3) Tend to disagree
 - (4) Tend to agree
 - (5) Agree
 - (6) Strongly agree
6. I am proud when I inform people that I worked for
 - (1) Strongly disagree
 - (2) Disagree
 - (3) Tend to disagree
 - (4) Tend to agree
 - (5) Agree
 - (6) Strongly agree
7. For the most part, I was made aware of what was expected of me on my job at
 - (1) Strongly disagree
 - (2) Disagree
 - (3) Tend to disagree
 - (4) Tend to agree
 - (5) Agree
 - (6) Strongly agree

APPENDIX C .

MANAGEMENT DESCRIPTION FORM
(MDF) QUESTIONNAIRE

Management Description Form
for M-1 through M-5 Employees

Instructions: All M-1 through M-5 employees should complete this form. Results will be used in describing xxxx's managers' current opinions about various aspects of their work.

Please mail the completed form to: Research and Analysis Branch. All data will be strictly confidential and will be used for research purposes only! No individual will ever be identified; this confidentiality is guaranteed by the Research and Analysis Branch. If you have any concerns about the confidentiality issue, please call Research and Analysis at extension xxxx.

Social Security numbers are being requested so responses can be computer matched to biographical and other research data. Again individual confidentiality is guaranteed. Social security numbers will be used for research purposes only! Your cooperation is needed to accurately represent the attitudes and concerns of xxxx's managers, so please answer all questions.

Write your answer in the space provided or circle the number corresponding to the response which represents your choice. Be realistic and honest when responding to each item.

Social Security Number: _____

Date: _____

-
- A. For the following statements consider your immediate work group situation as it usually is. Circle the number which best indicates the extent to which you agree or disagree with each item.
-

	Agree					Disagree	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
1. I have sufficient authority to fulfill my job responsibilities	(1)	(2)	(3)	(4)	(5)	(6)	(7)
2. Promotions are based on "who you know" not "what you know"	(1)	(2)	(3)	(4)	(5)	(6)	(7)
3. I get recognition and encouragement from my supervisor	(1)	(2)	(3)	(4)	(5)	(6)	(7)
4. Salaries are better elsewhere	(1)	(2)	(3)	(4)	(5)	(6)	(7)
5. My supervisor does not treat employees fairly	(1)	(2)	(3)	(4)	(5)	(6)	(7)
6. Application of policies and procedures is consistent throughout the organization	(1)	(2)	(3)	(4)	(5)	(6)	(7)
7. There are limited positions available for advancement	(1)	(2)	(3)	(4)	(5)	(6)	(7)
8. There are more favorable advancement opportunities elsewhere	(1)	(2)	(3)	(4)	(5)	(6)	(7)
9. There is a lack of communication/cooperation among different parts of the organization	(1)	(2)	(3)	(4)	(5)	(6)	(7)
10. I get personal satisfaction from my work	(1)	(2)	(3)	(4)	(5)	(6)	(7)
11. Upper management shows no interest in employees	(1)	(2)	(3)	(4)	(5)	(6)	(7)
12. I feel that I have job security	(1)	(2)	(3)	(4)	(5)	(6)	(7)

- | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|
| 13. The communication between my immediate supervisor and myself is good | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 14. There is not enough opportunity for personal accomplishments on the job | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 15. I get little or no recognition for personal accomplishments | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 16. The communication between upper management and employees is adequate | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 17. Physical working conditions are unpleasant | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 18. There are conflicting demands within my job | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 19. Employee benefits are poor | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 20. I lack trust and confidence in upper-level management | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 21. I sometimes feel overwhelmed by my job demands | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 22. I have trust and confidence in my immediate supervisor | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 23. The better performing employees get promoted sooner than the poor performing employees | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 24. My salary is too low for my job duties | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 25. My job is challenging | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 26. There is a lack of clearly defined agency-wide goals | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 27. My job makes adequate use of my skills, training, and experience | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 28. I have too much responsibility | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 29. I am afraid I am going to be RIF'd | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 30. The better performing employees get paid more than the poor performing employees | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 31. I find my work interesting | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 32. My morale is low | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 33. My job conflicts with my family responsibilities | (1) | (2) | (3) | (4) | (5) | (6) | (7) |
| 34. I would like to enter a different type of occupation | (1) | (2) | (3) | (4) | (5) | (6) | (7) |

C. Please answer the following general questions by circling the most appropriate response.

1. Considering everything about xxxx, how satisfied were you with it as a place to work?

- (1) VERY DISSATISFIED
- (2) DISSATISFIED
- (3) SLIGHTLY DISSATISFIED
- (4) SLIGHTLY SATISFIED
- (5) SATISFIED
- (6) VERY SATISFIED

2. How long have you been in your career?

- (1) LESS THAN 1 YEAR
- (2) 1-5 YEARS
- (3) 6-15 YEARS
- (4) 16-25 YEARS
- (5) OVER 25 YEARS

3. Please rate the current job market for individuals in your field at or near your current level of responsibility.

- (1) TERRIBLE
- (2) BAD
- (3) MEDIOCRE
- (4) FAIR
- (5) GOOD
- (6) EXCELLENT

4. "I take pride when I inform people that I work for xxxx."

