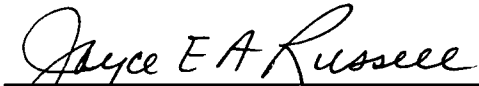
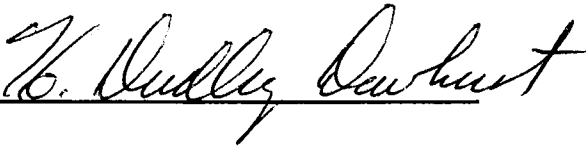


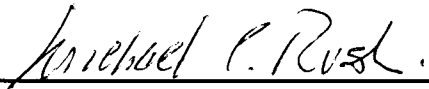
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I am submitting herewith a dissertation written by Lillian Turner Eby entitled "Intra-organizational Mobility: An Examination of Factors Related to Employees' Willingness to Relocate." I have examined the final copy of this dissertation for form and 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/Organizational Psychology.


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INTRA-ORGANIZATIONAL MOBILITY: AN EXAMINATION OF FACTORS
RELATED TO EMPLOYEES' WILLINGNESS TO RELOCATE

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

Lillian Turner Eby

August, 1996

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DEDICATION

This dissertation is dedicated to two of the many important people in my life. First, to my best friend and husband, Craig Pascoe. He has done so much to enrich my life that it is impossible to convey it in words. He has also supported me fully in all of my endeavors and pushed me to excel in every aspect of my life. Second, this dissertation is dedicated to my mother, Patricia M. Aldridge, for teaching me to believe in myself, work hard, and pursue my wildest dreams. Words cannot express how influential she has been in my life, or how much I treasure her friendship.

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ABSTRACT

The present study developed a theory-based framework of factors related to employee willingness to relocate and empirically examined a series of hypotheses related to this framework. Employee willingness to relocate was operationalized as an employee's general propensity to engage in intra-organizational mobility opportunities requiring relocation. It was proposed that a variety of factors, both with and outside the employee's job sphere would be related to his or her willingness to relocate for the organization.

Using Fishbein and Ajzen's (1975) Reasoned Action Model as a point of departure, it was proposed that the following classes of variables would be important in understanding employee willingness to relocate: background characteristics, relocation experiences, beliefs about relocation and advancement, and employee and spouse work attitudes. Several variables were also investigated as possible moderators: employees' self-efficacy for advancement, employees' desire for career mobility, and employee age. In addition, two exploratory research questions were examined; the effect of employee sex on willingness to move and whether employees in single-income, dual-earner, and dual-career relationships differed in terms of their willingness to relocate.

A large scale, cross-organizational research effort provided data for the present study. Participants were 879 couples from 76 organizations throughout the United States and Canada. This sample represented a diverse group employees and spouses who were working in a variety of functional areas (e.g., production, engineering, human resources). In addition, the participants varied with respect to age, education, and pay level. Two separate questionnaires, one designed for the employee and the other for the spouse, provided data for the study. Questionnaires were distributed by each organization and employees and spouses returned completed surveys in separate pre-addressed, stamped envelopes.

Using several different data analytic techniques, results indicated that three of the four classes of variables were important in understanding employee willingness to relocate: demographic factors, relocation experiences, and beliefs about relocation and advancement. More specifically, employee willingness to move was negatively related to employee age and spouse adjustment to the most recent relocation. Employee willingness to relocate was positively related to spouse willingness to relocate, employee desire for career mobility, and employee beliefs that relocation is a path to advancement within the organization. Furthermore, employees in single-income relationships and those without children living at home were more willing to move than those in dual-income relationships or those with children living at home. The final class of variables, employee and spouse work attitudes, were not important in understanding employee willingness to relocate. Moreover, no support was found for the proposed moderator variables. In term of the exploratory research questions, no difference were found between male and female employees in terms of their willingness to relocate. In contrast, employees in single-earner relationships were more willing to relocate than those in dual-career relationships in terms of willingness to relocate. No differences were found between employees in single-income and dual-earner relationships or between employees in dual-earner and dual-career relationships. Limitations of the present study are presented, in addition to a discussion of the practical and theoretical implications of the current study's findings. Directions for future research are also discussed.

TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION	1
II. REVIEW OF THE LITERATURE	5
Employee Relocation in Context	6
Conceptual Definition of Employee Willingness to Relocate	6
Current Trends in Job-Related Relocation	7
Importance of Studying Employee Willingness to Engage in Intra- Organizational Relocation	8
Review of the Existing Research on Employee Willingness to Relocate	10
Problems Associated With the Previous Research	18
Lack of a Unifying Theme to Guide Hypothesis Development	18
Narrow Perspective on Factors Hypothesized as Impacting Employee Willingness to Move	20
Operationalizations of Employee Willingness to Move	21
Other Measurement Issues	22
Research Design and Analysis Issues	23
Purpose of the Present Study	25
A Theoretical Framework for Understanding Employee Willingness to Relocate	26
Overview of Fishbein and Ajzen's (1975) Framework	27
Empirical Evidence Supporting the Fishbein and Ajzen Framework	31
Extended Framework for Understanding Employee Willingness to Relocate	32
Background Factors Related to Employee Willingness to Relocate	35
Couple status	35
Employee age	36
Presence of children living at home	37
Community tenure	38
Relocation Experiences Related to Employee Willingness to Relocate	39
Employee adjustment to the most recent relocation	39
Employee satisfaction with the relocation policy	40
Spouse adjustment to the most recent relocation	40

Spouse satisfaction with the relocation policy	41
Spouse willingness to relocate for his/her partner's job	42
Employee Beliefs about Relocation and Advancement Related to Employee	
Willingness to Relocate	43
Self-efficacy for advancement	43
Internal pressure to relocate	44
Organizational norms regarding relocation	44
Desire for career mobility	45
Relocation beliefs	46
Employee Work Attitudes Related to Employee Willingness to Relocate	47
Employee job satisfaction	47
Employee organizational commitment	48
Employee perceived job content plateauing	49
Employee perceptions of organizational support	50
Spouse Work Attitudes Related to Employee Willingness to Relocate	51
Spouse job satisfaction	51
Spouse job involvement	51
Spouse organizational commitment	52
Spouse perceptions of job content plateauing	52
Proposed Moderating Variables	53
Self-efficacy for advancement as a moderator of the relationship	
between relocation beliefs and willingness to move	54
Desire for career mobility as a moderator of the relationship between	
work attitudes and willingness to move	54
Age as a moderator of the relationship between relocation beliefs and	
willingness to move	55
Research Questions	57
Employee sex	57
Employees in single-income, dual-earner, and dual-career marriages	58
Summary of Propositions Based on the Proposed Theoretical Framework	61
 III. METHOD	 64
Research Methods	64
Procedure	64
Data Sources	65

Research Sample	66
Sample Characteristics	66
Characteristics of participating organizations	66
Characteristics of study participants	67
Assessment of Possible Response Bias	71
Criteria for Inclusion in Data Analysis	74
Instrumentation	74
Employee Survey: Willingness to Relocate	85
Employee Survey: Relocation Experiences	85
Employee Survey: Beliefs About Relocation and Advancement	85
Employee Survey: Work Attitudes	86
Spouse Survey: Relocation Experiences	87
Spouse Survey: Work Attitudes	87
Employee and Spouse Survey: Couple Status	87
Organizational Survey	88
Data Analysis	89
Pilot Study and Power Analysis	89
Main Study	89
Supplemental Analyses	93
Other Data Analytic Considerations	94
 IV. RESULTS	 96
Pilot Studies	96
Main Study	97
Section I: Evaluation of the Measurement System	97
Initial internal consistency reliability estimates and correlations	97
Exploratory factor analysis (EFA)	102
Section II: Refined Measurement System and Descriptive Statistics	109
Confirmatory factor analyses (CFA)	109
Final measurement system: Internal consistency reliability and descriptive statistics	112
Operational framework to guide hypothesis testing	112
Additional validity evidence	112
Section III: Hypothesis Tests	126
Background factors related to employee willingness to relocate	129

Relocation experiences related to employee willingness to relocate	130
Beliefs about relocation and advancement related to employee willingness to relocate	131
Employee and spouse work attitudes related to employee willingness to relocate	132
Dominance Analysis	133
Potential Moderators of the Relationships Between Willingness to Relocate and Beliefs About Relocation	138
Self-efficacy for advancement as a moderator	140
Desire for career mobility as a moderator	140
Potential Moderators of the Relationships Between Willingness to Relocate and Employee Work Attitudes	140
Age as a moderator	141
Research Questions	142
Summary	143
Section IV: Supplemental Analyses	147
Assessment of common method variance.....	147
 V. DISCUSSION	155
Overall Assessment of the Proposed Framework	155
Discussion of Hypothesis Tests and Research Questions	157
Background Factors Related to Employee Willingness to Relocate	157
Relocation Experiences Related to Employee Willingness to Relocate	161
Beliefs About Relocation and Advancement Related to Employee Willingness to Relocate	165
Employee and Spouse Work Attitudes Related to Employee Willingness to Relocate	168
Proposed Moderated Relationships	169
Effect of Employee Sex on Employee Willingness to Relocate	171
Effect of Employee Single-income, Dual-career, and Dual-earner Status on Employee Willingness to Relocate	173
Limitations of the Present Study	175
Conceptual Issues	176
Research Design Considerations	180
Measurement Issues	182

Theoretical Implications	184
Process-Oriented Research	186
Integrative Research	188
Levels of Analysis Issues	190
Practical Implications	191
 LIST OF REFERENCES	 196
 APPENDICES	 215
APPENDIX A. SAMPLE STUDY MATERIALS	216
APPENDIX B. POWER ANALYSIS	258
VITA	229

LIST OF TABLES

TABLE	PAGE
1. Characteristics of Organizations from which the Total Sample was Drawn ..	68
2. Participating Organizations and Response Rates by Organization	69
3. Assessment of Possible Response Bias	73
4. Sample Characteristics	75
5. Demographic Statistics: Pilot Study 2	98
6. Correlations Between Pilot Study Measures and Background Variables	99
7. Initial Correlations Among Measures	100
8. Factor Analysis: Employee Relocation Experiences	104
9. Factor Analysis: Spouse Relocation Experiences	105
10. Factor Analysis: Employee Beliefs About Relocation and Advancement	107
11. Factor Analysis: Employee Work Attitudes	108
12. Factor Analysis: Spouse Work Attitudes	110
13. Results of Confirmatory Factor Analyses	111
14. Summary of Refinements to the Measurement System	113
15. Final Correlation Matrix	114
16. Means and Standard Deviations: Employee Survey	115
17. Means and Standard Deviations: Spouse Survey	119
18. Cross-validation of Final Measurement System with Hold-out Sample	127
19. Hierarchical Multiple Regression Analyses Predicting Employee Willingness to Relocate	128
20. Dominance Analysis with Variable Sets	136
21. Quantitative Measures of Importance for Hierarchical Sets of Variables	137
22. Hierarchical Multiple Regression Analysis: Moderator Analysis	139
23. Summary of Hypothesis Testing and Research Questions	144
24. Results of Common Method Variance Analysis: Employee Data	150
25. Results of Common Method Variance Analysis: Spouse Data	151
26. Variance Decomposition by Trait, Method, and Unique Components: Employee Data	152
27. Variance Decomposition by Trait, Method, and Unique Components: Spouse Data	153

FIGURE	LIST OF FIGURES	PAGE
1.	Fishbein and Ajzen's (1975) Reasoned Action Model	28
2.	Theoretical Framework of Variables Related to Employee Willingness to Relocate	33
3.	Scales: Employee Survey	78
4.	Scales: Spouse Survey	82
5.	Operational Framework of Variables Related to Employee Willingness to Relocate	122
6.	Summary of Hypotheses Based on Revised Measurement System	124
7.	Series of Regression Equations Computed for Dominance Analysis	134

CHAPTER I

INTRODUCTION

Employee job mobility encompasses a variety of career-related moves that can occur within a single organization or across organizations. This includes moving for promotional opportunities, lateral developmental assignments, and downward moves associated with downsizing or performance-related issues (Hall & Isabella, 1985; Sell, 1983). Such mobility opportunities are offered frequently in most organizations. For example, the average employee is provided the option of moving for his or her organization approximately every five years (Brett, Stroh, & Reilly, 1990). On an annual basis, one in six employees is involved in a job-related move (Flynn, 1995).

To support such moves, organizations invest heavily in job-related relocation. This involves the inclusion of job-related relocation in strategic planning initiatives, as well as devoting considerable organizational resources to relocation-related activities (e.g., subsidizing employee moves, creating departments to manage the logistics of employee moves). Due to the important role job-related relocation plays in many organizations, researchers and practitioners have been interested in identifying individuals who are likely to respond favorably to relocation offers. In fact, there have been recent calls for research to more thoroughly examine the antecedents and correlates of employees' willingness to move (Landau, Shamir, & Arthur, 1992).

There are several reasons why employee willingness to move is important to study. Employees' willingness to accept assignments requiring relocation allows an organization to be more flexible and proactive in dealing with competitive pressures (Pinder & Das, 1979). This is because employee mobility offers the advantage of retaining critical organization-specific expertise during organizational transitions such as restructuring and business expansion (Pinder & Das, 1979; Sell 1983). Relocation can also be used to cross-train employees through lateral developmental assignments (Sell, 1983). Thus,

having a mobile workforce may be especially important for lean organizations that rely on fewer employees with broader skill bases. There are also financial advantages of moving employees internally rather than hiring new employees. The expense associated with relocating current employees is likely to be substantially less than that associated with recruiting, hiring, and training new employees (Cascio, 1982; Employee Relocation Council [ERC], 1994).

The importance of studying employee willingness to relocate has increased in recent years for several reasons. One reason is that organizations are increasingly reorganizing their markets and expanding their businesses into new geographic locations. For example, Proctor and Gamble currently operates in over 48 countries, compared to 27 countries in 1989 (Business Week, 1989). These expansion efforts often require organizations to relocate employees as part of larger strategic planning initiatives. In addition, the importance of understanding the antecedents of employees' willingness to move has been magnified in recent years as organizations face dramatic increases in employee reluctance to relocate (ERC, 1991). Between 1986 and 1989, employee refusal of transfers requiring geographic relocation almost doubled, growing from a 36% refusal rate to a 70% refusal rate (Ricklin, 1991). Therefore, employees' attitudes toward moving is likely to be an increasing concern for organizations.

These workplace trends suggest that job-related relocation is an important topic of study, particularly in today's business climate. However, little research has examined employee willingness to transfer for his or her organization, particularly transfers requiring relocation. While little research has examined employee willingness to engage in job-related relocation, other disciplines have studied related issues. This includes research on worker migration trends and patterns, the impact of moving on family functioning, as well as stress and adaptation to major life transitions (e.g., DeJong & Gardner, 1981; Feldman & Brett, 1983; Lewis & Cooper, 1987; Munton, 1990). Building upon this research, a

theory-based framework of factors related to employee willingness to relocate was developed and empirically examined. In developing this framework, the fragmented literature on employee relocation was integrated and expanded to include a variety of work and non-work factors that may be related to employees' attitudes toward moving.

The framework developed for the present study extended previous research on relocation in several ways. The domain of variables proposed as impacting employee willingness to relocate was expanded to reflect a wider range of factors that may impact employees' attitudes toward moving. This included examining factors outside an employees' immediate job sphere such as spouse variables (e.g., spouse work attitudes), family factors (e.g., presence of children in the home), and employees' career-related beliefs and expectations (e.g., perceived pressure to relocate) as they relate to employees' willingness to relocate. In addition, the present study makes a theoretical contribution to the existing literature on relocation. Most notably, unlike most of the previous research on relocation, the present study relied on an existing theoretical model to guide the development of research propositions. In addition, the attitudes of both male and female employees, from a wide variety of organizations and geographic areas of the country, were examined in the current study.

An additional theoretical contribution made by the present study is that the unit of analysis was expanded from the employee to the couple, or dyad. This allowed the present study to systematically examine the spouse's perspective on relocation, rather than relying solely on the employee's viewpoint. Finally, the current study attempted to overcome some of the conceptual, measurement, and research design issues that have plagued previous research on job-related relocation (e.g., single-item measures, ambiguous construct definitions of employee willingness to relocate, single source data).

In summary, the present study was designed to provide insight into the work and non-work factors related to employees' willingness to relocate for their present employer.

Based on previous research and theorizing, the present study was an integrative attempt to capture the complexity of factors hypothesized as impacting employees' reactions to mobility opportunities requiring relocation. By examining a wide variety of factors related to employee willingness to move, the results of the present study may both clarify and extend current thinking about the antecedents and correlates of employee willingness to relocate. This provides a point of departure for future efforts to understand employee mobility patterns in organizations.

Practical suggestions also emerge from the present study. Through a better understanding of the variety of factors that may influence employees' willingness to move, organizations may be better able to design relocation packages to meet employees' and spouses' needs. In addition, the present study provides insight into the types of employees that are likely to respond positively to relocation offers. This information may then be used for a variety of human resource planning and organizational career management purposes.

CHAPTER II

REVIEW OF THE LITERATURE

Researchers from sociology, marriage and family studies, counseling psychology, and demography have studied relocation-related issues, each from a unique perspective. This includes examining worker migration patterns, financial effects of relocation on families, and adjustment-related issues associated with voluntary and involuntary relocation (e.g., Bird & Bird, 1985; Heller, 1982; Lichter, 1982; Shaklee, 1989; Spitze, 1983). From these perspectives relocation has been broadly defined, referring to moves for a variety of reasons (e.g., immigration, migration from rural to urban areas, job-related moves) and under a variety of circumstances (e.g., residential mobility for institutionalized individuals, involuntary moves due to unemployment). Only recently have organizational researchers become interested in a specific type of move, job-related mobility requiring relocation. Because research on job-related relocation is in its infancy in the industrial and organizational psychology literature, researchers have typically explored the correlates of employees' willingness to relocate (e.g., Landau et al., 1992; Noe, Steffy, & Barber, 1988), relocation decision making (e.g., Turban Campion, & Eyring, 1992), and individuals' adjustment to moving (e.g., Fisher & Shaw, 1994; Munton, 1990), rather than develop theory-based nomological networks of variables predictive of employees' willingness to move.