- 1. Strongly disagree
- 2. Disagree
- 3. Tend to disagree
- 4. Tend to agree
- 5. Agree
- 6. Strongly agree

5. "For the most part, I am made aware of what is expected of me on my job at xxxx."

- 1. Strongly disagree
- 2. Disagree
- 3. Tend to disagree
- 4. Tend to agree
- 5. Agree
- 6. Strongly agree

APPENDIX D

CORRELATION MATRIX OF STUDY VARIABLES

CORRELATIONS BETWEEN FUNCTIONALITY VARIABLES AND SUBSCALES

PEARSON CORRELATION COEFFICIENT / PPCB > |PI| UNDER H0:RHO=0 / NUMBER OF OBSERVATIONS

PERF	PERFIRE	QUALITY	REPLACE	CRITICAL	RE_UPMGT	RE_MERIT	RE_WORK	RE_IMSUP	RE_OFSAL	RE_STRES	RE_JORSE
1.00000	0.76593	0.94667	0.36661	0.22195	-0.21241	-0.16990	-0.14405	-0.39347	-0.02460	-0.12563	0.00989
0.0000	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.4271	0.0001	0.7504
2701	2701	2701	2598	2693	1045	1043	1040	1040	1044	1036	1036
0.76593	1.00000	0.93226	0.31054	0.19588	-0.23697	-0.20198	-0.14915	-0.41889	-0.06400	-0.14884	0.01328
0.0001	0.0000	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0386	0.0001	0.6692
2701	2706	2706	2702	2697	1050	1044	1041	1041	1045	1037	1037
0.94667	0.93226	1.00000	0.36135	0.22288	-0.23961	-0.19783	-0.15670	-0.43370	-0.04597	-0.14600	0.01227
0.0001	0.0001	0.0000	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.1375	0.0001	0.6931
2701	2706	2706	2702	2697	1050	1044	1041	1041	1045	1037	1037
0.36661	0.31054	0.36135	1.00000	0.20936	0.02316	-0.01189	-0.00071	-0.11962	0.07310	-0.00732	0.05551
0.0001	0.0001	0.0001	0.0000	0.0001	0.4537	0.7013	0.9818	0.0001	0.0182	0.8139	0.0741
2698	2702	2702	2703	2697	1045	1043	1040	1040	1044	1036	1036
0.22195	0.19568	0.22288	0.20936	1.00000	0.01597	-0.04069	-0.08271	-0.03924	-0.00307	0.03998	-0.05760
0.0001	0.0001	0.0001	0.0001	0.0001	0.6060	0.1898	0.0977	0.2068	0.9211	0.1992	0.0642
2693	2697	2697	2697	2698	1046	1040	1037	1037	1041	1033	1033
-0.21241	-0.23697	-0.23961	0.02316	0.01597	1.00000	0.73731	0.55397	0.65255	0.49628	0.48432	0.22396
0.0001	0.0001	0.0001	0.4537	0.6060	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
1049	1050	1050	1049	1046	1362	1354	1349	1351	1355	1346	1345
-0.16990	-0.20198	-0.19783	-0.01189	-0.04069	0.73731	1.00000	0.48688	0.60452	0.56382	0.36438	0.19490
0.0001	0.0001	0.0001	0.7013	0.1898	0.0001	0.0000	0.0001	0.0001	0.0001	0.0001	0.0001
1043	1044	1044	1043	1040	1354	1355	1349	1350	1350	1345	1344
-0.14405	-0.14915	-0.15670	-0.00071	-0.08271	0.55397	0.48688	1.00000	0.42979	0.49418	0.28887	0.19616
0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
1040	1041	1041	1040	1037	1345	1349	1350	1346	1345	1345	1344
-0.39347	-0.41889	-0.43370	-0.11962	-0.03924	0.65255	0.60452	0.42979	1.00000	0.29452	0.42124	0.11788
0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0000	0.0201	0.0001	0.0001
1040	1041	1041	1040	1037	1351	1350	1346	1351	1345	1346	1345
-0.02460	-0.06400	-0.04597	0.07310	-0.03924	0.49628	0.56382	0.49478	0.29452	1.00000	0.24658	0.22451
0.4271	0.0386	0.1375	0.0182	0.9211	0.0001	0.0001	0.0001	0.0000	0.0000	0.0001	0.0001
1044	1045	1045	1044	1041	1357	1350	1345	1345	1357	1346	1345