To extend the existing research on relocation, a theory-based framework of the factors related to employee willingness to relocate is presented, and an operational version of this framework was empirically examined. Before presenting this framework, several issues are discussed to place the present study in an appropriate context. First, a conceptual definition of employee willingness to move is presented to guide the development of research propositions. Second, current trends in job-related relocation are outlined to highlight the challenges facing organizations trying to entice employees to

relocate. This is followed by discussing the importance of studying employee intent to move, including the practical and theoretical rationale for the current study. Next, a review of the existing research on employee willingness to relocate is presented, along with the limitations of this research. This is followed by the presentation of a theoretical framework of factors related to employees' willingness to move, including propositions to guide hypothesis testing for the present study.

Employee Relocation in Context

Conceptual Definition of Employee Willingness to Relocate

Job mobility refers to the attitudes, perceptions and behaviors associated with job-related moves (Vardi, 1980). Such moves can involve moving from one organization to another (i.e., inter-organizational mobility) or moving within a single organization (i.e., intra-organizational mobility). Further, job mobility may or may not require an employee to relocate (Feldman, 1988). In studying job mobility, researchers have noted the importance of specifying whether or not a potential job opportunity requires geographic relocation (e.g., Noe et al., 1988). This is because a job change requiring relocation is likely to be a more complex decision than one that does not require relocation (e.g., spouses' loss of employment, changing school systems for children, buying and selling one's home). Wheeler and Miller (1995) have also noted the importance of specifying whether the construct of interest is intra-organizational relocation or inter-organizational relocation because attitudes toward these two types of moves may be different.

In the present study, employee willingness to engage in intra-organizational moves requiring geographic relocation was the issue of interest. Following Brett, Stroh, and Reilly's (1992a) review of the literature, such an intention to relocate refers to an individual's overall desire for geographic mobility, rather than the propensity to move to a specific location or for a particular purpose. The current study's operationalization is also consistent with the results of Landau et al.'s (1992) research on relocation willingness. In

a study of 2199 managerial and professional employees, Landau et al. (1992) found evidence that a general factor underlies employees' overall willingness to relocate. According to Landau et al. (1992), this factor represents an employee's general willingness to move for a variety of reasons such as being given a promotion, lateral move, or developmental assignment.

Current Trends in Job-Related Relocation

In the past, job-related moves have typically involved promotions or developmental opportunities for employees (Brett, 1982; Feldman, 1988). However, changes in organizational structure and strategy, such as designing work around teams and reducing the number of management levels, suggest that organizations may be less able to provide such career enhancing opportunities to employees who relocate. Interestingly, regardless of these changes in organizational career patterns, estimates from the ERC (1993) show that the number of relocated employees has remained stable over the past several years. In 1993 alone, 42.8 million employees relocated for job-related reasons, costing organizations over 15 billion dollars in relocation-related expenses (Flynn 1995).

Several factors have contributed to the stable volume of corporate moves requiring relocation. These include global and domestic expansion requiring multi-site operations and/or mergers and acquisitions; corporate restructuring requiring the creation of small business units or the consolidation of existing operations; and using relocation as an alternative to layoffs and permanent job cuts (Ahlburg & Kimmel, 1986; ERC, 1993; Greenberg, Canzoneri, & DiCostanzo, 1994; Hall & Isabella, 1985). Because relocation is being increasingly used for business necessity rather than to provide employees with promotional opportunities, it is not surprising that employee attitudes toward moving for the organization have changed dramatically in the last decade. While the average employee had experienced more moves in 1989 than just ten years previously, attitudes toward moving have become much less favorable. A 1993 study by the ERC found that two-thirds

of the organizations surveyed reported some problems related to employee unwillingness to move.

Similarly, Brett, et al. (1990) found that from the employees' perspective, the expected costs of moving in 1989 were much higher than the perceived costs of moving in 1978. These trends suggest that while the use of relocation within organizations remains relatively stable, employee attitudes toward moving have become increasingly less positive.

Importance of Studying Employee Willingness to Engage in Intra-Organizational Relocation

With employees expressing less interest in moving for their organization, studying willingness to relocate appears to be important on both practical and theoretical grounds. Because research has shown that self-report willingness to move predicts future decisions to accept or reject a relocation offer (Brett & Reilly, 1988; Cotton & Majchrzak, 1990), employee intent to move is an important construct to study. On practical grounds, increasing numbers of organizations are experiencing difficulty securing transferees. This highlights the need to more thoroughly understand the factors related to employee willingness to move to determine which employees are likely to respond favorably to relocation offers. Also, by understanding the factors related to employee willingness to move, organizations may be able to better design relocation policies to meet employee needs. Determining the factors related to employees' attitude toward moving is also necessary to gauge the overall mobility of an organization's workforce, which in turn allows the organization to maintain appropriate staffing levels.

Sustaining appropriate staffing levels can be important for both employee morale and productivity (Brett et al., 1990; Cascio, 1991). In addition, having a flexible and mobile workforce is often seen as a competitive advantage. Moving employees internally may allow an organization to import technical skills and organizationally relevant expertise to a new location, greatly reducing selection and training costs (Pinder & Das, 1979).

Further, employees offered relocations are often high-performing employees with a proven track record of performance (Brett, 1982; Feldman, 1988). As such, organizations that are able to move individuals internally may experience higher productivity than if new employees are recruited, hired, and trained for the new location (Pinder & Schroeder, 1987). Also, due to the investment of time and psychological energy in relocation, employees who decide to accept relocation offers may have a strong desire to remain employed by the organization, adding to the overall stability of the organization's workforce.

From a theoretical perspective, studying relocation provides a well-suited avenue for examining the impact of work and non-work variables on work-related attitudes and outcomes. As researchers become increasingly aware of the interplay between work and non-work domains, research is needed that moves beyond the employee as the focus of analysis to the consideration of how spouse, family, and organizational variables impact employees' attitudes toward their work and career (Googins, 1991; Zedeck, 1992). Exploring relocation-related issues using the dyad, or couple, as the unit of analysis may also provide insight into the career decisions facing dual-income couples. One of the many dilemmas alluded to in the literature on dual-income marriages is the impact of relocation for one partner's job on the other partner's long-term career prospects and outcomes (Reed & Reed, 1993; Shaklee, 1989). Thus, investigating how spouses' attitudes and work status may impact employees' propensity to engage in relocation opportunities is a needed extension of the existing research.

It should be noted that examining married couples experience with, and reactions to, mobility opportunities limits the scope of the present study by not examining single employees' attitudes. One purpose of the present study, however, was to assess the impact of spouse and family variables on employee reactions to relocation opportunities. Accomplishing this objective would not have been possible using single employees.

Moreover, with little theory-based existing research on relocation-related issues, examining married couples allowed the present study to be bounded in a specific context. This is particularly important in the early stages of research in a topical area, and provides a solid foundation for future extensions (Bacharach, 1989). In addition, because almost three-quarters of all relocated employees are married (Brett et al., 1990), examining this group of employees is of practical significance.

In addition to expanding the unit of analysis from the employee to the dyad, studying employee willingness to move is important as traditional hierarchical career paths (e.g., vertical moves) become less common in organizations. Based on previous research (Feldman & Brett, 1983; Pinder, 1977; Pinder & Schroeder, 1987), it is likely that actual and perceived opportunities for career mobility are related to employee attitudes (e.g., satisfaction with growth and challenge, perceived support) as well as employee behavior (e.g., performance, turnover). Due to changing organizational conditions, there is a need to explore how employees respond to intra-organizational relocation, when the individual may or may not see a direct link between engaging in the behavior and valued outcomes such as career enhancement.

Review of the Existing Research on Employee Willingness to Relocate

Despite the fact that relocation-related issues are an important concern from both individual and organizational perspectives (Cetron, Lucken, McFadden, & Weir, 1987), only a few empirical studies have examined the antecedents and correlates of employee willingness to move. What follows is a review of these studies.

Very few researchers have utilized an integrative theory to guide the study of job-related relocation. However, several researchers have broadly classified variables hypothesized as related to employee willingness to move. Veiga (1983) classified variables as barriers to moving, career path factors, and individual motives for moving. Managers in three major U.S. corporations provided data for Veiga's (1983) study. Veiga (1983) found

that all three of these classes of variables predicted employee willingness to move. In terms of barriers to moving, employees' perception that they were marketable, and those who indicated that the present company's benefits and job security were less important, expressed more willingness to move. The second class of variables Veiga (1983) examined were career path factors. Two variables added unique variance to the prediction of employees' propensity to move. Employees with shorter tenure in their first job reported more willingness to move. Likewise, employees who perceived they were not involved in high visibility assignments reported a stronger propensity to move. The final set of variables Veiga (1983) proposed as related to employee propensity to move were individual motives for moving. Several variables added incremental variance to the prediction of willingness to move. Employees with a strong personal desire to advance within an organization expressed more willingness to move. Also, employees who were less satisfied with the recognition, advancement, and salary available in their current organization were more willing to engage in job-related relocation.

A later study by Gould and Penley (1985) built upon Veiga's (1983) research by examining time-based variables such as age and length of time in the present job, and situational variables such as employee job involvement, family status, and spouse employment status. Consistent with Veiga's (1983) research, younger workers expressed more willingness to relocate. In addition, employees with less tenure in their present community, and those at higher salary levels, expressed more willingness to move. Gould and Penley's (1985) inclusion of family-related factors was an initial attempt to empirically examine family factors in the context of employees' willingness to move. However, counter to Gould and Penley's (1985) prediction, employees with working spouses expressed more willingness to move, and the number of children living at home did not emerge as an important factor in predicting employee willingness to move.

Also examining classes of variables related to employee willingness to move, Landau et al. (1992) examined factors both outside and within the employees' job sphere. Using sample of over 2,000 professional employees, Landau et al. (1992) found that both sets of factors contributed to the prediction of employee willingness to move. Outside the job sphere, results indicated that employees' general willingness to move for the organization was associated with being younger, male, and perceiving one's spouse's career as less important. In addition, employees without elderly relatives living nearby, and without children living at home, were more willing to move. Landau et al. (1992) also examined factors within the job sphere. After controlling for factors outside the job sphere, employees with less job and organizational tenure, more experience moving, and more of a desire to remain employed by the organization were more willing to move in the future. Finally, employees who believed the most recent relocation was beneficial, personally and professionally, were more willing to move again for the organization.

Fox and Krausz (1987) also found support for the relationship between the perceived benefits of moving and willingness to move, although in a different context. Using simple correlations for hypothesis testing, Fox and Krausz (1987) examined employee willingness to relocate in response to the forced geographical move of a government organization. Under these conditions, employees were required to make a decision to move for the organization or lose their jobs. A variety of anticipated outcomes associated with the pending relocation were examined as correlates of employee willingness to move. These included employees' expected satisfaction with both work-related (e.g., physical setting, work hours, variety) and non-work related (e.g., standard of living, location) outcomes after the move. As the anticipated favorability of these work and non-work outcomes increased, so did employees' intention to move. Other variables were also related to employee willingness to move. For example, employees' perception that their spouse and children had a positive attitude toward the move was positively related to

employee willingness to move. Perceived employment prospects for the spouse, as well as co-worker intentions to move, were also positively related to employees' willingness to move. Finally, biographical factors such as age and seniority on the job were negatively related to intention to move.

Recognizing that employees' attitudes toward moving may differ depending upon the nature of move (e.g., forced relocation, lateral job move, promotion), Noe et al. (1988) examined employees' willingness to engage in job transfers under a variety of circumstances. Using previous research as a guide, Noe et al. (1988) identified several factors that may impact employee willingness to move. These included job characteristics (e.g., perceived favorability of the current job, tenure, specialization), family characteristics (e.g., community tenure, spouse working status), and individual characteristics (e.g., career stage). Interestingly, Noe et al. (1988) found very few differences between the predictors of employees' willingness to engage in lateral job moves and upward job moves requiring relocation. Under both relocation conditions, job characteristics such as tenure and the discrepancy between the current and ideal job were predictive of employee willingness to move. Similarly, the family characteristic of less tenure in the previous community was related to employee willingness to relocate, regardless of the reason for the move. Finally, the individual characteristic of career stage and number of years the employee wanted to stay in his or her current job was predictive of willingness to move for either lateral or upward job opportunities.

Similarly, Kirschenbaum (1991) focused on examining voluntary transfers within an organization, specifically, transfers requiring relocation. Drawing from the turnover and transfer literature, Kirschenbaum (1991) developed a framework of voluntary corporate transfers and tested a portion of this framework using data from the Israel Ports Authority. Kirschenbaum (1991) argued that his unique sample allowed for the examination of transfer intent within a clearly defined organizational structure and external market system.

As such, Kirschenbaum (1991) suggested that both intent, and ultimately the decision to transfer within an organization, were related to the availability and distribution of job opportunities within a given organization. Under these externally-imposed conditions, Kirschenbaum (1991) proposed that employees use a highly rational decision making process to assess the costs and benefits of moving. In testing this framework, Kirschenbaum (1991) focused attention on identifying factors related to intention to move to a different site in the Israel Ports Authority System. Results suggested that factors related to the area of origin (e.g., satisfaction with the community, separation from family and friends), destination (e.g., housing assistance, job progression, standard of living), and the background of the employee (e.g., age, wife's employment) were significantly related to employee intent to move.

A recent article by Brett, Stroh, and Reilly (1993) used the previous research on job-related relocation to examine five categories of variables expected to be related to employee willingness to relocate. Using the same survey data base as the Brett and Reilly (1988) and Stroh, Brett and Reilly (1992), Brett et al. (1993) examined the role that demographic factors, career characteristics, career attitudes and expectations, work attitudes, and spouse-related variables had in predicting employee willingness to move. Results indicated that age and income were negatively related to employee willingness to move. In addition, single-item measures of employee career ambition and spouse willingness to move were positively related to employee willingness to move. Finally, Brett et al. (1993) found that employees' overall attitude toward moving was positively related to their willingness to move.

In addition to research examining employees' willingness to move, several studies have investigated factors predicting employees' decision to accept or reject relocation offers. Brett and Reilly (1988) studied relocation decision making of sixty-three couples over a seven year period. Intent to relocate was proposed as an intervening variable

between antecedent variables and the decision to move. Antecedent variables were broadly classified as demographic characteristics, employees' career attributes, employees' attitudes toward work, employees' attitudes toward moving, and spouses' attitudes toward moving. Results of this study partially supported the proposed framework. Contrary to predictions, neither spouse willingness to move nor working status of the spouse predicted employee intent to engage in job-related relocation. However, the antecedent variables of demographic factors (e.g., the number of children living at home), career attributes (e.g., number of prior moves), employee attitudes toward work (e.g., job involvement), and employee attitudes toward moving predicted employee intent to move. Support was also found for the link between employee willingness to move and the decision to accept the relocation offer. This study provided initial evidence regarding the predictive power of employee willingness to move on employee decisions to accept a job offer several years later. In addition, the Brett and Reilly (1988) study replicated some of the previous research on the antecedents of employee willingness to move.

A later study by Turban et al. (1992) built on Brett and Reilly's (1988) findings by exploring factors related to relocation decisions of sixty-six research and development employees facing relocation or job loss. Using a cost-benefits approach to relocation decision making, Turban et al. (1992) examined several factors not explored in the Brett and Reilly (1988) study, but suggested by previous research as important predictors of relocation decisions. This included family factors (e.g., family encouragement to move, career opportunities for the spouse, family adjustment), community tenure, employee sex, and perceptions of the new job, location, and relocation policy. By including a wider range of variables than the Brett and Reilly (1988) study, Turban et al. (1992) illustrated the importance of assessing a variety of variables in understanding the decision to move. Results showed that male employees were more willing to accept relocation offers. Also, employees reporting less satisfaction with the company's relocation policy, yet a more

positive attitude toward the new location, were more likely to accept relocation offers. In addition, employees with less tenure in the previous community and those that perceived the new job more favorably than the current job were more likely to move. Interestingly, consistent with the Brett and Reilly (1988) study, career opportunities for the spouse was not related to employee relocation decisions.

In contrast, other studies have linked spouse employment variables to employee mobility patterns. Bird and Bird (1985) examined the determinants of job mobility in two-earner families, specifically the impact of the wife's income level on family mobility decisions. They argued that traditionally, family mobility has been dictated by the husband's job or career. However, with changing attitudes towards wife's employment, they examined whether wives' exerted more influence in relocation decision making than previous research has suggested. Using a sample of sixty-nine couples, they found that a wife's employment in a career, rather than a job, was a significant predictor of the degree to which spouse employment issues were taken into consideration in employees' job-related relocation decisions.

In another study, Reed and Reed (1993) studied occupational mobility among dual-career couples employed in the public sector. They found that managers with working spouses were significantly more likely to report that spouse potential for employment was a "decisive" factor in relocation decisions than were managers with non-working spouses. A similar pattern was found comparing employees with spouses who considered their work a career (dual-career employees) to those with spouses who considered their work a job (dual-earner employees). Thirty-five percent of the dual-career employees agreed that the wife's potential for employment was a decisive factor in relocation decisions, compared to only 17% of the dual-earner managers. This comparison between dual-career and dual-income couples was significant at the $p < .001$ level.

Related research suggests that spouse employment variables may be important predictors of employee attitudes toward moving, in addition to predicting whether or not an employee decides to accept a given relocation offer. This includes research examining spouse employment status and overall worker migration patterns, and the potentially negative effects of moving on accompanying spouses' careers (Lichter, 1982; Spitze, 1983). Other research has examined the expected costs of geographic mobility for dual-income couples (Reed & Reed, 1993; Shaklee, 1989) and the minimum pay increase necessary for dual-income couples to consider relocating (Wheeler & Miller, 1990). Across these studies, it appears that spouse employment plays an important role in understanding employee attitudes toward relocation.

Anecdotal accounts provide further evidence that spouse employment concerns associated with moving for the other partner's job, such as loss of employment and lower quality reemployment, may decrease employees' willingness to move (Foxman & Polsky, 1988; Ricklin, 1991; Trippel, 1985). Case studies and descriptive survey data concur with many of these anecdotal accounts. Pinder (1989) noted that managers faced with a relocation decision may experience a conflict of interests. For example, employees may view relocation as a means to advance within the organization, yet they also recognize the potential disruption of moving on their families. One of the issues that surfaced in Pinder's (1989) study was concerns over the spouse's loss of employment upon relocation, suggesting that family considerations are likely to occur when contemplating whether or not to accept a relocation offer. Similarly, in a descriptive study of thirty-nine engineers and their wives, Burke (1974) noted the influence that spouse attitudes toward moving may have on employee attitudes toward a relocation offer. Data collected by the Employee Relocation Council (Brett et al., 1990; ERC, 1993, 1994) further demonstrates that family concerns have become increasingly important in employee decisions to move. This

includes concerns over spouse employment, childrens' reluctance to move, and spouses' overall unwillingness to move.