CORRELATIONS BETWEEN FUNCTIONALITY VARIABLES AND SUBSCALES

PEARSON CORRELATION COEFFICIENTS / PROB > |R| UNDER H0:RHO=0 / NUMBER OF OBSERVATIONS

	PERF	REHIRE	QUALITY	REPLACE	CRITICAL	RE_UPMGY	RE_MERIT	RE_WORK	RE_IMSUP	RE_OPSAL	RE_STRES	RE_JOBS
RE_STRES	-0.12563 0.0001 1036	-0.14884 0.0001 1037	-0.14600 0.0001 1037	-0.00732 0.3139 1036	0.03394 0.1392 1033	0.48432 0.0301 1346	0.36438 0.0901 1345	0.29387 0.0001 1345	0.42124 0.0001 1346	0.24653 0.0001 1346	1.00000 0.0000 1346	0.15730 0.0001 1345
RE_JOBS	0.00989 0.7504 1036	0.01328 0.6692 1037	0.01227 0.6331 1037	0.05551 0.0741 1036	-0.05760 0.0642 1033	0.22396 0.0001 1345	0.19490 0.0001 1344	0.19616 0.0001 1344	0.11788 0.0001 1345	0.29451 0.0001 1345	0.15730 0.0001 1345	1.00000 0.0000 1345
PO_UPMGY	-0.17139 0.0001 1046	-0.18471 0.0001 1047	-0.19021 0.0001 1047	0.02263 0.4647 1045	0.04006 0.1961 1043	0.50231 0.0001 1320	0.61579 0.0001 1313	0.46943 0.0001 1310	0.53967 0.0001 1313	0.38321 0.0001 1317	0.36383 0.0001 1310	0.15276 0.0001 1309
PO_MERIT	-0.18584 0.0001 1045	-0.19153 0.0001 1046	-0.20183 0.0001 1046	-0.03008 0.3314 1045	-0.09611 0.8438 1043	0.55481 0.0001 1318	0.76821 0.0001 1315	0.36519 0.0001 1311	0.50982 0.0001 1311	0.39743 0.0001 1316	0.25249 0.0001 1308	0.10611 0.0001 1307
PO_WORK	-0.16291 0.0001 1041	-0.16805 0.0001 1042	-0.17702 0.0001 1042	-0.02379 0.4432 1041	-0.08634 0.9054 1039	0.44930 0.0001 1313	0.40522 0.0001 1309	0.34783 0.0001 1306	0.36157 0.0001 1306	0.35983 0.0001 1311	0.21239 0.0001 1304	0.14187 0.0001 1303
PO_IMSUP	-0.40811 0.0001 1041	-0.42321 0.0001 1042	-0.44446 0.0001 1042	-0.15050 0.0001 1041	-0.03129 0.3139 1039	0.55054 0.0001 1315	0.51805 0.0001 1311	0.34692 0.0001 1308	0.38133 0.0001 1310	0.20416 0.0001 1314	0.35464 0.0001 1307	0.05746 0.0001 1306
PO_OPSAL	-0.03893 0.2090 1043	-0.07623 0.0137 1044	-0.06032 0.0514 1044	0.06525 0.0351 1043	0.04444 0.1521 1040	0.45587 0.0001 1318	0.51393 0.0001 1314	0.44016 0.0001 1311	0.26745 0.0001 1313	0.81959 0.0001 1317	0.20373 0.0001 1310	0.19748 0.0001 1309
PO_STRES	-0.11229 0.0003 1038	-0.14924 0.0001 1039	-0.13977 0.0001 1039	-0.01490 0.6316 1038	0.05235 0.0922 1036	0.34351 0.0001 1312	0.24970 0.0001 1308	0.14639 0.0001 1305	0.32218 0.0001 1307	0.12729 0.0001 1312	0.70466 0.0001 1305	0.06171 0.0001 1304
PO_JOBS	-0.00476 0.8780 1040	0.00064 0.9936 1041	-0.00242 0.9379 1041	0.04647 0.1343 1040	-0.03660 0.0052 1038	0.14178 0.0001 1312	0.12573 0.0001 1308	0.14752 0.0001 1305	0.06032 0.0291 1308	0.20722 0.0001 1313	0.11160 0.0001 1306	0.84124 0.0001 1305
PO_SATIS	-0.23746 0.0001 1076	-0.25895 0.0001 1077	-0.26490 0.0001 1077	-0.03336 0.2743 1076	-0.01650 0.5893 1073	0.63366 0.0001 1347	0.52552 0.0001 1340	0.53637 0.0001 1336	0.54994 0.0001 1337	0.35410 0.0001 1343	0.37041 0.0001 1333	0.10978 0.0001 1332
PP_UPMGY	-0.16159 0.0453 154	-0.12296 0.1297 154	-0.15362 0.0571 154	0.08106 0.3176 154	0.05951 0.4623 154	0.57507 0.0001 99	0.47673 0.0001 99	0.34152 0.0006 98	0.40332 0.0001 99	0.17961 0.0768 98	0.14514 0.1539 98	0.03727 0.7156 98

CORRELATIONS BETWEEN FUNCTIONALITY VARIABLES AND SUBSCALES

PEARSON CORRELATION COEFFICIENTS / P<0.05 > |r| UNDER H0:RHO=0 / NUMBER OF OBSERVATIONS

	PERF	REHIRE	QUALITY	REPLACE	CRITICAL	RE_UPMGT	RE_MERIT	RE_WORK	RE_IMSUP	RE_OPSAL	RE_STRES	RE_JOBSE
PR_MERIT	-0.30033 0.0002 154	-0.17647 0.0286 154	-0.26181 0.0010 154	0.03747 0.6445 154	-0.02575 0.7513 154	0.46020 0.3001 99	0.56073 0.0001 99	0.36723 0.0002 98	0.35037 0.0004 99	0.16301 0.1093 98	0.07973 0.4352 98	0.00443 0.2655 98
PR_WCRK	-0.11667 0.1496 154	-0.06607 0.4156 154	-0.10057 0.2146 154	-0.00473 0.9536 154	-0.07009 0.3877 154	0.40842 0.0001 99	0.38482 0.0001 99	0.65750 0.0001 98	0.34471 0.0005 99	0.31547 0.0016 98	0.10159 0.3145 98	0.26238 0.0091 98
PR_IMSUP	-0.42209 0.0001 153	-0.31362 0.0001 153	-0.39804 0.0001 153	-0.09633 0.2362 153	0.05954 0.4647 153	0.45454 0.3001 99	0.39027 0.0001 99	0.39185 0.0001 98	0.68047 0.0001 99	0.02345 0.8137 98	0.22085 0.0289 98	0.08380 0.4120 98
PR_OPSAL	-0.11097 0.1721 153	-0.07776 0.3394 153	-0.10251 0.2073 153	0.00455 0.9554 153	0.11272 0.1654 153	0.33130 0.0008 99	0.29517 0.0030 99	0.13721 0.1779 98	0.12249 0.2271 99	0.31721 0.0015 98	-0.01487 0.8945 98	-0.23776 0.0184 98
PR_STRES	-0.03252 0.6889 154	0.03420 0.6737 154	-0.00407 0.9600 154	0.11624 0.1511 154	0.10957 0.1761 154	0.12543 0.2161 99	0.10575 0.2375 99	-0.03731 0.3405 98	0.03120 0.7532 99	-0.01653 0.8716 98	0.53116 0.0001 98	-0.08909 0.3830 98
PR_JOBSE	-0.17011 0.0349 154	-0.20492 0.0108 154	-0.19610 0.0149 154	0.16530 0.0399 154	-0.07255 0.3713 154	0.30031 0.0025 99	0.25411 0.0111 99	0.31640 0.0015 98	0.30753 0.0020 99	0.09560 0.3491 98	0.20944 0.0394 98	0.46952 0.0001 98
PR_SATIS	0.04689 0.5649 153	0.04838 0.5526 153	0.05037 0.5363 153	0.17693 0.0287 153	0.05107 0.5307 153	0.64031 0.0001 98	0.52369 0.0001 98	0.51427 0.0001 97	0.44716 0.0001 98	0.29191 0.0037 97	0.25280 0.0125 97	-0.00748 0.9420 97
PO_UPMGT	PO_MERIT	PO_WORK	PO_IMSUP	PO_OPSAL	PO_STRES	PO_JOBSE	PO_SATIS	R_UPMGT	PR_MERIT	PR_WORK	PR_IMSUP	
PERF	-0.17139 0.0001 1046	-0.18584 0.0001 1045	-0.16291 0.0001 1041	-0.40911 0.0001 1041	-0.03893 0.2090 1043	-0.11229 0.0003 1038	-0.00476 0.8780 1040	-0.23746 0.0001 1076	-0.16159 0.0453 154	-0.30033 0.0002 154	-0.11667 0.1496 153	-0.42208 0.0001 153
REHIRE	-0.18471 0.0001 1047	-0.19153 0.0001 1046	-0.16905 0.0001 1042	-0.42321 0.0001 1042	-0.07623 0.9137 1044	-0.14924 0.9001 1039	0.00064 0.9836 1041	-0.25395 0.0001 1077	-0.12296 0.1297 154	-0.17647 0.0286 154	-0.06607 0.4156 154	-0.31362 0.0001 153
QUALITY	-0.19021 0.0001 1047	-0.20193 0.0001 1046	-0.17702 0.0001 1042	-0.44446 0.0001 1042	-0.06032 0.3514 1044	-0.13977 0.0001 1039	-0.00242 0.9379 1041	-0.25490 0.0001 1077	-0.15362 0.0571 154	-0.26181 0.0010 154	-0.10057 0.2146 154	-0.39804 0.0001 153