In summary, some of the research evidence related to employee willingness to relocate is inconclusive and contradictory. However, it appears as if a variety of factors, both within, and outside the employee's job sphere may be important in identifying which individuals are most likely to respond favorably to mobility opportunities requiring relocation. Further, research outside the domain of industrial and organizational psychology illustrates the need to take a broad perspective in studying relocation in order to capture the complexity of issues facing couples contemplating relocation. It is also clear from this review that there are problems associated with previous research in this area. These problems are discussed below.

Problems Associated With the Previous Research

As is evident from the review of the literature, empirical research on relocation is sparse. Fortunately, the few studies that exist provide initial insight into employees' attitudes toward moving. However, several factors make it difficult to draw definitive conclusions from the previous research. These factors include the lack of a unifying theory to guide hypothesis development, a narrow perspective on the factors hypothesized as impacting employee willingness to move, operationalizations of employee willingness to move, other measurement problems, and research design and analysis issues.

Lack of a Unifying Theme to Guide Hypothesis Development

Only two studies (Brett & Reilly, 1988; Kirschenbaum, 1991), have used theoretical frameworks to guide the hypothesis development. Brett and Reilly (1988) used a modified version of Fishbein and Ajzen's (1975) Reasoned Action Model in an attempt to predict relocation decision making. Specifically, demographic factors, career attributes, and employee and spouse attitudes were hypothesized to predict employee intent to relocate. In turn, intent to relocate was expected to predict the decision to relocate several

years later. Unfortunately, several factors limited Brett and Reilly's (1988) ability to fully test the proposed model. Most notably, a small sample size ($N=63$) precluded the inclusion of many relevant variables for hypothesis testing. In addition, a homogeneous sample of male relocators was used, and much of the data was collected almost two decades ago (1978-1979). Based on changes in family structure and societal norms since the late 1970s, research is needed to replicate Brett and Reilly's (1988) early findings.

A second study examined intra-organizational transfer developed a framework of voluntary corporate transfers (Kirschenbaum, 1991). Taking a highly rational approach to relocation decision making, Kirschenbaum (1991) proposed that willingness to move within an organization developed from a series of cost-benefit assessments occurring in a broader economic and organizational context. Kirschenbaum (1991) proposed that this cost-benefit evaluation involved weighing the costs and benefits of a pending transfer in terms of work, non-work, and destination factors. While he did not specify how these different elements were weighted to predict employee intent to transfer, this model did consider how both work and non-work factors may impact employees' willingness to move. However, like Brett and Reilly (1988), Kirschenbaum (1991) was unable to test the full model. Instead, one component of the proposed framework was examined; the impact of origin, destination, and biographical factors on employee intention to relocate. None of the proposed context factors such as corporate constraints (e.g., organizational structure, transfer policies), economic market conditions, or corporate job opportunities were examined in Kirschenbaum's (1991) study. Further, several characteristics of the research design may limit the generalizability of his results. This includes the highly specific context in which the study was conducted (i.e., Israel Ports Authority), characteristics of the sample (e.g., male relocators with limited education), and research design issues (e.g., use of one organization, single source data).

The remaining research on employee attitudes toward moving has neither developed nor tested theory-based frameworks of the relocation process. Rather, researchers have typically relied on the results of previous studies as a foundation for hypothesis development, and expanded the variables proposed as impacting willingness to move based on their own research interests (for an example, see Noe et al., 1988). This approach to studying a phenomenon has the advantage of broadening the domain of variables hypothesized as impacting employee willingness to move. The disadvantage of this approach is that in the absence of sound theory to guide hypothesis development it is difficult to integrate research findings from a variety of disciplines, replicate research findings, or move beyond identifying correlates of willingness to relocate.

Narrow Perspective on Factors Hypothesized as Impacting Employee Willingness to Move

Related to the lack of theory-based models of relocation attitudes and outcomes, researchers have typically taken a narrow perspective on the factors proposed as related to employee willingness to move. Factors within the employee's job sphere have been studied frequently, including work attitudes (e.g., Brett & Reilly, 1988; Brett et al., 1993; Gould & Penley, 1985; Turban et al., 1992), company tenure (e.g., Landau et al., 1992), and job perceptions (e.g., Noe et al., 1988). Employee background characteristics have also been studied, including employee age (e.g., Brett et al., 1993; Landau et al., 1992; Veiga, 1983), family characteristics (e.g., Landau et al., 1992; Turban et al., 1992), and wife's work status (e.g., Gould & Penley, 1985; Kirschenbaum, 1991).

Much less attention has been given to employees' career-related beliefs, employees' and spouses' previous experiences moving, or specific spouse attitudes. Because job-related relocation involves adjusting to a new job, organizational site, and co-workers, it is expected that employees' career aspirations and beliefs about the consequences of relocation may be important determinants of their intent to move. Specific experiences moving in the past may also be important in predicting who is likely to express willingness

to move in the future. For example, the degree to which both employees and spouses are able to adapt to previous relocations may impact their attitudes toward future relocation opportunities (Turban et al., 1992). In addition, employees' and spouses' perception of the adequacy of the organization's relocation policy may be a factor in employees' initial reactions to relocation opportunities (Turban et al., 1992).

In addition, the spouses' perspective on moving for his or her partner's career has not been adequately explored in previous research. This is surprising due to the implications of moving on family members (Luo & Cooper, 1990; Munton, 1990; Munton & Forster, 1990) and increasing proportion of accompanying spouses employed outside the home (Brett et al., 1990). An increasing percentage of families are reliant upon two incomes for economic survival, and the decision to relocate for one partner often involves an initial loss of employment for the accompanying spouse (Shaklee, 1989). Moreover, there is some evidence that working spouses who relocate for their partners' job may experience negative career outcomes upon relocation (Lichter, 1982; Spitze, 1983). Thus, it seems reasonable to expect that spouse attitudes are important to consider in predicting which employees are likely to express willingness to move for their organization.

Operationalizations of Employee Willingness to Move

Based in part on the fact that researchers from different disciplines have studied relocation-related issues, various definitions of employee willingness to relocate have been adopted. Willingness to move has been operationalized as moving for a particular type of opportunity such as promotion (Gould & Penley, 1985; Veiga, 1983), willingness to engage in a move requiring a change in employers (Veiga, 1983), willingness to move to remain employed by the same organization (Fox & Krausz, 1987; Turban et al., 1992), and willingness to engage in a transfer not requiring relocation (Noe et al., 1988). These different operationalizations of relocation willingness make it difficult to directly compare findings across studies.

With so many operational definitions of this construct, it is not surprising that some of the previous research on relocation has reached inconclusive results. Common sense suggests that willingness to move for one's current employer (i.e., intra-organizational mobility) is likely to be qualitatively distinct from willingness to move from one employer to another employer (i.e., inter-organizational mobility). In the case of intra-organizational mobility, the employee is choosing to remain employed by their current employer; in the case of inter-organizational mobility, the decision is to leave the current employer and seek employment elsewhere. Thus, depending upon the type of mobility one is interested in studying, there may be different antecedents (Wheeler & Miller, 1995). For example, when studying intra-organizational mobility, factors relevant to remaining affiliated with the organization may be important, whereas in the study of inter-organizational mobility, factors related to voluntary turnover may be important. Few researchers have acknowledged this important distinction.

Other Measurement Issues

In addition to the lack of a clear construct definition of employee willingness to move, many studies have utilized single-item measures of employee willingness to relocate, precluding the assessment of reliability and validity of this construct. Veiga (1983) used a single-item measure of one's propensity to move to a different organization, for a better job. Kirschenbaum (1991) examined intent to relocate to another site within the same organization, again using a single-item measure. Moreover, Kirschenbaum's (1991) measure represented an intra-organizational move, but the expected outcome of the relocation was unclear (e.g., promotion versus lateral move).

Also assessing intra-organizational relocation, Brett and Reilly (1988), Brett et al. (1993), and Stroh et al. (1992) used a single-item, forced choice response format. This item required individuals to choose one response among a variety of options that best represented their attitude toward moving. Response options included moving for a better

job, moving only if pressured by the organization, preferring not to move again, and not willing to move again for any reason. Such a response format is problematic because response options do not represent interval level data, but are scaled as such (Nunnally, 1978). Also, these response options were not mutually exclusive. For example, an individual may prefer not to move again in addition to feeling pressured to move by the organization. In an attempt to more clearly specify the nature of the relocation, Noe et al. (1988) examined willingness to move for a variety of reasons (e.g., lateral, promotion, downward move). However, Noe et al.'s (1988) study was still limited by the use of one-item measures for several dependent (i.e., relocation requiring promotion, relocation for a lower-level position).

Research Design and Analysis Issues

The final limitation of previous research involves research design issues. Most of the research has examined relocation-related issues in a single organization (e.g., Landau et al., 1992; Turban et al., 1992;) or across different sites within a single organization (e.g., Kirschenbaum, 1991; Noe et al., 1988) rather than exploring relocation-related issues across organizations (for an exception see Brett and Reilly, 1988). While studying relocation within a single organization offers some control over possible confounds present in cross-organizational research (Rynes & Boudreau, 1986), it limits generalizability. Also, some of the previous research has used unique samples such as military families (Landau et al., 1992), non-managerial personnel working in the Israel Ports Authority (Kirscehnbaum, 1991), or state government employees (Noe et al., 1988). Still other studies have utilized very homogeneous samples. For example, Gould and Penley (1985), Landau et al. (1992), and Veiga (1983) surveyed only managerial and professional employees. In addition, many samples of relocated employees consisted of male employees (e.g., Brett & Reilly, 1988; Gould & Penley, 1985), or highly educated employees (e.g., Brett et al., 1993; Landau et al., 1992; Turban et al. 1992).

In terms of internal validity, the existing research on relocation has almost exclusively relied on single source data. While there is some debate as to the threat of single-source bias in organizational research, the magnitude and effect of relying on single-source data remains unclear (cf. Williams, Cote, & Buckley, 1989 or Crampton & Wagner, 1994). Notwithstanding this debate, the use of a single data source is commonly viewed as a limitation of survey-based research (Podsakoff & Organ, 1986). Only two studies were found that used multiple data sources, both of which were part of a single large-scale research project on relocation (Brett & Reilly, 1988; Brett et al., 1993). Unfortunately, these two studies examined a very limited number of spouse variables. The Brett and Reilly (1988) study examined spouses' willingness to move whereas the Brett et al. (1993) study examined spouses' willingness to move and spouses' global attitude toward moving. Further, no studies to date have incorporated organization-level variables as predictors of individual-level outcomes or as controls variables (e.g., organization size, industry type).

One of the primary concerns with single source data is the possibility of inflated correlations between some of the variables under study (Campbell & Fiske 1959). The issue of multicollinearity is particularly problematic when correlation-based statistics such as zero-order correlations and multiple regression are utilized (Cohen & Cohen, 1983). There are several ways researchers can deal with correlated variables during hypothesis testing. This includes the use of composite factor scores, partialling out shared variance prior to data analysis, standardizing variables, and assessing the relative usefulness of each variable's or set of variables' contribution to prediction (Budescu, 1993; Cohen & Cohen, 1983; Darlington, 1968; Podsakoff & Organ, 1986). To date, only one of the above mentioned studies adopted any of these approaches in an attempt to deal with correlated variables. Due to small sample size and number of potential predictors, Brett and Reilly (1988) utilized principal components analysis to determine "clusters" of variables for hypothesis testing. From these clusters, they selected one construct to represent each

factor. This approach reduced the variables to a manageable number and decreased multicollinearity. The disadvantage of this approach, however, was that decisions of which variables to utilize were considered post hoc. Further, decisions regarding which variables to retain for data analysis were somewhat arbitrary.

Other steps can be taken following hypothesis testing to assess the possibility that common method variance may have effected some of the findings. This includes both exploratory and confirmatory factor analytic techniques (Podsakoff & Organ, 1986; Widman, 1985). While neither of these techniques allow the researcher rule out the possibility of method effects, such data analytic strategies can be used to substantiate a study's findings. Unfortunately, none of the studies to date have utilized these exploratory or confirmatory techniques. Taken together, these limitations suggest that the existing research on job-related relocation may be somewhat limited by the conceptual, measurement, research design, and data analytic issues discussed.

Purpose of the Present Study

The purpose of the present study was to extend existing research by integrating the fragmented and diverse literature on job-related relocation and develop a theory-based framework to guide future research efforts. The current study also attempted to overcome some of the limitations of previous research. Of central importance, the current study utilized an existing theoretical model to guide the selection of relevant predictors of employee willingness to move. In using this theoretical framework, clearer links were proposed between the predictors and criteria. This involved careful consideration of the likely causal sequence of predictor variables, as well as the inclusion of pertinent variables based on the theory guiding the research.

The scope of variables was also expanded to include spouse and family variables. Spouse variables were believed to be particularly important in understanding employee willingness to move. Thus, the current study obtained a direct account of the relocation

experience from the spouse's perspective and used these spouse variables to predict employee attitudes toward future moves. In so doing, the present study is the first to explore both work-related and non work-related spouse attitudes as correlates of employee willingness to move. In addition, recognizing that employees' willingness to move may be related to their own career-related beliefs and expectations, several career-related variables were examined as possible antecedents of employee willingness to relocate.

To overcome some of the measurement and operationalization problems evident in previous research, willingness to move was operationalized as intra-organizational job mobility and a multi-item measure was used to assess this general propensity to relocate. To deal with concerns of generalizability, a large, cross-organizational field sample provided a heterogeneous sample for hypothesis testing. This sampling procedure allowed a wide variety of job types, industries, sizes of organizations, and geographic regions of the United States and Canada to be represented in the research sample. The design of the research was also an advance over previous research. Multiple data sources were obtained, and appropriate controls were utilized to assist in the interpretation of the study's results. In addition to the incorporation of control variables, several data analysis strategies were employed to assess the proposed framework. Also related to data analysis sophistication, several steps were taken to assess the possibility of common method variance in the present study. With these conceptual, measurement, design, and data analytic issues taken into consideration, the theoretical framework is presented in the following section.

A Theoretical Framework for Understanding Employee Willingness to Relocate

Fishbein and Ajzen's (1975) Reasoned Action Model provided the basis for proposing variables that may be related to employees willingness to move. Before articulating these variables, an overview of Fishbein and Ajzen's (1975) framework is provided. This is followed by empirical evidence pertinent to the Fishbein and Ajzen (1975) framework. After this discussion, an extension of the Reasoned Action Model is

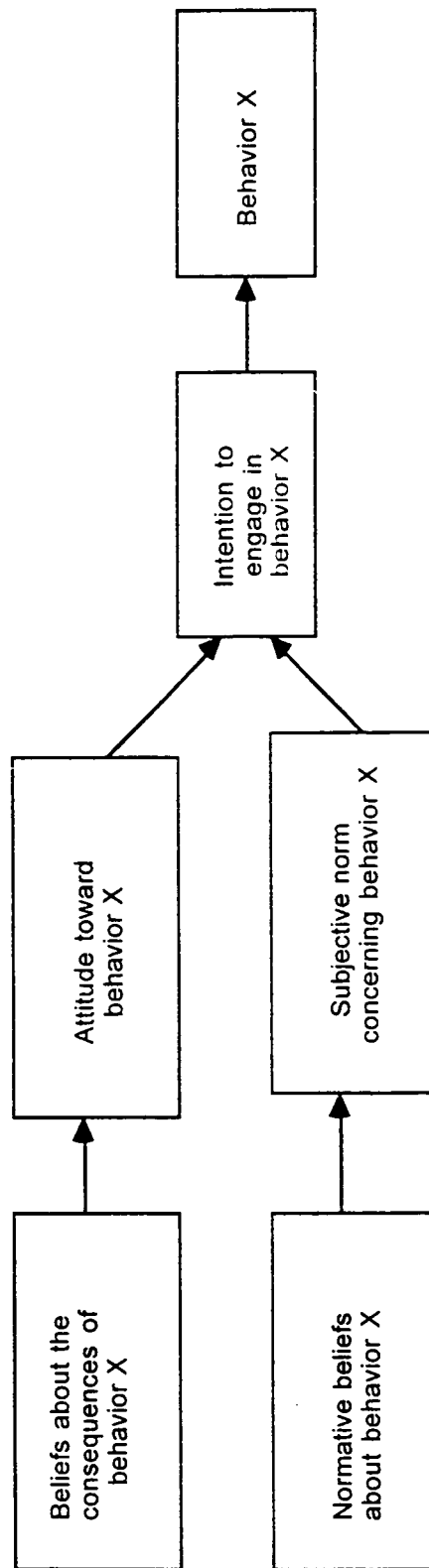
provided based on Cascio's (1991) conceptualization of the attitude-behavior relationship. Using this extension, a theoretical framework of the factors related to employee willingness to relocate is proposed, and research propositions put forward.

Overview of Fishbein and Ajzen's (1975) Framework

According to Fishbein and Ajzen (1975), intent to engage in a given behavior is influenced by beliefs, norms, and attitudes relevant to that behavior. In turn, behavioral intentions are hypothesized as directly impacting behavior. Thus, in the Fishbein and Ajzen (1975) framework behavioral intention are expected to mediate the relationship between beliefs, attitudes, norms and subsequent behavior. Figure 1 provides a schematic representation of Fishbein and Ajzen's (1975) conceptual framework.

As can be seen in Figure 1, Fishbein and Ajzen (1975) place a heavy emphasis on the role an individual's beliefs play in the development of intentions to engage in a given behavior. Two types of beliefs are proposed as precursors of behavioral intentions: beliefs about the consequences of a given behavior, and normative beliefs associated with that behavior. Both of these types of beliefs are proposed as developing from past experience. Beliefs about the outcomes of a given behavior may impact an individual's attitude toward that behavior. Like expectancy theory predictions (cf. Porter & Lawler, 1968), Fishbein and Ajzen (1975) propose that the nature and strength of one's attitude toward a behavior is determined by the expected outcomes of engaging in that behavior. They further note that attitudes toward a behavior carry an affective component, also based on the anticipated consequences of engaging in the behavior. A simple example may clarify the proposed nature of this relationship. If an individual works late completing a report, and obtains praise and recognition for a job well done, he or she is likely to experience positive affect (i.e., competence, self-esteem). In turn, all else being equal, when faced with a similar circumstance in the future, he or she will report an intention to work late to produce a report.

Figure 1. Fishbein and Ajzen's (1975, p. 16) Reasoned Action Model.



While expected consequences are proposed as potent predictors of behavioral intentions, Fishbein and Ajzen (1975) also note that normative beliefs can influence behavioral intentions. Normative beliefs refer to an individual's belief that referent others' think he or she should engage in a given behavior. However, normative beliefs may or may not be related to one's attitude. Normative beliefs are analogous to perceived pressure to behave in a given manner, based on socially construed expectations. These socially construed expectations can come from co-workers, supervisors, and individuals outside the job sphere such as family and friends (Christenson, Hougland, Ilvento, & Shepard, 1988; Hackman, 1992; Katz & Kahn, 1978; Powell & Mainiero, 1992). The totality of this perceived pressure to behave in a given manner is referred to as subjective norms by Fishbein and Ajzen (1975). Other researchers have noted the influence that subjective role expectations can have in understanding behavioral intentions and behavioral choice (Betz & Fitzgerald, 1987; Katz & Kahn, 1978; Naylor, Pritchard, & Ilgen, 1980).

In sum, in the Fishbein and Ajzen (1975) framework, individuals differ in both the nature and strength of their beliefs associated with a behavior. These beliefs develop from both direct observation (e.g., experience) and information provided to an individual from other sources such as co-workers and supervisors. Fishbein and Ajzen (1975) propose that beliefs provide the foundation for behavioral intentions to develop. Thus, an individual's attitude toward an object or situation, and the norms associated with acceptable behavior, develop due to the sum of his or her belief system associated with that behavior. Taken together, attitudes and subjective norms are expected to predispose an individual to act in ways that are consistent with his or her attitude and others' expectations regarding a given behavior.

By placing a heavy emphasis on individuals' beliefs as the underlying factor in the development of attitudes and role expectations, Fishbein and Ajzen (1975) subscribe to a highly rational, information processing approach to behavior. In this model, individuals'

behavior is viewed as primarily volitional. Thus, intention to engage in a behavior is presumed to predict actual behavior, unless strong external constraints are present.

Empirical Evidence Supporting the Fishbein and Ajzen Framework

Fishbein and Ajzen's (1975) framework has been the subject of many research studies and theoretical articles. In general, studies have supported the basic framework shown in Figure 1. For example, Fredricks and Dossett (1983) found support for the indirect link between attitudes and behavior, through intent, in a study of students' class attendance. Similarly, Bagozzi (1981) found that intentions to donate blood mediated the relationship between attitudes about blood donation and actual donation behavior. In an extension of the Fishbein and Ajzen (1975) model, Sivacke and Crano (1982) found basic support for this model, with vested interest in the behavior under study acting as a moderator. Specifically, in two separate studies the expected relationship between attitudes, behavioral intention, and behavior was stronger when the behavior in question was ego-involving (e.g., college students working toward the passage of a referendum to lower the drinking age).

A recent review of the empirical evidence by Ajzen (1991) provides additional evidence for Fishbein and Ajzen's (1975) conceptualization of the belief-attitude-behavior relationship. Ajzen reviewed studies illustrating that intentions to perform a variety of behaviors could be predicted from attitudes, perceived norms, and perceived control. Further, relevant sets of beliefs were found to reliably predict specific attitudes, norms, and control expectancies. Ajzen (1991) also reviewed evidence linking behavioral intentions to behavior. This included the prediction of job seeking behavior (van Ryn & Vinokur, 1990), attendance behavior (Ajzen & McFadden, 1986), weight loss (Netemeyer, Burton, & Johnston, 1990), and voting behavior (Watters, 1989), based on relevant behavioral intentions. Pertinent to the current study, there is also empirical evidence

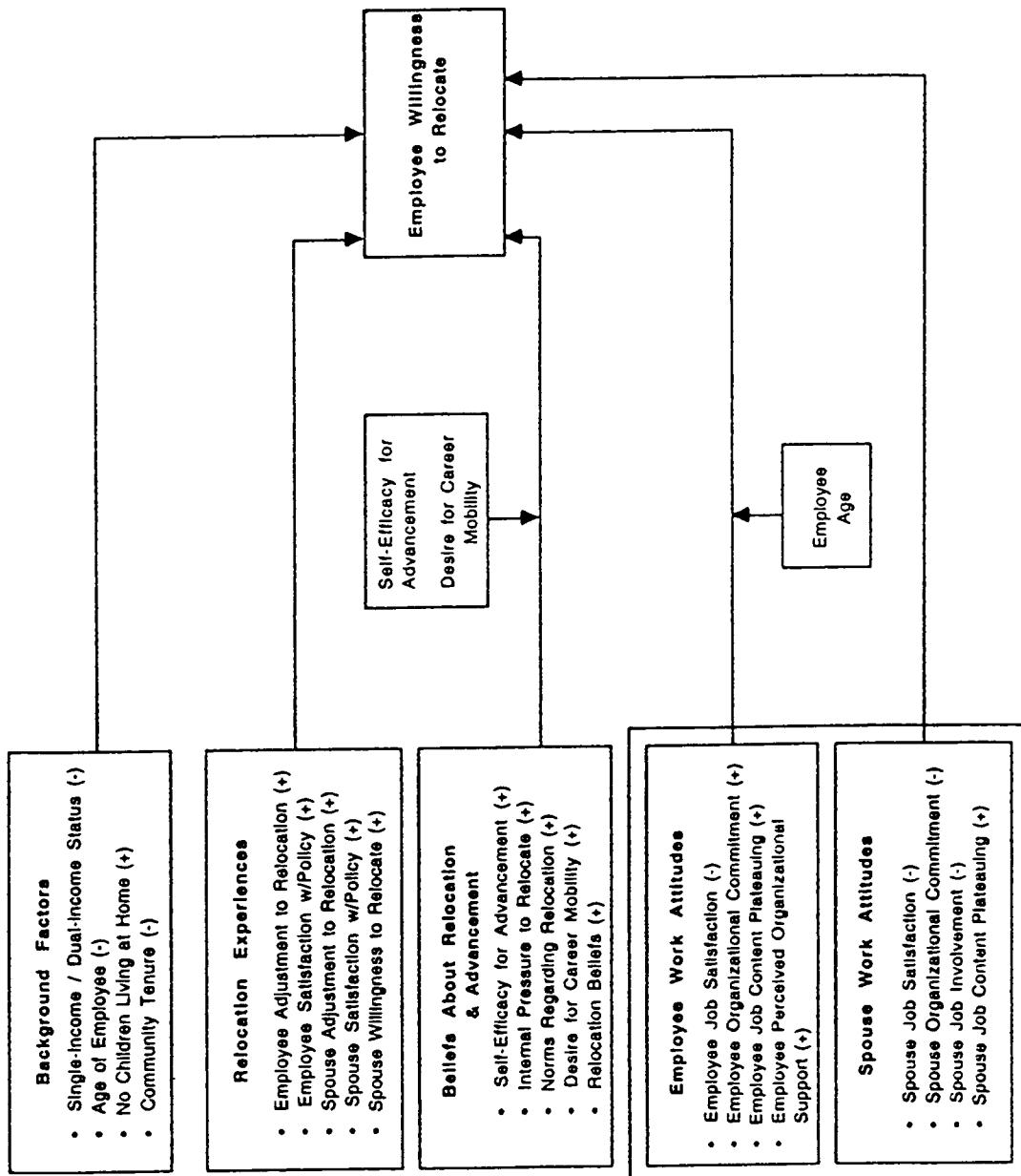
linking intent to relocate with the acceptance of a relocation offer (Brett & Reilly, 1988; Cotton & Majchrzak, 1990).

Extended Framework for Understanding Employee Willingness to Relocate

Using the Fishbein and Ajzen (1975) framework as a heuristic, Figure 2 presents a theoretical framework of factors related to an employee's willingness to relocate. In the present study, behavioral intent is conceptualized as willingness to relocate (cf. Brett & Reilly, 1988). A group of variables are represented by each of the following categories, drawing from Fishbein and Ajzen's (1975) conceptual framework: beliefs about relocation and advancement and relocation experiences. Building on Cascio's (1991) model of the belief-attitude-behavior relationship, background variables and employee and spouse work attitudes are also represented in Figure 2.

Based on the theoretical framework guiding the present study, it was expected that previous relocation experiences would be important precursors to employee willingness to move. Such relocation experiences are likely to be associated with one's beliefs about the outcomes of relocation and advancement, including the costs and benefits associated with moving. Beliefs about relocation and advancement are also expected to be related to employees' willingness to relocate based on Fishbein and Ajzen's (1975) framework. General employee and spouse work attitudes were included as a set of variables that may be related to employee willingness to move. The inclusion of these work attitudes was based on previous research on relocation, as well as Cascio's (1991) recommendations to consider a variety of contextual factors in understanding the attitude-behavior relationship. A final set of variables consisting of background factors was also included in the current study's framework. The rationale for including this class of variables was based on Cascio's (1991) argument that the relationship between beliefs, attitudes, intentions, and behavior is influenced by a variety of situational and contextual factors both within, and

Figure 2. Theoretical Framework of Variables Related to Employee Willingness to Relocate. Positive and negative signs reflect expected effects. Self-efficacy for Advancement proposed as a moderator of the relationship between Relocation Beliefs and Employee Willingness to Relocate. Desire for career mobility proposed as a moderator of the relationship between Relocation Beliefs and Employee Willingness to Relocate. Age proposed as a moderator of the relationship between employee work attitudes and employee willingness to relocate.



outside one's immediate job. These could include demographic or background characteristics.

In the following sections, each category of variables is presented as an important component in understanding employee willingness to move. This includes the following categories: 1) background factors, 2) relocation experiences, 3) beliefs about relocation and advancement, and 4) employee and spouse work attitudes (see Figure 2). It is argued that to understand the complexity of forces impacting employee relocation intent, it is necessary to consider variables representing employee, spouse, and family factors. As such, the present study examined employee willingness to move from the perspective of married employees facing the prospect of relocation. Throughout this discussion, propositions regarding the relationship between each variable and employee willingness to move are presented.

Background Factors Related to Employee Willingness to Relocate.

Several background factors were expected to be related to employee willingness to move. This includes couple status of the employee (i.e., whether he/she is a member of a single-income or dual-income marriage), employee age, whether or not the couple has children living at home, and tenure in the previous community.

Couple status. Many researchers have speculated that there may be differences between employees in single-earner marriages and those in dual-earner marriages in terms of employees' willingness to relocate. While there has been much theorizing on why single-income families may express more willingness to move, only five studies have examined what effect, if any, spouse working status had on employee willingness to move. Moreover, results of these studies have been inconclusive. Gould and Penley (1985) found that employees with working spouses were more willing to move in the future whereas Kirschenbaum (1991) found that employees with working spouses were less

willing to move. In contrast, Noe et al. (1988), Brett and Reilly (1988), and Brett et al. (1993) found no effect of spouses' working status on employees' willingness to move.

While the existing research evidence is inconclusive, it was expected that employees in single-income marriages would express more willingness to move in the future than employees in dual-income marriages. Related research provides insight into why spouse working status may be an important predictor of employee willingness to move. Spitze (1983) found that relocation for one partner's job can negatively effect the accompanying spouses' job prospects upon relocation. Similarly, Duncan and Perucci (1976) illustrated the difficulty some spouses experience finding comparable employment after accompanying their spouse in a job transfer. Thus, it appears as if an accompanying spouse in a dual-income relationship may suffer professionally and financially following a move for his or her partner's job (Bird & Bird, 1985; Shaklee, 1989).

Employee age. One of the more consistent findings is the negative relationship between employee age and employee willingness to move (Brett et al., 1993; Gould & Penley, 1985; Landau et al., 1992; Veiga, 1971, 1973, 1983). Veiga's research most clearly illustrates the effect of age on managers' propensity to move. Veiga (1971, 1973) found that mobility rates consistently decrease with age, but at certain periods in a manager's career these rates are accelerated or decelerated. Veiga linked these different mobility patterns to stable career stages experienced by managers. In the early years, managers may be moved frequently as they acclimate to the organization and gain experience in a variety of positions. This mobility slows down somewhat as managers enter the corporate mainstream and become established within an organization. In the later career stages, Veiga (1971, 1973) found that mobility decreased at an increasing rate as managers prepare for retirement.

A similar career stage pattern was depicted by Noe et al. (1988). They found that individuals in the early career stage (under 30 years old) were more willing to move than

those in the mid or late career stages. Their results are consistent with findings that younger workers engage in more career exploration behavior and are more likely to participate in developmental activities (Slocum & Cron, 1985). In addition, sociological studies of mobility have shown that older workers are less likely to move than younger workers (Sell, 1983). Taken together, it is proposed that age will be negatively related to employees' willingness to move.

Presence of children living at home. Only a few studies have examined the impact of children on employee willingness to move. Landau et al. (1992) found that employees without children living at home were more favorable toward moving than those with children, whereas Gould and Penley (1985) found no effect for the same variable. Other researchers have also reached inconclusive results regarding the effect of having children on employee willingness to move. Kirschenbaum (1991) hypothesized that concerns over the child's future would weaken employees' transfer intent, but found no significant relationship. In contrast, Veiga (1983) argued that parents of teenage children may be hesitant to relocate due to the impact of relocation on the child's social and school-related adjustment. As expected, Veiga (1983) found a weak, yet significant relationship between childrens' community ties and employees' propensity to move. Brett and Reilly (1988) proposed that the number of children at home would make a pending relocation offer less attractive due to potential adjustment issues associated with moving several children. However, contrary to prediction, no support was found for the number of children living at home and employee willingness to move in the Brett and Reilly (1988) study.

Existing empirical results regarding children and moving are somewhat inconclusive. On one hand, research on childrens' adjustment to relocation strongly suggests that having children may complicate the level and type of stress related to moving. Brett's (1982) comprehensive examination of job transfer and well-being illustrates these adjustment issues for children. In a study of mobile families, Brett (1982) found few

negative effects of relocation for adults, yet moving was associated with problems for children. This included difficulty relinquishing social relationships at the former location as well as difficulty developing new social ties. Other researchers have noted the difficulty some children have in adjusting to new school systems, including different course sequences and school standards (Pinder, 1989). Some studies have pointed to particular problems moving teenage children (Brett et al., 1990) whereas other researchers point to parental concerns over childcare as critical issues (Cetron et al., 1987). Thus, there is an inconsistent research base on which to develop propositions between specific characteristics of children (e.g., age of child, sex of child, number of children) and employee willingness to move. However, there is some evidence that concerns related to the presence of children in the home may impact employees' willingness to move. Therefore, it was expected that employees without children living at home would generally be more willing to move in the future than those with children living at home.

Community tenure. Integration in the community has been proposed as an important predictor of attitudes toward a pending move (Gould & Penley, 1985; Noe et al., 1988; Veiga, 1983). This is because as employees' tenure in an area increases, it is likely that investments in the area accrue. This may involve investments in one's home, community involvement, social ties with friends and neighbors, children's relationships with friends and teachers, and spouse employment stability (Munton & Forster, 1990). Providing empirical support to this proposition, Gould and Penley (1985) found that the amount of time a family had lived in an area was one of the strongest predictors of employee intent to move. Turban et al. (1992) also found that employees with longer community tenure were less willing to move. Based on this research, it is proposed that the length of time in the community would be negatively related to employee willingness to move.

In sum, four background factors were proposed as related to employees' willingness to move for the organization. The specific predictions are as follows:

- Proposition: Employees who are members of single-income marriages will be more willing to relocate than employees who are members of dual-income marriages.
- Proposition: Employee age will be negatively related to employee willingness to relocate.
- Proposition: Employees without children living at home will be more willing to relocate than employees with children living at home.
- Proposition: Community tenure will be negatively related to employee willingness to relocate.

Relocation Experiences Related to Employee Willingness to Relocate

The second set of factors proposed as impacting employee willingness to relocate was employee and spouse relocation experiences. Very few, if any, studies have examined how specific experiences with previous relocations may impact employee willingness to move. In fact, no research to date has explored how a spouse's perspective on the most recent relocation experience might impact employee attitudes toward moving in the future. In the present study five factors related to relocation experiences were examined: employee adjustment to the most recent relocation, employee satisfaction with the company's relocation policy, spouse adjustment to the most recent relocation, spouse satisfaction with the relocation policy, and spouse willingness to move again for his or her partner's job.

Employee adjustment to the most recent relocation. Relocation can be a stressful experience for individuals and their families (for a review see Luo & Cooper, 1990 or Munton, 1990). The psychological and emotional impact of relocation on individuals and their families may in turn impact willingness to relocate again (Barrett & Noble, 1973). As such, employee self-report of adjustment following relocation should be related to future willingness to relocate. Specifically, employees who adjusted more rapidly to the most recent move may express more willingness to move again. There is little empirical research

on the impact of employee adjustment on employee intent to move. However, Luo and Cooper (1990) hypothesize that there are stable individual differences associated with individuals' ability to adjust to relocation. Thus, individuals who adapt well to unfamiliar environments and work routines may be predisposed to move in the future because of well developed coping skills.

Employee satisfaction with the relocation policy. Case studies and anecdotal accounts of moving point to the importance of an organization's relocation policy in easing an employee's transition to a new location and job (Forster, 1990; Layton, 1993; Thornburg, 1990). In fact, many book chapters, articles, and research reports have been devoted to discussing how to design relocation packages to meet the needs of relocating families (ERC, 1993, 1994; Munton, Forster, Altman, & Greenbury, 1993). Despite this interest in designing relocation policies and packages, no study to date has explored whether employees' attitudes toward the company's relocation policy impacts their willingness to move for the organization in the future. Nevertheless, related research suggests satisfaction with the organization's relocation policy is related to transfer decisions (Turban et al., 1992) as well as transfer satisfaction (Pinder, 1977). In addition, Kirschenbaum (1991) found that housing assistance, one common component of a company's relocation package, was associated with intent to transfer. Therefore, it was expected that satisfaction with the organization's relocation policy would be associated with more positive attitudes toward moving in the future.

Spouse adjustment to the most recent relocation. Like employee adjustment, spouses' adjustment to the most recent relocation may also be related to employees' willingness to relocate. Research on marital satisfaction and stability suggests that one partner's happiness and contentment can impact the other partner's satisfaction and adjustment (cf. Barling, 1990). Based on this relationship, it is surprising that previous research has not examined specific spouse attitudes toward the relocation experience as

predictors of employee attitudes toward moving. In the present study, it was expected that employees with spouses who had less difficulty adjusting to the most recent move would express more willingness to move again due to an expected ease of moving. In support of this proposition, research has shown the important role that relocation expectations can play in predicting transfer intent. For example, Kirschenbaum (1991) found that the perceived consequences of a transfer, such as increases in family disputes and separation from family and friends, were associated with less willingness to move in the future. In addition, DeJong and Fawcett (1981) suggested that expectations regarding a move play a central role in complex decisions such as relocation. Based on this research it was expected that in the current study, employees with spouses expressing less difficulty adjusting would themselves be more interested in moving the future.