CORRELATIONS BETWEEN FUNCTIONALITY VARIABLES AND SUBSCALES

PEARSON CORRELATION COEFFICIENTS / POJB > IF1 UNDER HQ:RHO=3 / NUMBER OF OBSERVATIONS

	PO_UPMGT	PO_MERIT	PO_WCRK	PO_IMSUP	PO_OPSAL	PO_STRES	PO_JOBSE	PO_SATIS	PR_UPMGT	PR_MERIT	PR_WCRK	PR_IMSUP
REPLACE	0.02263 0.4647 1046	-0.03008 0.3314 1045	-0.02379 0.4432 1041	-0.15050 0.0001 1041	0.06525 0.0351 1043	-0.01490 0.6316 1038	0.04647 0.1343 1040	-0.03335 0.2743 1076	0.08106 0.3176 154	0.03747 0.6445 154	-0.09473 0.3536 154	-0.09633 0.2362 153
CRITICAL	0.04006 0.1961 1043	-0.00611 0.8438 1043	-0.08634 0.0054 1039	-0.03128 0.3138 1039	0.04444 0.1521 1040	0.05235 0.0922 1036	-0.08560 0.0052 1039	-0.01650 0.5893 1073	0.05961 0.4628 154	-0.02575 0.7513 154	-0.07009 0.3977 154	0.05954 0.4647 153
RE_UPMGT	0.80231 0.0001 1320	0.55491 0.0001 1318	0.44930 0.0001 1313	0.55054 0.0001 1315	0.45537 0.0001 1313	0.34351 0.0001 1312	0.14178 0.0001 1313	0.63366 0.0001 1347	0.57507 0.0001 99	0.46090 0.0001 99	0.40842 0.3001 99	0.45458 0.0001 99
RE_MERIT	0.61579 0.0001 1313	0.76821 0.0001 1315	0.40522 0.0001 1309	0.51905 0.0001 1311	0.51393 0.0001 1314	0.24970 0.0001 1308	0.12573 0.0001 1308	0.52552 0.0001 1340	0.47673 0.0001 99	0.56078 0.0001 99	0.38482 0.0001 99	0.38027 0.0001 99
RE_WCRK	0.46943 0.0001 1310	0.36519 0.0001 1311	0.84783 0.0001 1306	0.34692 0.0001 1308	0.44016 0.0001 1311	0.14639 0.0001 1305	0.14752 0.0001 1305	0.53637 0.0001 1336	0.34152 0.0006 98	0.36729 0.0002 98	0.66750 0.0801 98	0.39185 0.0001 98
RE_IMSUP	0.53967 0.0001 1313	0.50982 0.0001 1311	0.36157 0.0001 1306	0.98133 0.0001 1310	0.26745 0.0001 1313	0.32218 0.0001 1307	0.06032 0.0291 1308	0.54994 0.0001 1337	0.40332 0.0001 99	0.35037 0.0004 99	0.34471 0.0005 99	0.68047 0.0001 99
RE_OPSAL	0.38321 0.0001 1317	0.39748 0.0001 1316	0.35983 0.0001 1311	0.20416 0.0001 1314	0.81959 0.0001 1317	0.12725 0.0001 1312	0.20722 0.0001 1313	0.35410 0.0001 1343	0.17961 0.0768 98	0.16301 0.1088 98	0.31547 0.0016 98	0.02345 0.5197 98
RE_STRES	0.36383 0.0001 1310	0.25249 0.0001 1308	0.21239 0.0001 1304	0.35464 0.0001 1307	0.20373 0.0001 1310	0.70466 0.0001 1305	0.11160 0.0001 1306	0.37941 0.0001 1333	0.14514 0.1539 98	0.07973 0.4352 98	0.10159 0.3195 98	0.22085 0.0289 98
RE_JOBSE	0.15276 0.0001 1309	0.10811 0.0001 1307	0.14187 0.0001 1303	0.05746 0.0379 1306	0.13748 0.9091 1309	0.06171 0.0258 1304	0.84124 0.0001 1305	0.10878 0.0001 1332	0.03727 0.7156 98	0.00443 0.9655 98	0.26238 0.0091 98	0.08380 0.4120 98
PO_UPMGT	1.00000 0.0000 1347	0.68187 0.0001 1342	0.53590 0.0001 1337	0.53995 0.0001 1341	0.51923 0.0001 1340	0.43900 0.0001 1337	0.19395 0.0001 1338	0.63020 0.0001 1339	0.63640 0.0001 97	0.45274 0.0001 97	0.28249 0.0051 97	0.38193 0.0001 97
PO_MERIT	0.68187 0.0001 1342	1.00000 0.0000 1346	0.43029 0.0001 1333	0.55532 0.0001 1340	0.51575 0.0001 1339	0.31035 0.0001 1336	0.12906 0.0001 1336	0.50506 0.0001 1337	0.48867 0.0001 37	0.49469 0.0081 97	0.27034 0.0074 97	0.37153 0.0002 97