Spouse satisfaction with the relocation policy. Relocation services and policies are commonly thought to impact employee satisfaction and adjustment to relocation (cf. Munton et al., 1993). Therefore, it seems reasonable to assume that spouses' satisfaction with the company's relocation policy may also be associated with employees' willingness to move. The spouse's perspective on policy satisfaction seems particularly important because it is likely that the accompanying spouse will be responsible for the logistics of the move (e.g., transferring bank accounts, finding new doctors, registering children for school) (Cetron et al., 1987). Because of this, the spouse is likely to have a unique perspective on the adequacy of the organization's relocation policy. The present study is the first to assess spouses' perceived adequacy of the company's relocation policy as a predictor of employee willingness to move. Based on spouses' central role in facilitating the move to a new location, and suggestions that policy characteristics are a critical component in enticing employees to move, it is expected that spouses' satisfaction with the policy will be related to employees' willingness to move.

Spouse willingness to relocate for his/her partner's job. Spouse willingness to relocate for his or her partner's job was also expected to be related to employee willingness to relocate. Spouse attitudes toward moving have been associated with employee willingness to move in many anecdotal and descriptive accounts (Brett et al., 1990; Cetron et al., 1987; Pinder, 1989). Spouse willingness to move may be associated with many issues. This includes employment-related concerns, family ties in the current location, breadth of social networks, satisfaction with the current geographic location, and issues related to children's adjustment such as schooling and daycare) (Burke, 1974; Munton & Forster, 1990; Munton et al., 1993).

Regardless of the reason for a spouse's willingness to move, descriptive data from the ERC (1993, 1994) provides convincing evidence that spouse attitudes toward moving are likely to influence employees' attitudes toward mobility opportunities requiring relocation. The ERC has consistently found that employees rate spouse reluctance to move as one of the leading reasons for rejecting relocation offers. In addition, Fox and Krausz (1987) found that employees' perceptions of their spouses' unwillingness to move predicted employee intentions to move. It is interesting that while spouse attitudes are commonly believed to be important in understanding employee intentions to move, only two studies have directly examined this relationship from the spouses' perspective. Brett and Reilly (1988) found that spouse willingness to move did not predict employee intention to move, but did predict the decision to accept a relocation offer. Using a separate group of employees and spouses from the same data base, Brett et al. (1993) also found that spouse willingness to move was predictive of employee willingness to move. In the present study, it was expected that spouse willingness to relocate would be positively related to employee willingness to move.

Taken together, it is proposed that five relocation experience-based variables may be related to employee willingness to move. These propositions are as follows:

Proposition: Employee adjustment to the most recent relocation will be positively related to future willingness to relocate.

Proposition: Employee satisfaction with the company's relocation policy will be positively related to employee willingness to relocate.

Proposition: Employees will be more willing to relocate if their spouse reports higher adjustment to the most recent relocation.

Proposition: Employees will be more willing to relocate as their spouses' satisfaction with the relocation policy offered by the employees' company increases.

Proposition: Employees will be more willing to relocate as their spouses' willingness to relocate increases.

Employee Beliefs about Relocation and Advancement Related to Employee Willingness to Relocate

A central component in Fishbein and Ajzen's (1975) Reasoned Action Model is the impact of beliefs and norms on an individual's attitude. In the context of relocation, this involves an employees' belief that they have the skill base necessary to partake in a relocation opportunity, as well as beliefs about the outcomes of relocation. In addition, an individual's overall desire for career mobility is proposed as an important component of employee beliefs about relocation and advancement.

Self-efficacy for advancement. Self-efficacy for advancement refers to the perception that the skills and training needed to advance within the organization can be obtained and mastered by the individual. Based on the research on self-efficacy (cf. Gist & Mitchell, 1992) and expectancy theory (cf. Vroom, 1964 or Porter & Lawler, 1968), it was proposed that individuals would express more willingness to move if they believed they would be able to attain the skills necessary to advance within the organization.

In a review of the literature, Gist and Mitchell (1992) note that self-efficacy is related to a variety of motivational variables. Of interest in the present discussion is the relationship between self-efficacy and coping with difficult career-related challenges

(Stumpf, Brief, & Hartman, 1987), adaptation to new work-related situations (Hill, Smith, & Mann, 1987), and achievement and learning (Campbell & Hackett, 1986; Wood & Locke, 1987). Job-related relocation typically involves adjusting to new organizational surroundings, new learning experiences, and may also involve career challenges (Feldman, 1988). Taken together, this research suggests there may be a positive relationship between self-efficacy for advancement and willingness to engage in organizational opportunities requiring relocation

Internal pressure to relocate. There are descriptive accounts of employees' feeling pressured into accepting relocation offers (Brett & Reilly, 1988; Burke, 1974; Pinder, 1977). In fact, in some corporate cultures, employees experience such a high degree of pressure to relocate for the organization that refusals to move may impact one's long term career prospects with the organization (Feldman, 1988). As an illustration, Burke (1974) found that 83% of engineers surveyed felt that if they turned down a transfer it would have a detrimental impact on their career. In the same study, 25% of the engineers would have rejected transfers if they had been convinced it would not jeopardize their careers. However, in Burke's (1974) study, the engineers who perceived strong pressure to transfer did indeed accept such transfer offers and expressed hesitancy to openly expressing any reservations they may have had about moving. Thus, it appears as if perceived pressure to relocate may impact employees' intention to move, particularly in today's marketplace characterized by low job security (Hammond, Zellner, Mechler, 1996). While the current study was the first to assess perceived pressure to move, it was expected that as such pressure increases, employees will express more willingness to move for the organization.

Organizational norms regarding relocation. Related to perceived pressure to relocate, more subtle forms of pressure may exist. This includes organizational norms regarding expected behavior. Norms exert a strong influence on self-reported attitudes and

behavior in formal and informal groups (Hackman, 1992; Jewell & Reitz, 1981).

However, the influence of norms on willingness to relocate has been investigated directly in only one study. Fox and Krausz (1987) found that co-worker intentions to transfer were significantly correlated with an individual's self-reported intent to transfer. In addition, in some organizations relocation is presented as a prerequisite for career advancement (cf. Sell, 1983). Under these conditions, it is expected that employees will choose to relocate in order to advance within the organization. This research suggests that as the norms favoring relocation become more salient, so may employees' willingness to relocate for the organization.

Desire for career mobility. Individuals differ in the degree to which they value certain career outcomes such as personal career growth or advancement (Feldman, 1988). Further, individuals seek out environments and opportunities to maximize their attainment of these valued outcomes (Patsfall & Feimer, 1985). For mobile managers, Veiga (1983) describes two specific career motives that may affect one's desire for mobility and reflect his/her attitude toward career progression: fear of stagnation and career impatience. These attitudes toward career progression mirror what Levinson (1969) refers to as a "constant state of (career) defensiveness" and a "continuous threat of (career) defeat" (p. 52-53). Exemplifying these motives, fear of stagnation refers to the degree to which one is willing to accept career plateauing. A related construct, career impatience, refers to how patient one is in waiting "their turn" for career development opportunities such as promotions. For mobile managers, Veiga (1983) found that both career impatience and fear of stagnation were predictive of average length of time in a given position and self-reported propensity to move. This difference in an employee's desire for career mobility is hypothesized to impact willingness to relocate in the present study. It is expected that as employees' desire for career mobility increases, so will their willingness to move.

Relocation beliefs. Relocation beliefs reflect the perception that relocation is a mechanism for advancement within the organization. It is based on one's subjective interpretation of the consequence of accepting relocation offers. As such, it encompasses the belief that there is a direct link between accepting relocation offers and career progression. While several researchers have utilized expectancy or cost-benefit models to understand relocation intent and decision making (Kirschenbaum, 1991; Turban et al., 1992), no research has examined how specific beliefs about the consequences of relocation may impact willingness to move. However, past research has illustrated that individuals are more likely to accept relocation offers involving promotion than other types of offers such as lateral or downward moves (Landau et al., 1992; Noe et al., 1988). Similarly, most individuals value increased responsibility, status, and pay. Thus, to the extent that relocation is believed to lead to these valued outcomes, employees may be more willing to move.

Taken together, it is proposed that beliefs about relocation and advancement are important components in understanding employee willingness to move. Specifically, it is proposed that:

- Proposition: Self-efficacy for advancement will be positively related to employee willingness to relocate.
- Proposition: Internal pressure to relocate will be positively related to an employee's willingness to relocate.
- Proposition: Organizational norms favoring relocation will be positively related to an employee's willingness to relocate.
- Proposition: An employee's desire for career mobility will be positively related to his or her willingness to relocate.
- Proposition: The belief that relocation is a path to advancement within the organization (relocation beliefs) will be positively related to an employee's willingness to relocate.

Employee Work Attitudes Related to Employee Willingness to Relocate

Cascio (1991) suggested that to predict behavior and behavioral intentions, it is important to consider variables other than specific attitudes and norms regarding an object or situation. Specifically, Cascio (1991) pointed to assessing more general contextual or environmental factors to understanding behavioral intentions, and ultimately behavior. Following Cascio's (1991) suggestion, it was proposed that several global employee work attitudes would impact employees' willingness to move. In the present study, this involved examining employee job satisfaction, organizational commitment, perceived job content plateauing, and perceived organizational support as predictors of employee willingness to move.

Employee job satisfaction. In terms of job satisfaction, it was proposed that employees' reporting lower job satisfaction would be more willing to move to a different organizational location. This is based on several studies of relocation intent and related research on turnover. Job dissatisfaction has been associated with a variety of withdrawal behaviors, including voluntary turnover (cf. Roznowski & Hulin, 1992). In that job-related relocation involves a change in location, supervisor, and co-workers, it may be useful to view relocation as a form of turnover behavior. Using this extension, Noe et al. (1988) proposed that employees who are dissatisfied with their current job will be more willing to engage in relocation opportunities involving a change in jobs. In the Noe et al. (1988) study, support was only found for the proposed relationship between a job transfer and job satisfaction under conditions not requiring relocation. In contrast, Veiga (1983) found that dissatisfaction with several facets of work, including the nature of the work itself, was related to employees' propensity to relocate. Similarly, Cotton and Majchrzak (1990) found a negative relationship between job satisfaction and relocation willingness under the condition of a plant shutdown. Based on this research, it was expected that

employees expressing dissatisfaction with their job would report more willingness to move in the future.

Employee organizational commitment. While it was expected that job satisfaction would be negatively related to relocation willingness, as employees' personal identification with the organization increased (i.e., affective organizational commitment) it was proposed that they would be more willing to move. Employees with higher levels of affective commitment to their organization may see more benefits of moving due to their attraction to the organization (Turban et al., 1992). In turn, this attraction may make relocation opportunities more appealing. Further, the organizational commitment literature suggests that individuals with higher levels of commitment may be more willing to engage in behaviors that are beneficial to the organization, such as maintaining organizational membership, avoiding absenteeism and tardiness, and working hard for the organization (Porter, Crampon & Smith, 1976; Mowday, Porter, & Steers, 1982). Many reasons have been posed as to why individuals with high commitment may be more likely to engage in organizationally-enhancing behaviors (cf. Mowday et al., 1982 or Mathieu & Zajac, 1990).

In the context of employee relocation, Mowday et al.'s (1982) explanation seems especially pertinent. Mowday et al. (1982) suggested that perceived goal congruence between the employee and the organization is one mechanism by which employees are motivated to exert effort on behalf of the organization. Due to this perceived goal congruence, employees may feel that they are contributing to a personally meaningful goal by relocating, regardless of whether or not the employee is satisfied with a particular aspect of his or her work. Sussman and Vecchio's (1982) analysis of how different types of power bases within organizations influence worker behavior further suggests that there is a complex relationship between organizational goals and individual goals. Sussman and Vecchio (1982) propose that as individuals internalize the goals of their organization, attachment to, and identification with, that organization increases. As this attachment

intensifies, individuals are more likely to respond to organizational requests. In that relocation for the organization is one type of an organizational request, it seems reasonable to assume that as employees' level of attachment to the organization increases, so will their willingness to relocate for job-related reasons.

Employee perceived job content plateauing. Perceived job content plateauing refers to the perception that the opportunity for challenge in one's current job is limited (Milliman, 1992). Perceptions of plateauing have been linked to less positive work attitudes (e.g., job satisfaction, organizational commitment, job involvement) as well as intentions to turnover (cf. Davenport, 1993). Feeling plateaued in one's job has also been associated with job-related stress and health concerns (Burke, 1989; Near, 1983, 1985; Savery, 1989). While several negative outcomes of perceived plateauing have been noted, plateauing may lead individuals to take on new job challenges and engage in developmental opportunities within their organization (Kelly, 1985).

One developmental strategy that may reduce the likelihood of job content plateauing is a job change (Feldman, 1988). Relocation often offers such an opportunity due to a change in the nature (e.g., more responsibility, different job function) and/or context (e.g., different work environment) of work following relocation. No studies to date have examined how perceptions of job content plateauing may impact employees' attitudes toward moving. However, related research provides some evidence that employees who do not believe that opportunities for challenge will continue in their current job may express more interest in relocating. For example, Landau et al. (1992) found that employees reporting less satisfaction with career development opportunities, which may be associated with feeling plateaued in their job, were more willing to move in the future. Similar results were found by Veiga (1983). Veiga (1983) noted that lower satisfaction with recognition and advancement were associated with a greater propensity to move. Likewise, Noe et al. (1988) found that employees who perceived more of a discrepancy between their real and

ideal job were more willing to move for a variety of reasons, including promotions, lateral moves, and downward moves. Based on this literature, it was proposed that perceived job content plateauing would be positively related to employee willingness to move.

Employee perceptions of organizational support. Perceived organizational support refers to an employee's perception that the organization values his or her contributions, will compensate fairly for those contributions, and cares for his or her well-being (Eisenberger, Huntington, Hutchinson & Sowa, 1986). While similar to affective organizational commitment, perceived support differs in that it is based on the notion of transactional and relational contracts between employee and employer. Transactional obligations refer to economic exchanges such as fair pay and adequate benefits, whereas relational obligations refer to personal, emotional bonds between employee and employer (MacNeil, 1985; Robinson, Kraatz, & Rousseau, 1994). The reciprocal nature of perceived organizational support, whereby employees believe they are "owed" certain things in return for faithful service (Robinson et al., 1994), makes this construct distinct from affective commitment that refers to a unilateral affective reaction that an individual has for his or her organization (Mathieu & Zajac, 1990).

Research on perceived organizational support is in its early stages. However, it has been suggested that individuals who believe the organization will recognize and reward increased effort and commitment may be more willing to assist the organization by being flexible and engaging in prosocial behavior (Eisenberger, Fasolo & Davis-LaMastro, 1990). Empirical research exists to support this expected relationship. Eisenberger and his colleagues found that perceived organizational support was related to attendance, job performance, affective organizational attachment, and employee innovation (Eisenberger Fasolo & Davis-LaMastro, 1990; Eisenberger, Huntington, Hutchinson & Sowa, 1986). Thus, extending this research to the context of relocation, it follows that individuals who perceive the organization offers them more support may be more willing to reciprocate by

expressing willingness to relocate for their organization. Building on Fishbein and Ajzen's (1975) model, the following propositions are put forward:

Proposition: Employee job satisfaction will be negatively related to willingness to relocate.

Proposition: Employee organizational commitment will be positively related to willingness to relocate.

Proposition: Employee perceptions of job content plateauing will be positively related to willingness to relocate.

Proposition: Employee perceptions of organizational support will be positively related to willingness to relocate.

Spouse Work Attitudes Related to Employee Willingness to Relocate

Many researchers have suggested that spouse employment variables are important predictors of employee attitudes toward moving and relocation decisions (e.g., Brett & Reilly, 1988; Noe et al., 1988). Thus, spouse work attitudes of general job satisfaction, organizational commitment, and perceived job content plateauing were examined in the present study as predictors of employee willingness to move.

Spouse job satisfaction. It was proposed that as spouses' job satisfaction decreased, employee willingness to relocate would increase. Researchers have suggested that characteristics of the spouse's job may be important in understanding employees' attitudes toward moving (e.g., Brett et al., 1990; Cetron et al., 1987), but no study to date has assessed spouse job satisfaction as a predictor of employee willingness to move. However, it seems reasonable to assume that as spouses report that they are less satisfied with their work, they may be more receptive toward moving and encourage their spouses (the employees) to relocate. Thus, employee with spouses who are generally less satisfied with their job may themselves report more willingness to relocate.

Spouse job involvement. In the present study, it was proposed that as spouse job involvement decreased, employee willingness to move would increase. In the only study

to directly assess spouse work attitudes, Brett and Werbel (1980) found that spouse job involvement was negatively related to employee attitudes toward moving. In this study, working wives that were highly involved in their current job were less willing to support their husband's decision to move. In addition, Landau et al. (1992) examined how the employees' perception of the importance of their spouses' career impacted their own willingness to move. As predicted, Landau et al. (1992) found that as the perceived importance of the spouses' career decreased, employee willingness to relocate increased. The current study extends this research by assessing spouse work attitudes directly from the spouses' perspective. As such, it was proposed that employees with spouses that were less involved in their current job would themselves express more willingness to move.

Spouse organizational commitment. No study has directly examined the relationship between spouse organizational commitment and employee willingness to relocate. Nevertheless, it was proposed that spouse organizational commitment would be negatively related to employee willingness to move. This was expected because spouses with weak affective ties to their current organization may be more willing to voluntarily leave that organization and seek employment elsewhere (cf. Blau & Boal, 1987). Further, it is likely that if the spouse is not highly committed to his or her organization, the employee may be aware of this lack of commitment. This is because part of the construct definition of organizational commitment involves an individual's communication to others the virtues of working at a particular organization (Porter et al., 1976). It seems reasonable to assume that if one partner is not highly committed to their employer, the other partner will be aware of that lack of commitment. Under such conditions, an employee may be more willing to move, even though a move would likely require his or her spouse to voluntarily leave his or her employer.

Spouse perception of job content plateauing. In addition to spouse satisfaction, involvement, and commitment, it was expected that spouses' perceptions of the amount of

challenge available in their current job (i.e., perceptions of job content plateauing) would be important in understanding employee reactions to mobility opportunities. Specifically, it was expected that the more spouses believe their current job will not provide continued learning experiences (i.e., higher perceived plateauing), employees would be willing to endorse relocating. This is because a spouse may be more willing to support a move for his or her partner if that spouse feels plateaued in his or her current job. In turn, spouse willingness to move may influence employees' reaction to relocation. Fox and Krausz (1987) found indirect support for this proposition. In a study of relocation attitudes during a plant shutdown, employees that anticipated less positive outcomes for their spouses' jobs following the pending move expressed less willingness to relocate. Turban et al. (1992) also found significant differences in the perceived job opportunities for the spouse among employees who accepted and rejected relocation offers; employees that accepted relocation offers perceived more job opportunities for their spouse at the new location. In assessing the anticipated outcomes of relocation on the spouses' job, opportunity for challenge and growth may be one of many considerations.

Proposition: Employees will be more willing to relocate as their spouses' own job satisfaction decreases.

Proposition: Employees will be more willing to relocate as their spouses' own job involvement decreases.

Proposition: Employees will be more willing to relocate as their spouses' own organizational commitment decreases.

Proposition: Employees will be more willing to relocate as their spouses' perception of their own job content plateauing increases.

Proposed Moderating Variables

Very few studies have examined the possible interaction between variables proposed as impacting employee willingness to move (for an exception see Landau et al., 1992). In the present study, it was expected that several variables may interact to influence

employee intent to relocate. Three such moderator variables were proposed: self-efficacy for advancement, desire for career mobility, and employee age. These proposed moderated relationships are discussed below.

Self-efficacy for advancement as a moderator of the relationship between relocation beliefs and willingness to move. The first moderating relationship involved the relationship between relocation beliefs and employee willingness to move. Based on the Fishbein and Ajzen (1975) model, it was expected that beliefs about the outcomes of relocation would be related to willingness to relocate. However, it seems plausible that the relationship between relocation beliefs and willingness to move would be stronger for employees with high self-efficacy. That is, to desire relocation it may be important that one believes they will be able to gain the skills and training necessary to advance within the organization. Without this level of confidence, individuals may be hesitant to engage in mobility opportunities due to fear of failure. Literature on self-efficacy points to the important role efficacy plays in understanding motivation to engage in a particular activity, as well as one's persistence in a task (cf. Gist & Mitchell, 1992). Therefore, it was proposed that the relationship between beliefs about the outcomes of relocation and willingness to move would be contingent upon the individual's self-efficacy for advancement. More specifically, the following proposition was advanced:

Proposition: The relationship between relocation beliefs and willingness to relocate will be moderated by one's personal beliefs that they have the ability to advance within the organization (self-efficacy for advancement). Specifically, the relationship between relocation beliefs and willingness to move will be stronger for individuals with higher self-efficacy for advancement than for those with lower self-efficacy for advancement.

Desire for career mobility as a moderator of the relationship between relocation beliefs and willingness to move. Individuals can be reliably differentiated based on their desire for upward advancement and patience waiting for career opportunities (Veiga,

1983). Thus, it was proposed that employees' desire for career mobility would moderate the relationship between relocation beliefs and employee willingness to move. It was expected that the relationship between relocation beliefs and employee willingness to relocate would be stronger for employees with a higher desire for career mobility. Consistent with expectancy theory predictions, it was proposed that an individual must value on a particular outcome, such as career advancement, in order for him or her to express interest in engaging in the behavior that is believed to lead to that outcome, such as relocation. This proposed relationship is presented as:

Proposition: The relationship between beliefs about relocation and willingness to relocate will be moderated by one's desire for career mobility. Specifically, the relationship between beliefs about relocation and willingness to move will be stronger for individuals with a higher desire for career mobility than for those with a lower desire for career mobility.

Age as a moderator of the relationship between work attitudes and willingness to relocate. As was evident in the previous review, there is inconsistent evidence regarding the utility of using work attitudes to predict employee willingness to relocate (e.g., Cotton & Majchrzak, 1990; Noe et al., 1988). However, a few studies have examined the possible interactive effect of age and work attitudes on employee willingness to relocate. The relationship between age and work attitudes is undoubtedly complex (cf. Rhodes, 1983). However, there is convincing evidence that older workers are less willing to relocate (e.g., Gould & Penley, 1985; Noe et. al., 1988). Therefore, it is possible that age interacts with work attitudes such as job satisfaction, commitment, perceived support, and job content plateauing in predicting willingness to move.

A study of 1216 mid-level managers indirectly supports the possibility of a moderating effect of age on the work attitude-relocation willingness relationship (Veiga, 1983). In this study, willingness to move was found to be a function of individual and career factors unique to one's career stage. For example, for early career stage managers

(ages 29-37), dissatisfaction with co-workers and the work itself predicted willingness to move; dissatisfaction with pay predicted mid-career managers' propensity to move (ages 38-55); and dissatisfaction with achievements at work predicted late career stage managers (ages 56-64) propensity to engage in intra-organizational moves requiring relocation. This suggests age may moderate the relationship between various work attitudes and willingness to relocate. Specifically, it was proposed that:

Proposition: The relationship between job satisfaction and willingness to relocate will be moderated by age. That is, the relationship between job satisfaction and willingness to move will be stronger for younger employees than older employees.

Proposition: The relationship between organizational commitment and willingness to relocate will be moderated by age. That is, the relationship between organizational commitment and willingness to move will be stronger for younger employees than older employees.

Proposition: The relationship between employees' perceived job content plateauing and willingness to relocate will be moderated by age. That is, the relationship between job content plateauing and willingness to move will be stronger for younger employees than older employees.

Proposition: The relationship between employees' perceived organizational support and willingness to relocate will be moderated by age. That is, the relationship between perceived organizational support and willingness to move will be stronger for younger employees than older employees.

In summary, it is proposed that a variety of influences, both within and outside the employees' job sphere will be related to employee willingness to relocate. Each variable, and its expected relationship with employee willingness to move, is presented in the theoretical framework in Figure 2. This framework is based on the Reasoned Action Model (Fishbein & Ajzen, 1975), as well as Cascio's (1991) expanded model of the attitude-behavior relationship. The advantage of incorporating the Cascio model into the framework presented in Figure 2 is that Cascio explicitly recognizes the potential impact of personal and environmental influences on attitude formation. This treatment of personal and environmental influences is consistent with the current study's propositions regarding

the impact of background factors and employee and spouse work attitudes on employee reactions to relocation opportunities.

Research Questions

In addition to the primary propositions, several other variables were intriguing in terms of their potential impact on employees' willingness to move. This included employee sex and the distinction between employees in single-income, dual-earner, and dual-career marriages. These were proposed as research questions rather than specific hypotheses for several reasons. First, there was limited previous research to guide the development of specific propositions. In addition, some of the related research on possible sex effects and single-income/dual-earner/dual-career effects provides conflicting evidence as to the nature of these expected effects.

Employee sex. Many researchers have alluded to sex differences in reluctance to relocate, yet very few studies have included sex as a variable in relocation research. With the influx of women in the workforce it may be important to examine the effect that an individual's sex has on employee willingness to relocate. The extant research is equivocal regarding the effect of employee sex on willingness to relocate. Much of the relocation research has utilized samples consisting of male employees, precluding the examination of possible sex differences in relocation willingness (Brett, 1982; Brett & Reilly, 1988; Gould & Penley, 1985; Kirschenbaum, 1991; Veiga, 1983). Other studies on relocation attitudes have either not examined possible sex effects (e.g., Landau et al., 1992) or have not had adequate samples of female employees to explore sex effects (e.g., Noe et al., 1988).

Four studies directly investigated the relationship between employee sex and willingness to relocate for job-related reasons. Two studies reported women were less likely to relocate than men (Brett et. al., 1990; Markham & Pleck, 1986), whereas the other two studies found no significant difference between men and women in relocation willingness (Brett et al., 1993; Fox & Krausz, 1987). Two additional studies provided

information on employee sex and willingness to relocate, although neither examined sex as a focal variable. Landau et al. (1992) reported a significant correlation between employee sex and willingness to move for a variety of reasons, with females expressing less willingness to move. However, the magnitude of the correlations between sex and willingness to move were small (-.11 to -.20). Similarly, in one of the two samples used in the Stroh et al. (1992) sample, there were significant mean differences between males' ($M=5.22$) and females' ($M=5.07$) reported willingness to move, with males reporting more willingness to move.

Related research also provides conflicting evidence regarding the effect of sex on employee mobility. Stroh et al. (1992) found that males and females did not differ in the degree to which they accepted transfers, rather they differed in overall mobility rates. Stroh et al. (1992) attributed this sex effect to differential relocation opportunities between the sexes rather than willingness to relocate per se. In contrast, Turban et al. (1992) found that sex was a significant predictor of the decision to accept a relocation offer, with males being more likely to move than women.

Because few studies have examined sex as a predictor of employees' willingness to relocate, and arguments could be made for either prediction, no specific proposition was proposed. Rather, a research question was put forward in an attempt to clarify the relationship between employee sex and willingness to move:

Research Question A: Do males and females differ in their willingness to relocate?

Employees in single-income, dual-earner, and dual-career marriages. Demographic trends also show that the workforce participation rate of dual-income couples is on the rise (cf. Jamieson & O'Mara, 1993). In the context of relocation, the literature strongly suggests that the relocation-related issues may be more complicated for dual-career couples than dual-earner or single-income couples (e.g., Silberstein, 1992; Shaklee, 1989).

However, no research to date has examined whether dual-career couples differ from dual-earner or single-income couples in terms of willingness to relocate. Previous research regarding the impact of spouse working status and employee willingness to relocate suggests there may be a complex relationship between spouse employment status and employee willingness to move. One factor that has been alluded to in the literature, but infrequently examined, is whether the finer distinction between dual-career and dual-earner couple status is important in understanding employee willingness to move.

A dual-career relationship is one where both individuals regard their work as a “career” rather than a “job” (cf. Rapoport & Rapoport, 1978). With this distinction, it is assumed that individuals referring to their work as a career have a greater psychological and personal investment in their work (Reed & Bruce, 1993; Deitch & Sanderson, 1987). In contrast, in a dual-earner relationship, one of two situations exist: 1) one partner refers to their work as a career, while the other partner refers to their work as a job, or 2) both partners consider their work to be a job. Thus, in dual-earner marriages, the assumption is that only one of the partners has a strong personal investment in their chosen career field.

While a seemingly subtle distinction between dual-earner and dual-career couples, several researchers have suggested this may be important in understanding employee intent to move (Reed & Reed, 1993; Shaklee, 1989). No studies were found that examined employee willingness to move using dual-earner, dual-career, and single-income couples. However, two studies have compared dual-earner and dual-career couples in terms of decisions of whether or not to accept relocation offers. Both studies found that relocation acceptance rates were significantly higher for employees in dual-earner marriages than those in dual-career marriages (Bird & Bird, 1985; Reed & Reed, 1993).

In addition, anecdotal and descriptive research strongly suggests that dual-career employees may be less willing to relocate than either dual-earner or single-income couples (e.g., Brett et al., 1990; Gelb & Hyman, 1987; Pinder, 1989; Reynolds & Bennett, 1991).

There are several possible reasons given for this reluctance to move. In dual-career marriages, a move for one partner may lead to a career setback for the other partner (Deitch & Sanderson, 1987; Stoltz-Loike, 1992). Further, long-term career success often involves sequential career progression within or across organizations (Feldman, 1988) and moving for one's partner may lead to the loss of tenure, status, or organizationally-specific expertise. In addition, some careers involve highly specialized skills which are not readily transferable or marketability, making one partner tied to a particular geographic area (Deitch & Sanderson, 1987; Veiga, 1983). Because of these constraints, both employees and spouses in dual-career marriages may be resistant to relocation.

Other researchers have argued that the distinction between dual-career and dual-earner couples is not necessary to understand the issues facing individuals in dual-income relationships (Brett et al., 1992b; Greenhaus, 1987). According Brett et al. (1992b), all types of work can impact family life, and dual-career status does not necessarily pose special or unique concerns. Related research has shown that both dual-career and dual-earner couples may share many common concerns such as childcare, role issues, and the financial necessity of a second income (e.g., Cetron et al., 1987; Yogev & Brett, 1985). In addition, upon relocation, both dual-career and dual-income couples are faced with the spouse's loss of employment and the stressors related to the search for reemployment (cf. Kozlowski, Chao, Hedlund, & Smith, 1993).

In sum, there is conflicting evidence regarding whether there will be differences between employees in dual-earner and dual-career relationships in terms of their willingness to relocate. In addition, it is unclear, based on the previous research, whether dual-earner couples will report less willingness to move than employees in single-income marriages. Thus, with little direct research evidence to guide predictions, the following exploratory research question is put forward:

Research Question B: Is there a difference among employees in single-income, dual-earner, and dual-career marriages in terms of employee willingness to relocate?

Summary of Propositions Based on the Proposed Theoretical Framework

A summary of the propositions developed for the present study is listed below.

- Proposition:** Employees who are members of single-income marriages will be more willing to relocate than employees who are members of dual-income marriages.
- Proposition:** Employee age will be negatively related to employee willingness to relocate.
- Proposition:** Employees without children living at home will be more willing to relocate than employees with children living at home.
- Proposition:** Community tenure will be negatively related to employee willingness to relocate.
- Proposition:** Employee adjustment to the most recent relocation will be positively related to future willingness to relocate.
- Proposition:** Employee satisfaction with the company's relocation policy will be positively related to employee willingness to relocate.
- Proposition:** Employees will be more willing to relocate if their spouse reports higher adjustment to the most recent relocation.
- Proposition:** Employees will be more willing to relocate if their spouse reports higher satisfaction with the relocation policy offered by the employees' companies.
- Proposition:** Employees will be more willing to relocate as their spouses' willingness to relocate increases.
- Proposition:** Self-efficacy for advancement will be positively related to employee willingness to relocate.
- Proposition:** Internal pressure to relocate will be positively related to an employee's willingness to relocate.
- Proposition:** Organizational norms favoring relocation will be positively related to an employee's willingness to relocate.
- Proposition:** An employee's desire for career mobility will be positively related to his or her willingness to relocate.
- Proposition:** The belief that relocation is a path to advancement within the organization (relocation beliefs) will be positively related to an employee's willingness to relocate.

- Proposition: Employee job satisfaction will be negatively related to willingness to relocate.
- Proposition: Employee organizational commitment will be positively related to willingness to relocate.
- Proposition: Employee perceptions of job content plateauing will be positively related to willingness to relocate.
- Proposition: Employee perceptions of organizational support will be positively related to willingness to relocate.
- Proposition: Employees will be more willing to relocate as their spouses' own job satisfaction decreases.
- Proposition: Employees will be more willing to relocate as their spouses' own job involvement decreases.
- Proposition: Employees will be more willing to relocate as their spouses' own organizational commitment decreases.
- Proposition: Employees will be more willing to relocate as their spouses' perception of their own job content plateauing increases.
- Proposition: The relationship between relocation beliefs and willingness to relocate will be moderated by one's personal beliefs that they have the ability to advance within the organization (self-efficacy for advancement). Specifically, the relationship between relocation beliefs and willingness to move will be stronger for individuals with high self-efficacy for advancement than for those with low self-efficacy for advancement.
- Proposition: The relationship between beliefs about relocation and willingness to relocate will be moderated by one's desire for career mobility. Specifically, the relationship between beliefs about relocation and willingness to move will be stronger for individuals with a high desire for career mobility than for those with a low desire for career mobility.
- Proposition: The relationship between job satisfaction and willingness to relocate will be moderated by age. That is, the relationship between job satisfaction and willingness to move will be stronger for younger employees than older employees.
- Proposition: The relationship between organizational commitment and willingness to relocate will be moderated by age. That is, the relationship between organizational commitment and willingness to move will be stronger for younger employees than older employees.
- Proposition: The relationship between employees' perceived job content plateauing and willingness to relocate will be moderated by age. That is, the relationship

between job content plateauing and willingness to move will be stronger for younger employees than older employees.

Proposition: The relationship between employees' perceived organizational support and willingness to relocate will be moderated by age. That is, the relationship between perceived organizational support and willingness to move will be stronger for younger employees than older employees.

Research Question A: Do males and females differ in their willingness to relocate?

Research Question B: Is there a difference among employee in single-income, dual-earner, and dual-career marriages in terms of employee willingness to relocate?

CHAPTER III

METHOD

Research Methods

Procedure

A large scale, cross-sectional, survey-based research effort provided data for the study. Participating organizations were contacted by the managing principals of an international human resource management consulting firm with branch offices throughout the United States, Canada, and Europe. Each organization that expressed interest in participating in the study was sent a cover letter describing the purpose of the study and sample surveys to review. Once organizational participation was secured, study materials were mailed directly to the contact person at each organization for distribution. Survey distribution by a contact person at each organization was necessary for two reasons; (1) company policy prohibiting the disclosure of employee addresses and (2) deterring additional postage costs related to mailing surveys to each employees individually.

The number of survey packets sent to each organization varied from 3-500, based on the total number of employees that had relocated within the organization. In the event that the organization had relocated a very large number of employees, a random sample of employees was chosen based on organizational records. Directions were provided to each organization to assure that only employees that had relocated within the past 7 years were sent survey packets. A seven year cutoff for participation was established for the present study based on the finding that the dual-earner male employees relocate on average every five years and dual-earner female employees relocate about every seven years (Brett et al., 1990) The majority of respondents in the present study had relocated in 1992 (24%) and 1993 (52%).

Each survey packet contained the following: a cover letter explaining the purpose of the study, one employee survey and corresponding self-addressed stamped envelope, and

one spouse survey and corresponding self-addressed stamped enveloped. Employees who were single, divorced, or separated were instructed to discard the spouse survey and complete and return the employee survey only. Survey respondents were instructed to return completed surveys within two weeks.

Completed surveys were mailed directly to the researcher to ensure confidentiality. Due to the sensitive content of some of the topics included in the survey (e.g., stress associated with the move), employees and spouses returned their respective questionnaires in separate envelopes. Because employee and spouse surveys were returned separately, it was necessary to place a code on each employee and spouse survey prior to distribution to allow completed employee and spouse surveys to be matched. A unique alphanumeric code was also placed on each employee and corresponding spouse survey prior to distribution. Two unique letters identified each organization (e.g., "AN"=Cheeseborough Ponds; "RR"=General Motors) and a series of unique numbers identified employee-spouse pairs. Such a coding system was necessary to track organizational response rates and match organizational data to employee and spouse data for data analysis.