CORRELATIONS BETWEEN FUNCTIONALITY VARIABLES AND SUBSCALES

PEARSON CORRELATION COEFFICIENTS / P<0.05 > |R| UNDER H0:RHO=0 / NUMBER OF OBSERVATIONS

	PO_UPMGT	PO_MERIT	PO_WPK	PO_IMSUP	PO_OFSAL	PO_STRES	PO_JOBS	PO_SATIS	PR_UPMGT	PR_MERIT	PR_WPK	PR_IMSUP
PO_WCFK	0.53590 0.0001 1337	0.43029 0.0001 1338	1.00000 0.0000 1339	0.41483 0.0001 1336	0.44392 0.0001 1336	0.23916 0.0001 1335	0.20319 0.0001 1336	-0.51949 0.0001 1330	0.45188 0.0001 96	0.40519 0.0001 96	0.64506 0.0001 96	0.46334 0.0001 96
PO_IMSUP	0.59895 0.0001 1341	0.55532 0.0001 1340	1.00000 0.0000 1341	0.23139 0.0001 1339	0.23139 0.0001 1339	0.40135 0.0001 1337	0.09089 0.0001 1337	-0.54175 0.0001 1334	0.45626 0.0001 97	0.36939 0.0002 97	0.34908 0.0005 97	0.68610 0.0001 97
PO_OFSAL	0.51923 0.0001 1340	0.51575 0.0001 1339	0.44282 0.0001 1336	0.29189 0.0001 1339	1.00000 0.0000 1344	0.24753 0.0001 1335	0.22104 0.0001 1336	-0.39227 0.0001 1337	0.32907 0.0010 97	0.27185 0.0071 97	0.32153 0.0013 97	0.15569 0.1278 97
PO_STRES	0.43900 0.0001 1337	0.31035 0.0001 1336	0.23816 0.0001 1335	0.40185 0.0001 1337	0.24753 0.0001 1335	1.00000 0.0000 1337	0.14673 0.0001 1336	-0.33530 0.0001 1331	0.12023 0.2433 96	0.00396 0.9694 96	-0.13114 0.2028 96	0.09630 0.3506 96
PO_JOBS	0.18395 0.0001 1338	0.12906 0.0001 1336	0.20319 0.0001 1336	0.09099 0.0001 1337	0.22104 0.0001 1336	0.14673 0.0001 1336	1.00000 0.0000 1339	-0.10695 0.0001 1332	0.05892 0.5692 96	-0.01083 0.9166 96	0.10848 0.2928 96	0.06528 0.5275 96
PO_SATIS	-0.63020 0.0001 1339	-0.50506 0.0001 1337	-0.51949 0.0001 1330	-0.54175 0.0001 1334	-0.39227 0.0001 1337	-0.33530 0.0001 1331	-0.10695 0.0001 1332	1.00000 0.0000 1397	-0.45745 0.0001 104	-0.43269 0.0001 104	-0.40967 0.0901 104	-0.37142 0.0001 104
PR_UPMGT	0.63640 0.0001 97	0.48867 0.0001 97	0.45183 0.0001 96	0.45626 0.0001 97	0.32907 0.0010 97	0.12023 0.2433 96	0.05892 0.5692 96	1.00000 0.0000 104	0.43370 0.0001 2452	0.48220 0.0001 2454	0.26362 0.0001 2454	0.30407 0.0001 2441
PR_MERIT	0.45274 0.0001 97	0.49469 0.0001 97	0.40519 0.0001 96	0.36939 0.0002 97	0.27185 0.0071 97	0.00396 0.9694 96	-0.01083 0.9166 96	0.43370 0.0001 104	1.00000 0.0000 2453	0.26362 0.0001 2452	0.30407 0.0001 2441	0.30407 0.0001 2442
PR_WPK	0.28249 0.0051 97	0.27034 0.0074 97	0.64506 0.0001 96	0.34908 0.0005 97	0.32153 0.0013 97	-0.13114 0.2028 96	0.10848 0.2928 96	-0.40967 0.0001 104	0.48220 0.0001 2454	1.00000 0.0000 2454	0.46143 0.0000 2441	0.46143 0.0000 2441
PR_IMSUP	0.38193 0.0001 97	0.37153 0.0002 97	0.46334 0.0001 96	0.68610 0.0001 97	0.15569 0.1279 97	0.09630 0.3506 96	0.06523 0.5275 96	-0.37142 0.0001 104	0.53505 0.0001 2441	0.30407 0.0001 2440	0.46143 0.0001 2441	1.00000 0.0000 2442
PR_OFSAL	0.38591 0.0001 97	0.33224 0.0009 97	0.20851 0.0415 96	0.19020 0.0620 97	0.49387 0.0031 37	0.06624 0.5214 96	-0.19651 0.0550 96	-0.26478 0.3065 104	0.26244 0.0001 2441	0.22435 0.0001 2439	0.09911 0.0001 2441	0.14337 0.0001 2441

CORRELATIONS BETWEEN FUNCTIONALITY VARIABLES AND SUBSCALES

PEARSON CORRELATION COEFFICIENTS / PROB > |R| UNDER H0:RHO=0 / NUMBER OF OBSERVATIONS

	PO_UPMGT	PO_MERIT	PO_WOPK	PO_IMSUP	PO_OPSAL	PO_STRES	PO_JOBSE	PO_SATIS	PR_UPMGT	PR_MERIT	PR_WOPK	PR_IMSUP
PR_STRES	0.17073 0.0945 97	0.13203 0.1972 97	-0.06905 0.5611 96	0.06105 0.5525 97	0.01735 0.3622 97	0.64953 0.0001 96	-0.09291 0.4213 96	0.05579 0.5744 104	0.21474 0.0001 2453	0.08425 0.0001 2451	0.03955 0.0502 2453	0.16516 0.0001 2440
PR_JOBSE	0.27879 0.0057 97	0.26234 0.0094 97	0.26404 0.0093 96	0.29994 0.0029 97	0.09777 0.3407 97	0.03079 0.7658 96	0.56372 0.0001 96	0.35432 0.0002 104	0.32578 0.0001 2453	0.14670 0.0001 2451	0.29295 0.0001 2453	0.22889 0.0001 2440
PR_SATIS	0.51279 0.0001 96	0.41552 0.0001 96	0.50254 0.0001 95	0.42323 0.0001 96	0.37155 0.3032 96	0.05451 0.5998 95	-0.06833 0.5103 95	0.60404 0.0001 103	0.54843 0.0001 2434	0.25344 0.0001 2432	0.49906 0.0001 2434	0.38756 0.0001 2421
PERF	-0.11097 0.1721 153	-0.03252 0.6889 154	-0.17011 0.0343 154	0.04699 0.5649 153								
REHIRE	-0.07776 0.3394 153	0.03420 0.6737 154	-0.20492 0.0103 154	0.04839 0.5526 153								
QUALITY	-0.10251 0.2073 153	-0.00407 0.9600 154	-0.19610 0.0149 154	0.05037 0.5363 153								
REPLACE	0.00455 0.9554 153	0.11624 0.1511 154	0.16580 0.0399 154	0.17693 0.0297 153								
CRITICAL	0.11272 0.1654 153	0.10957 0.1761 154	-0.07255 0.3713 154	0.05107 0.5307 153								
RE_UPMGT	0.33130 0.0008 99	0.12543 0.2161 99	0.30081 0.0025 99	0.64031 0.0001 98								
RE_MERIT	0.29517 0.0030 99	0.10575 0.2975 99	0.25411 0.0111 99	0.52363 0.0001 99								

CORRELATIONS BETWEEN FUNCTIONALITY VARIABLES AND SUBORDINATE
PEARSON CORRELATION COEFFICIENTS / POOR > |P| UNDER H0:RHO=0 / NUMBER OF OBSERVATIONS

	PR_OPSAL	PR_STRES	PR_JOBSE	PR_SATIS		PR_OPSAL	PR_STRES	PR_JOBSE	PR_SATIS
PE_WCRK	0.13721 0.1779 98	-0.09731 0.3405 98	0.31540 0.0015 98	0.51427 0.0001 97	PO_JOBSE	-0.19651 0.0550 96	-0.09231 0.4219 96	0.56372 0.0001 96	-0.06334 0.5103 95
RE_IMSUP	0.12249 0.2271 99	0.03120 0.7592 99	0.30758 0.0020 99	0.44716 0.0001 98	PO_SATIS	0.26478 0.0066 104	0.05570 0.5744 104	0.35432 0.0002 104	0.60404 0.0001 103
PE_OPSAL	0.31721 0.0015 98	-0.01653 0.8716 98	0.09560 0.3491 98	0.29191 0.0037 97	PR_UPWGT	0.26244 0.0001 2441	0.21474 0.0001 2453	0.32579 0.0001 2453	0.54943 0.0001 2434
RE_STRES	-0.01487 0.8845 98	0.53116 0.0001 98	0.20444 0.0394 98	0.25290 0.0125 97	PR_MERIT	0.22435 0.0001 2439	0.08425 0.0001 2451	0.14670 0.0001 2451	0.25344 0.0001 2432
RE_JOBSE	-0.23776 0.0184 98	-0.08909 0.3830 98	0.46952 0.0001 98	-0.00748 0.9420 97	PR_WCRK	0.09911 0.0001 2441	0.03955 0.0502 2453	0.29295 0.0001 2453	0.49806 0.0001 2434
PO_UPWGT	0.34591 0.0001 97	0.17073 0.0945 97	0.27979 0.0057 97	0.51274 0.0001 96	PR_IMSUP	0.14337 0.0001 2441	0.16516 0.0001 2440	0.22989 0.0001 2440	0.38756 0.0001 2421
PO_MERIT	0.33224 0.0009 97	0.13208 0.1972 97	0.26234 0.0094 97	0.41552 0.0091 96	PR_OPSAL	1.00000 0.0000 2441	0.16683 0.0001 2440	0.05339 0.0084 2440	0.17655 0.0001 2421
PO_WCRK	0.20851 0.0415 96	-0.06005 0.5611 96	0.26404 0.0093 96	0.50254 0.0001 95	PR_STRES	0.16683 0.0001 2440	1.00000 0.0000 2453	0.07640 0.0002 2452	0.12399 0.0001 2434
PO_IMSUP	0.19020 0.0620 97	0.06105 0.5525 97	0.29994 0.0029 97	0.42923 0.0091 96	PR_JOBSE	0.05339 0.0084 2440	0.07640 0.0002 2452	1.00000 0.0000 2453	0.26037 0.0001 2433
PO_OPSAL	0.49387 0.0001 97	0.01785 0.8622 97	0.09777 0.3407 97	0.37155 0.0092 96	PR_SATIS	0.17655 0.0001 2421	0.12399 0.0001 2434	0.26037 0.0001 2433	1.00000 0.0000 2454
PO_STRES	0.06624 0.5214 96	0.64953 0.0001 96	0.03079 0.7658 96	0.05451 0.5334 95					