Data Sources

Multiple data sources were used in the present study representing procedurally independent measures. This included data from three sources: employees, spouses, and organizations. Employee and spouse data were each obtained by a four page questionnaire. Two separate formats, an employee and spouse version, were developed to assess distinct, yet related issues surrounding relocation. Organizational data was also obtained. Organizational representatives completed and returned an organizational background information sheet. Eighty-three percent of the organization background sheets were completed by human resource managers or relocation specialists. The average organizational tenure of these individuals was 4.64 years ($SD=4.40$). The use of multiple data sources allowed for a more complete and thorough coverage of the factors

hypothesized as impacting employee willingness to relocate. In addition, the use of multiple perspectives extends previous research on relocation which has typically relied on employee self-reports. Utilizing multiple data sources also reduces the possibility of single-source bias inherent in survey research (Podsakoff & Organ, 1986). Finally, obtaining organization-level data allowed control variables (e.g., industry type, organization size) to be incorporated into the research design, reducing some of the problems encountered in conducting cross-organization research (Rynes & Boudreau, 1986). Copies of all study materials appear in Appendix A.

Research Sample

Sample Characteristics

Characteristics of participating organizations. One hundred and one organizations initially agreed to participate in the study. Of this initial 101, four organizations declined to participate after receiving survey packets, leaving 97 organizations. The primary reasons for the decision not to participate in the current study were change in management and time or cost of survey distribution. The final number of usable organizations was further reduced to 76 for the purpose of this study. Several criteria were used in determining which organizations were retained for data analysis. Two organizations experienced difficulty administering and distributing the survey and were excluded from data analysis. An additional organization had only one location, making the issue of intra-organizational relocation inappropriate.

European-based organizations ($n=18$) were also excluded from the sample (Great Britain, Switzerland, France, Belgium). The rationale for excluding these organizations was that issues facing relocated employees and spouses overseas may be complicated by cross-cultural issues related to the move and different cultural norms in European countries (cf. Shaffer & Harrison, 1995). For example, working status of the accompanying spouse may be less important in predicting willingness to relocate for employees living and

working in Europe than those in the United States and Canada due to prevailing social and cultural expectations for women in many European countries (Adler, 1984). In addition, the European sample consisted of American expatriates, American repatriates, and European employees working in Europe. It was expected that these three types of international relocators may have qualitatively different experiences than domestic relocators, making it difficult to make direct comparisons to their domestic counterparts (cf. Shaffer & Harrison, 1995).

The final sample of 76 organizations included publicly-owned, privately-owned, government, and non-profit organizations. Many geographic areas of the United States (south, northeast, midwest, and west) and Canada (Alberta, Saskatchewan, Ontario) were represented. In addition, the final sample was diverse in terms of industry type, corporate annual revenue, number of offices worldwide, and total number of employees worldwide. Table 1 illustrates the diversity of the final sample of 76 organizations from which the employee-spouse pairs were obtained.

Characteristics of study participants. From the 76 organizations participating in the present study, 4850 randomly selected employees and spouses were sent survey packets. Initially, usable surveys were obtained from 1767 employees. This represented a cross-organizational **employee response rate** of 36%. Employee response rates varied from 3-100% within specific organizations. Participating organizations, the number of returned employee surveys, and corresponding response rates for each organization are shown in Table 2. The 36% response rate for employees is comparable to other large scale survey research efforts (e.g., Bretz & Judge, 1994).

A total of 998 completed spouse surveys were also received. Because most participating organizations would not disclose specific information such as marital status of employees randomly chosen to participate in the survey, computing the **spouse response rate** was complex. To provide the most accurate estimate of spouse response rate, a three

Table 1.

Characteristics of Organizations from which the Total Sample was Drawn

Organizational Characteristic	Percent	
Type of Organization		
Public Corporation	49.3	
Private Corporation	39.4	
Government (national)	01.4	
Non-profit	09.9	
Industry Type		
Auto	02.8	
Banking	08.5	
Chemical / Pharmaceutical	02.8	
Communications / Computer/Electronic	17.0	
Educational Services / Other Services	07.0	
Energy	14.1	
Manufacturing	15.5	
Health Services	07.0	
Insurance	02.8	
Retail Trade	04.2	
Transportation / Utilities / Sanitation	05.6	
Other (e.g., mining)	12.7	
Geographic Location		
Canada	16.6	
South United States	15.3	
Northeast United States	14.0	
Midwest United States	26.4	
West United States	27.7	
Organizational Characteristic	Mean	Range
Number of Offices		
World-wide	141.5	1 - 999
Number of Employees		
World-wide	29,887.2	155 - 750,000
Corporate Annual Revenue	6,580,899,292.0	854,179 - 132,400,000,000

Note: Sample size varies from 54-71 organizations due to missing data.

Includes responses from all organizations before matching employee and spouse surveys.

Table 2.

Participating Organizations and Response Rates by Organization

Organization	Survey Packets Returned	Response Rate
AT&T Global Information Solutions	166	33
ATE Management Group	1	20
Bank of Montreal	2	22
Battelle Memorial Institute	5	50
Beckton Dickson	6	60
BP Exploration	4	80
BP Oil	86	83
Bridgestone / Firestone	26	26
Canadian Occidental Petroleum	1	03
Cheeseborough-Pond's	17	22
Children's Hospital	2	33
Comerica Inc.	16	46
Compaq Computers	39	39
CSC Credit Services	18	50
Diamond Shamrock	39	39
Ducks Unlimited	16	64
Echo Bay Mines	2	10
Fannie Mae	6	24
Farm Credit Corporation	55	52
Federal Express	179	36
First of America Bank	7	23
General Motors	90	45
Gerry Baby Products	3	30
Golden Aluminum	4	40
Greyhound Lines	11	44
Gulf Canada Resources	5	100
Hobart Brothers	12	36
Holiday Inn	11	44
Home Oil Company	1	03
IHS Group	1	10
Ingersoll-Rand	12	24
Intergraph Canada	6	60
IPSCO	5	83
Johnson & Johnson	31	28
Jones Intercable	3	60
Junior Achievement	3	30
Kemet Electric	50	48
L. M. Berry and Company	24	51

Table 2. (continued)

Organization	Survey Packets Returned	Response Rate
Liebert Corporation	5	50
Limited Stores	4	40
Lockheed Air Terminal	2	40
Marion General Hospital	1	20
Mead Paper Company	33	33
MEMC Electronics	9	30
Mercedes-Benz	19	19
Metatec Corporation	7	47
Michigan National Bank	33	27
Montgomery Watson	4	40
Moog	18	45
Northern Telecom	35	23
Overhead Door	6	30
Pennzoil	20	40
Pentax Precision	3	30
Petro-Canada	2	50
PRAXAIR	38	25
Reuters America	2	40
Reynolds & Reynolds	34	68
Rich Products	3	50
Riverside Methodist Hospital	2	67
Rose Medical Center	10	40
Royal Bank of Canada	10	100
Royal Insurance	8	27
Sandoz	4	33
Sears Merchandising Group	145	29
Shell Oil	92	28
Smith & Nephew Richards Surgical Products	35	34
Southland Corporation	9	17
Southwestern Bell Corporation	41	41
State Teachers Retirement Systems	15	45
The Great Atlantic & Pacific Tea Company	5	20
Today's Temporary	6	60
TransAlta Utilities Corporation	20	80
TransCanada Pipelines Limited	6	50
ValleyLab Incorporated	1	08
Western Union	12	60
Willis-Corroon	10	20

step process was used. First, the percentage of single employees who responded to the survey was determined, based on the total sample of respondents ($n = 498$, 28%). This included the following categories: never married (17%), divorced (<1%), separated (1%), widowed and not remarried (4%), and living with partner (4%). Second, the total sample of employees randomly sent surveys ($N=4850$) was weighted by .28 to estimate the number of non respondents who were not married ($4850 \times .28 = 1389$). This number was subtracted from the total sample ($4850 - 1389 = 3461$) to adjust the denominator used in calculating spouse response rates by unmarried individuals. This adjusted number (3461) was used as the denominator in calculating the spouse response rate, yielding a cross-organizational spouse response rate of 29%.

The 29% spouse response rate is somewhat lower than desired. However, in assessing overall response rates it should be noted that both employee and spouse response rates are conservative estimates. Of primary interest is the fact that survey distribution was carried out independently by each participating organization. Thus, while detailed distribution instructions were provided, and measures were taken to track the number of surveys that were actually distributed, the exact number of survey packets distributed by each organization is not known. In addition, it is likely that some organizations did not have accurate addresses for all employees or used bulk mailing to reduce the cost of postage. In either of these cases, some surveys may have not been deliverable (Dillman, 1978). Under these conditions it was not possible to adjust the denominator used in computing response rates by the percentage of undeliverable or undistributed surveys, yielding a conservative estimate of response rates.

Assessment of Possible Response Bias

Due to the response rates obtained in the present study, it was deemed important to investigate the possibility of response bias. Response bias was assessed in three ways. First characteristics of respondents were compared to characteristics of the total sample sent

survey packets to examine if respondents differed from the total sample. To do this, a separate survey was sent to each organization requesting demographic information on the random sample of employees initially mailed survey packets. After several follow-up letters, forty-seven (47) organizations (62%) provided such information. Comparisons were made between data provided by the organization and information from all completed employee surveys ($N=1767$). Means and frequencies on major demographic variables were compared to assess discrepancies between the employees who returned completed surveys and the total sample of employees who were initially sent survey packets (comparison of rows 1a and 2 in Table 3). Examination of Table 3 shows that characteristics of survey respondents and the total sample were highly similar with respect to employee age, sex, marital status, salary level, and educational level.

A second assessment of response bias involved examining the extent to which the total sample of survey respondents were similar to relocated employees in the population (comparison of 1a and 3 in Table 3). The present study's sample of relocated employees was compared to another large-scale, cross-organizational research sample of relocated employees collected in 1989 (Brett et al., 1990). Using the strategy described above, comparisons between the two samples were made. As can be seen in Table 3, the survey respondents were similar to the Brett et al.'s sample in terms of sex, marital status, and education. Survey respondents differed from Brett et al.'s sample in terms of age (older) and the salary level (higher). Age differences are consistent with changing demographic trends (cf. Jamieson & O'Mara, 1991). Salary differences across the two samples was unexpected, but may be attributable to different sampling strategies (e.g., geographic areas and industry types) and raising wages over the five year period from 1989 (Brett et al. data collection) to 1994 (data collection for the present study).

One final set of analyses were conducted to assess response bias. This involved an assessment of whether data where both the partners (i.e., employee and spouse) returned

Table 3.

Assessment of Possible Response Bias

Sample	Mean	Percent		Modal Category	
	Age	Male	Married	Salary	Education
<u>Survey Respondents</u>					
1a. Characteristics of respondents (employees)	38	78%	72%	\$50,001-75,000	college degree
1b. Characteristics of matched employees ^a	40	89%	100%	\$50,001-75,000	college degree
1c. Characteristics of matched spouses	38	12%	100%	under \$35,000	college degree
<u>Comparison Group</u>					
2. Characteristics of employees sent surveys ^b	36-40	81%	75%	\$50,001-75,000	college degree
3. Characteristics of Brett et al. (1990) sample (employees)	31-35	82%	77%	\$41,000-50,999	college degree
4. Characteristics of married unmatched employees	39	83%	100%	\$50,001-75,000	college degree
5. Characteristics of married unmatched spouses	39	12%	100%	under \$35,000	college degree

Note: Sample sizes: 1a(N=1767); 1b(n=879); 1c(n=879); 2(N=4850); 3(n=670); 4(n=395); 5(n=106).

^aObtained from a separate survey sent to each participating organization.

^bBased on the research design, all matched employees were married.

completed surveys was in some way different from surveys where data was available for only one partner (i.e., unmatched employee data or unmatched spouse data). This is an important comparison because it is possible that the subset of employees and spouse respondents who both returned surveys (matched data) were different from data where only one partner responded (unmatched data). To provide the most fine-grained analysis of this type of response bias, unmatched data from married employees was compared to matched data from married employees (comparison of 4 and 1b in Table 3). Likewise, unmatched spouse data was compared to matched spouse data (comparison of 5 and 1c in Table 3). Table 3 illustrated similarity of these samples. Taken together, this series of analyses indicates little evidence of response bias.

Criteria for Inclusion in Data Analysis

Because the study was designed to explore married couples' experience with relocation, a priori criteria were used to successively removed certain classes of respondents to create the final data set. First, only married employees were retained. This reduced the total sample of employee respondents from 1767 to 1272. Next, only data where corresponding, matched employee and spouse surveys were available were retained for data analysis. After removing these respondents from the data set, 881 employee-spouse couples were identified. From this group, two employee-spouse pairs were removed from data analysis because they had moved more seven years ago, violating the seven year cutoff for inclusion in the study. This final set of 879 couples comprised the final set of data for data analysis. Background characteristics of this final set of employees and spouses appear in Table 4. All subsequent analyses utilized this final set of 879 employee-spouse pairs.

Instrumentation

Special considerations were taken into account in selecting measures for the present study. Specifically, because data was collected across organizations, it was necessary that

Table 4.

Sample Characteristics

Characteristic	Mean (SD)	N	Percent
<u>Background Information (Employee)</u>			
Age	39.6 (7.8)	861	
Tenure in the previous community	8.1 (8.8)	868	
Number of children living at home	1.3 (1.1)	872	
Male		869	89.0
Highest education level		868	
High school degree			4.7
Some college			17.2
College degree			50.8
Master's			23.2
Ph.D.			4.1
Employee salary level		863	
Under \$35,000			4.6
\$35,001 - \$50,000			21.0
\$50,001 - \$75,000			43.7
\$75,001 - \$100,000			18.9
Over \$100,000			11.8
<u>Relocation Experiences (Employee)</u>			
Total number of relocations	3.1 (2.4)	867	
Total number of relocation offers	4.2 (4.7)	865	
Experienced a job change upon relocation		857	61.3
Type of relocation for employee		871	
New hire			16.6
Promotion			38.8
Lateral move			42.1
Downward move			2.5
Current job type		872	
Clerical/admin support			2.2
General management			26.6
Financial			8.7
Production			5.8
Human resources/training			4.3
Sales/marketing			20.1
Information systems/technical			13.0
Communications/public relations			1.0
Engineering/research			14.6
Education			0.0
Medical/other health care			0.0
Other (e.g., graphic artist, lawyer)			3.7

Table 4 (continued).

Characteristic	Mean (SD)	N	Percent
<u>Background Information (Spouse)</u>			
Age	38.3 (7.8)	857	
Tenure in the previous community	9.4 (10.5)	859	
Number of children living at home	1.4 (1.1)	851	
Male		863	12.0
Highest education level		863	
High school degree			16.7
Some college			27.3
College degree			44.7
Master's			10.0
Ph.D.			1.3
Spouse salary level		337	
Under \$35,000			77.2
\$35,001 - \$50,000			11.6
\$50,001 - \$75,000			8.9
\$75,001 - \$100,000			0.8
Over \$100,000			1.5
<u>Relocation Experiences (Spouse)</u>			
Total number of relocations	2.9 (2.2)	870	
Experienced a job change upon relocation		322	38.1
Current job type		345	
Clerical/admin support			16.9
General management			7.0
Financial			8.1
Production			2.9
Human resources/training			2.3
Sales/marketing			16.5
Information systems/technical			8.1
Communications/public relations			2.6
Engineering/research			2.6
Education			9.6
Medical/other health care			9.0
Other (e.g., graphic artist, lawyer)			15.6

Note: Based on matched employee-spouse pairs. Employee N=861-872 due to missing data.
Spouse N=322-870 due to non working spouses and missing data.

items were phrased at a level of generality sufficient for use in different work settings and organizations (Organ & Konovsky, 1989). For instance, in assessing satisfaction with the organization's relocation policy, it was desirable to measure global perceptions of adequacy rather than specific policy components because of the difficulty comparing specific policy components across organizations. Similarly, in assessing adjustment to the most recent relocation it was necessary to word items so that each would be equally applicable to single employees, married employees, and employees with children. Further, because little research has examined relocation issues, it was necessary to construct several measures for the purpose of this research. All scales developed for this research were pilot tested with an independent sample to assess the psychometric properties of each scale. Results of the pilot studies are presented in Chapter IV.

Steps were also taken to reduce the likelihood of response sets (e.g., acquiescence, socially desirable responding) based on the fact that one administration of a survey was used in the present study (Nunnally, 1978). To reduce such effects, the majority of scales contained both positively and negatively worded items or random ordering of items throughout the survey. To further reduce the tendency for socially desirable responses, steps were taken to ensure confidentiality, including the use of random codes to match employees and spouses, and having the surveys returned directly to the researcher (Dillman, 1978). In terms of item format, all items appearing on the employee survey, with the exception of background information, were measured using a seven-point Likert scale (1=strongly disagree, 3=neither agree nor disagree, 7=strongly agree). All items appear in Figure 3 and Figure 4, organized by content area and scale. Background information such as sex, age, the presence of children living at home, and tenure in the previous community was also obtained from both employee and spouse surveys.

Dependent Measure

Employee Willingness to Relocate (7 items)

I am willing to relocate again for a comparable job in this organization.

I would welcome an opportunity to relocate.

I am willing to relocate for a developmental assignment of one to three years.

I am willing to relocate again if my skills are needed elsewhere.

I am not willing to relocate again for any reason. (R)

I would prefer not to relocate again. (R)

If offered a relocation opportunity, I would turn it down. (R)

Relocation Experiences

Employee Adjustment to Relocation (5 items)

I am very satisfied with my most recent relocation.

Overall, I am extremely happy that I relocated.

It has been a difficult adjustment since the relocation. (R)

The relocation was very stressful on my relationship with my spouse. (R)

Overall, the relocation experience was very stressful. (R)

Employee Satisfaction with the Relocation Policy (4 items)

The organization is concerned about meeting my individual relocation needs.

Overall, the organization's relocation policy is excellent.

The organization will meet my expectations in providing relocation assistance in the future.

I feel that all of my relocation needs will be met by the organization in future relocations.

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item.

Figure 3. Scales: Employee Survey

Beliefs About Relocation and Advancement

Self-Efficacy for Advancement (3 items)

With hard work I will be able to advance within this organization.

I can develop the skills/training necessary to advance within this organization.

Individuals who work hard are able to advance within this organization.