APPENDIX E

FIGURE 2
DISTRIBUTION OF GROUPS ON THE DISCRIMINANT FUNCTION:
REASONS FOR LEAVING AND QUALITY GROUPS

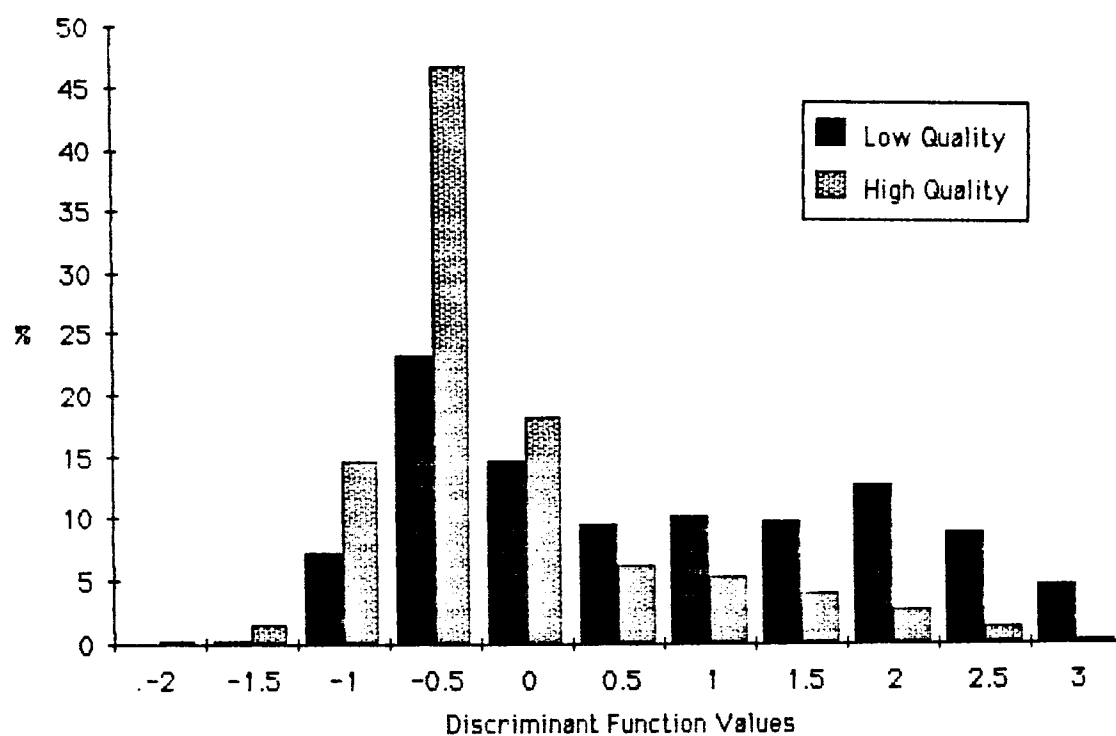


Figure 2

Distribution of Groups on the Discriminant Function: Reasons for Leaving and Quality Groups

VITA

Sandra Jean Miller was born to Phillip and Carolyn Miller on June 8, 1958. She attended elementary school in Mark Center, Ohio and graduated from Fairview High School, Sherwood, Ohio in May 1976. She graduated from The Ohio State University with a Bachelor of Arts degree in Psychology on June 13, 1980.

Ms. Miller began her graduate education at the University of Tennessee, Knoxville in September 1981. During graduate school she worked in the areas of personnel research and practice for the City of Oak Ridge, Oak Ridge, Tennessee; and for the Tennessee Valley Authority, Knoxville. She also conducted research for IBM as a student intern in the Systems Products Division, White Plains, New York. In addition she taught undergraduate course in introductory management at the University of Tennessee, Knoxville. Ms. Miller received the Doctor of Philosophy degree in 1987 with a major in Industrial and Organizational Psychology.

Ms. Miller is currently employed with the Tennessee Valley Authority (TVA). She was project director of the organization's research project on employee turnover for two years. Currently she is employed at TVA as a training officer, specializing in management development and research.