Perceived Norms Regarding Relocation (3 items)

Top management expects individuals to accept relocation offers.

My co-workers believe relocation is necessary to get ahead in this organization.

Individuals' career opportunities will suffer if they do not accept relocation offers.

Internal Pressure to Relocate (4 items)

I would be passed over for future promotions if I turned down a relocation offer.

I feel a lot of organizational pressure to accept future relocation offers.

My job security will be jeopardized if I refuse to relocate in the future.

I feel pressure to relocate from my supervisor to accept future relocation offers.

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item.

Figure 3. (continued)

Beliefs About Relocation and Advancement (continued)

Desire for Career Mobility (7 items)

As one moves through their career, he/she should always continue to strive for a higher position.

Since all employees cannot reach the top, it's best to be satisfied with a middle level position rather than be frustrated trying to reach the top. (R)

When signs indicate that one has reached his/her peak, it would seem reasonable to stop striving for future achievement. (R)

As one's career develops, he/she should learn to accept a slower rate of advancement. (R)

A person should not feel too bad if he/she is unable to keep progressing upward in their career. (R)

Promotions should be a matter of seniority and experience, therefore one should wait his/her turn. (R)

Since promotion is being in the right place at the right time, one should set limits on how long he/she is willing to wait for a promotion.* (R)

Relocation Beliefs (4 items)

Individuals who accept relocation offers are highly valued by this organization.

Individuals who accept relocation offers are given more career opportunities.

Relocation leads to faster promotions.

Advancement opportunities are available by accepting relocation offers.

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item. (*) indicates item or scale deleted based on subsequent item analysis.

Figure 3. (continued)

Work Attitudes

Employee General Job Satisfaction (3 items)

All in all, I am satisfied with my job.

In general, I like my job.

In general, I like working in my organization.

Employee Organizational Commitment (4 items)

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

I talk up this organization to my friends as a great organization to work for.

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

For me, this is the best of all possible organizations to work for.

Employee Perceived Organizational Support (4 items)*

The organization really cares about my well-being.

The organization cares about my general satisfaction at work.

The organization shows very little concern for me. (R)

The organization really cares about my opinions.

Employee Perceptions of Job Content Plateauing (6 items)

I expect to be constantly challenged in my job in the future. (R)

I will continue to learn and grow in my current job. (R)

My current job tasks and activities will become routine for me in the future.

My current job responsibilities will increase significantly in the future. (R)

My current job will continually require me to develop my abilities and knowledge. (R)

I will be challenged in my current job. (R)

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item. (*) indicates item or scale deleted based on subsequent item analysis.

Figure 3. (continued)

Relocation Experiences

Spouse Adjustment to Relocation (5 items)

I am very satisfied with my most recent relocation.

Overall, I am extremely happy that I relocated.

It has been a difficult adjustment since the relocation. (R)

The relocation was very stressful on my relationship with my spouse. (R)

Overall, the relocation experience was very stressful. (R)

Spouse Satisfaction with the Relocation Policy (4 items)

My spouse's employer is concerned about meeting my individual relocation needs.

The relocation policy offer by my spouse's employer is excellent.

My spouse's employer organization will meet my expectations in providing relocation assistance in the future.

I feel that all of our relocation needs will be met by my spouse's employer in future relocations.

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item.

Figure 4. Scales: Spouse Survey

Relocation Experiences (continued)

Spouse Willingness to Relocate (7 items)

I am willing to relocate again if my spouse was offered a comparable job in his/her organization.

I would welcome an opportunity to relocate.

I am willing to relocate for my spouse for a one to three year developmental assignment.

I am willing to relocate again for my spouse if his/her skills are needed elsewhere.

I am not willing to relocate again for any reason. (R)

I would prefer not to relocate again. (R)

If my spouse were offered a relocation opportunity, I would prefer he/she turn it down. (R)

Work Attitudes

Spouse General Job Satisfaction (3 items)

All in all, I am satisfied with my job.

In general, I like my job.

In general, I like working in my organization.

Spouse Organizational Commitment (4 items)

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

I talk up this organization to my friends as a great organization to work for.

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

For me, this is the best of all possible organizations to work for.

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item.

Figure 4. (continued)

Work Attitudes (continued)

Spouse Perceptions of Job Content Plateauing (6 items)

I expect to be constantly challenged in my job in the future. (R)

I will continue to learn and grow in my current job. (R)

My current job tasks and activities will become routine for me in the future.

My current job responsibilities will increase significantly in the future. (R)

My current job will continually require me to develop my abilities and knowledge. (R)

I will be challenged in my current job. (R)

Spouse Job Involvement (6 items)*

I used to care a lot about my work, but now others things are more important. (R)

I used to be more ambitious about my work than I am now. (R)

Sometimes I lay awake at night thinking about the next day's work.

The most important things that happen to me involve my work.

I enjoy discussing my work with people outside my organization.

I like to talk about my work with friends.

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item. (*) indicates item or scale deleted based on subsequent item analysis.

Figure 4. (continued)

Employee Survey: Willingness to Relocate

Consistent with past research, the dependent measure, Employee Willingness to Relocate, was conceptualized as a general propensity for mobility within an organization (Brett & Reilly, 1988; Noe, et al., 1988). Seven items comprised this scale; three items from Landau et al.'s (1992) willingness to relocate measure, and four items based on Brett and Reilly's (1988) work.

Employee Survey: Relocation Experiences

A suitable scale was not found to measure **Employee Adjustment to Relocation**. Available scales were either single-items, or embedded within broader constructs such as life satisfaction. Thus, a five-item scale was developed for the current study to assess employees' overall adjustment to the most recent relocation experience. The development of specific items was guided by past research on relocation adjustment (Brett, 1982; Munton, 1990; Munton & Forster, 1990). This scale taps satisfaction with the relocation experience and stress associated with the move. **Employee Satisfaction with the Relocation Policy** was measured by assessing the degree to which the relocation policy meets the employee's unique relocation needs. A four-item scale was developed by the researcher based on previous research (Turban et. al, 1992; Kirschenbaum, 1991).

Employee Survey: Beliefs About Relocation and Advancement

Self-efficacy for Advancement reflects the employee's belief in his/her ability to advance within the organization, and was measured with a three-item scale developed for this research. Specifically, the scale assesses the degree to which an employee feels he/she is able to obtain the skills, training, and access to opportunities necessary to advance within the organization. **Perceived Norms Regarding Relocation** was assessed by three items developed for this study. Item content reflects the degree to which other individuals within the organization, such as peers and supervisors, believe that the organization values

relocation. **Internal Pressure to Relocate**, the perception that one is being strongly persuaded to accept relocation offers, was assessed with four items developed for this research. **Desire for Career Mobility** was assessed using two scales developed and validated by Veiga (1971; 1983). The Fear of Stagnation subscale consists of four items and reflects the extent to which one is reluctant to accept career plateauing. The Career Impatience subscale consists of three items and reflects the degree of patience one has in waiting for his/her career to progress. A total score reflecting one's overall Desire for Career Mobility was constructed by summing the seven items. **Relocation Beliefs** were measured by a four-item scale developed specifically for this research. This scale assesses general beliefs that accepting relocation leads to future career development opportunities.

Employee Survey: Work Attitudes

Employee work attitudes were measured using scales with established reliability and validity. Cammann, Fichman, Jenkins and Klesh's (1979) three item **General Job Satisfaction** scale assessed the employee's overall affective response to his/her job (Cook, Hepworth, Wall, & Warr, 1981). **Organizational Commitment** was assessed using a modified version (four items) from Porter and Smith's (1970) scale. This scale assesses one's affective attraction to an organization. **Perceived Organizational Support** was assessed by four items with the highest factor loadings from Eisenberger, Huntington, Hutchinson & Sowa's (1986) measure. This scale assesses the degree to which employees believe the organization cares for their well-being and values their contributions. **Perceived Job Content Plateauing** was assessed using Milliman's (1992) six-item scale. This scale taps characteristics of the work itself in terms of challenge and opportunity for personal growth, with higher scores indicating a greater degree of perceived job content plateauing.

Spouse Survey: Relocation Experiences

Spouse Adjustment to Relocation was assessed using the five-item Employee Adjustment to Relocation scale described previously. **Spouse Satisfaction with the Relocation Policy** was assessed with a modified version of the 4-item Employee Satisfaction with the Relocation Policy scale previously described. For the spouse scale, item wording was altered to allow the spouse's assessment of the perceived adequacy of the relocation policy offered by his/her spouse's employer. **Spouse Willingness to Relocate** for his/her partner's job was assessed using a modified version of the Employee Willingness to Relocate scale. The six items measured the degree to which the spouse was willing to move for a variety of job opportunities for his/her spouse, in addition to the spouse's general attitude toward moving in the future.

Spouse Survey: Work Attitudes

Several spouse work attitudes were measured assessing spouses perception of their current job. **Spouse General Job Satisfaction** and **Spouse Organizational Commitment** were measured using the same scales that appear on the employee survey. **Spouse Perception of Job Content Plateauing** was measured using Milliman's (1992) six-item scale previously described. **Spouse Job Involvement** was measured using the six item, short form, of Lodahl and Kejner's (1965) Job Involvement scale. These six items assess the degree to which one's job is central to one's life and self-esteem (Cook et. al., 1981). Non-working spouses were instructed to skip this part of the survey.

Employee and Spouse Survey: Couple Status

Using responses from both the employee and spouse, couple status was determined. Thirty-two couples did not provide data necessary to determine couple type. Two different forms of couple status were identified; 1) single-income ($n=351$) or dual-income couples ($n=489$), and 2) a finer distinction within dual-income couples, that of dual-earner ($n=266$) or dual-career ($n=223$) couple status. Couples were classified as

single-income if they met one of the following criteria: 1) employee currently works, spouse is not currently seeking employment and did not work prior to the move, or 2) employee currently works, spouse did not work prior to the move but desires employment. Because this was a study of relocation-related issues, the definition of a dual-income couple was expanded to include either of the following: 1) two working partners (the relocated employee and the accompanying spouse) ($n=354$) or 2) one working partner (the relocated employee) and an accompanying spouse who was employed prior to the move, had not secured re-employment, but desired re-employment ($n=135$).

For exploratory purposes, within the dual-income category a further distinction was made between dual-earner and dual-career couples. Following the recommendations of Loerch, Russell, and Rush (1989) and Holahan and Gilbert (1979), dual-career couples were classified as such if both employee and spouse considered their work to be a "career" rather than a "job." This classification was made based on employee and spouse responses to the following question: "Do you consider your work to be a job or a career?." Dual-earner couples were defined as such when one partner considered his/her work to be a career and one partner considered his/her work to be a job, or both partners considered their work to be a job. Couples were classified as dual-career if both partners considered their work to be a career.

Organizational Survey

An organizational survey was developed for this research. This survey inquired about characteristics of the organization such as industry type, number of employees worldwide, annual revenue, business sector, and geographic location. Seventy-one (71) organizations provided this information, representing an organizational response rate of 93%. This form was completed by the individual coordinating the administration of the survey at each organization (e.g., human resource managers, relocation managers).

Data Analysis

Pilot Study and Power Analysis

Prior to conducting the main study, a pilot study was conducted to assess the psychometric properties of the measures developed for the present study. In addition, a power analysis was performed to determine the sample size needed to reasonably test the hypotheses without a high risk of Type II error. Results of the pilot study are discussed in the following chapter, and the power analysis is presented in Appendix B. Based on this power analysis, 470 subjects were deemed necessary to detect a medium effect size (Cohen, 1988).

Main Study

Descriptive statistics were calculated to describe characteristics of employees, spouses, and organizations participating in the present study. This included background information on employees and spouses (e.g., age, sex, education level) as well as relocation experiences (e.g., number of previous moves, type of relocation) (see Table 4). Descriptive statistics were also calculated to describe characteristics of participating organizations (See Table 1).

Prior to hypothesis testing, a series of analyses were conducted to assess the psychometric properties of the scales used to measure the constructs of interest. An item analysis was conducted to assess the distribution of scores, with particular attention to the degree of variance, skewness, and kurtosis on each measure. Next, correlations between the measures were examined to assess the degree of redundancy, or shared variance, in the constructs of interest. This was particularly important because of the conceptual similarity of several constructs (e.g., job satisfaction and organizational commitment) and chosen data analytic strategy, multiple regression. Reliability analyses and exploratory factor analyses (EFA) were then conducted to assess the stability and dimensionality of the scales. This was followed-up by confirmatory factor analysis (CFA). The results of these analysis

provided guidance as to whether additional scale modifications were necessary prior to hypothesis testing.

Hierarchical multiple regression was used for hypothesis testing. While multiple regression is generally robust to violations of statistical assumptions, it is recommended that the researcher consider these assumptions prior to data analysis (Cohen & Cohen, 1983). To determine if assumptions of linearity and homoscedasticity were violated, residuals were analyzed and plots of the data assessed visually for each predictor-criterion relationship. An outlier analysis examined the studentized residuals for each observation on each scale (Schlotzhauer & Littell, 1987). Studentized residuals ≥ 3.0 were manually recorded. Across all scales only .7% of the observations had values ≥ 3.0 (range 3.01-3.98). Due to the small percentage of observations in this "suspicious" category, and following the recommendations of Cohen and Cohen (1983), no changes were made to the data set. Normality was assessed through the examination of univariate statistics, primarily skewness and kurtosis. With the exception of the dichotomous variables of dual-income status, sex, and presence of children in the home, no serious violations of these assumptions were evident.

Having illustrated the appropriateness of multiple regression as an analytic tool, data analysis proceeded in a hierarchical manner using sets of variables (cumulative R^2 series). The dependent variable in the equation was Employee Willingness to Relocate. Because the cumulative R^2 series examines the unique contribution of a set of variables to prediction, after controlling for variables previously entered in the equation, one should carefully consider of the order of entry of variable sets for hypothesis testing. Several factors guided the order set entry in the present study. This included removing potential confounds, causal priority of each set of variables relative to the other sets of variables, and the consideration of previous research (Cohen & Cohen, 1983).

As Cohen and Cohen (1983) note, by definition, control variables should be entered first in any cumulative R^2 series. In the present study this included the size of the organization, industry type, employee job type, and employee pay level (Set A). These variables were chosen to control for cross-organizational difference as well as differences in actual mobility rates across different types of job (e.g., sales, production) and pay levels. In terms of causal priority of the variables under study, no variables entering later in the cumulative R^2 series should be a presumptive cause of variables entered earlier in the series. Based on this guideline, the second set of variables (Set B) included demographic and background characteristics (e.g., employee age, presence of children living at home, and community tenure). The rationale for entering this set of predictors next in the cumulative R^2 series is that such variables are not likely to be affected by transitory states or specific experiences (Cohen & Cohen, 1983).

The theoretical framework guiding this research (Fishbein & Ajzen, 1975) provided additional guidance as to where the remaining classes or sets of variables should be placed in the cumulative R^2 series. Fishbein and Ajzen's (1975) Reasoned Action Model proposes that attitudes toward a specific object or situation are learned. In the context of relocation research, this suggests that employees' attitude toward moving in the future is shaped by previous relocation experiences and attitudes arising from those experiences. This suggests that the next set of variables (Set C) should include the set of variables representing relocation experiences (e.g., employee and spouse adjustment to the most recent relocation, employee and spouse satisfaction with the company's relocation policy). Also using the Fishbein and Ajzen (1975) framework, such prior experiences with an object or situation (Set C) were proposed to engender a set of beliefs related to that object or situation (Set D). Therefore, it was appropriate to enter the set of variables comprising employee beliefs about relocation and advancement (Set D) as the next set of variables (e.g., self-efficacy for advancement, relocation beliefs). Finally, more global attitudes

typically have less of an effect on specific attitudes and behaviors (Fisher & Locke, 1992). Thus, the final set of variables (Set E) included general employee and spouse attitudes toward work (e.g., employee job satisfaction, spouse job satisfaction). In summary, this sequence of sets reflects the consideration of causal priority, based on the theory underlying the current study. Support for specific hypotheses was inferred by examining standardized parameter estimates (β weights) at each stage of the R^2 cumulative series.

Even with sound theoretical rationale for the order of entry of variables into the cumulative R^2 series, hierarchical regression has limitations. The primary limitation is that hierarchical regression procedures utilize a residualization approach to the assessment of a variable's, or a set of variables', importance to prediction (i.e., the contribution to prediction after partialling out shared variance). Thus, depending upon the order of entry of each set of variables in a hierarchical regression equation, different conclusions may be reached regarding each set's importance to prediction, particularly if the variables are themselves correlated (Budescu, 1993; Pratt, 1987). When importance is inferred from such a hierarchical strategy, and shared variance is partialled at each step of the estimation procedure, assessing relative importance is analogous to "dividing the indivisible" (Pratt, 1987). Specifically, the relationships between predictors (sets) is often complex and interdependent, yet which ever variable (set) enters first in the regression equation first is "awarded" all of the shared variance between that set and all subsequent sets. Thus, to further examine the relative contribution of each set of variables to prediction, dominance analysis was used (Budescu, 1993).

Dominance analysis is an alternative analytic procedure to the typical hierarchical regression approach and assesses the relative "importance" of a set of variables to prediction. Dominance analysis overcomes the primary limitation of multiple regression by systematically examining the relative contribution to prediction that each set of variables make by directly comparing the predictive power of all pairwise sets of variables.

Dominance is defined as “a pairwise relationship that can be tested for all $p(p-1)/2$ pairs of variables included in the (regression) model” (Budescu, 1993, p. 544). For any pair of predictors, x_i and x_j , where x_h stands for any subset of remaining $p-2$ sets (excluding x_i and x_j), set x_i is interpreted as “dominant” over set x_j if, and only if,

$$\rho_{y \cdot x_i x_h^2} \geq \rho_{y \cdot x_j x_h^2}$$

for all possible $2^{(p-2)}$ possible selections of x_h , including the null set. Further, for each set of variables, the relative contribution to prediction can be assessed quantitatively and compared to the results of the hierarchical regression analysis. Thus, this procedure provides additional evidence regarding the relative importance of each set of variables, regardless of the order of entry of variables into the cumulative R^2 series.

To test moderator hypotheses, hierarchical regression was also used. Four separate regression equations were computed for each of the four moderator hypotheses, using Employee Willingness to Relocate as the dependent measure. For each moderator analysis, all preceding sets were entered first, followed by the interaction term of interest. Similar to the cumulative R^2 series, such a procedure allows for the unique contribution of the interaction to be assessed after partialling out factors hypothesized as causally preceding the interaction of interest. A significant increase in R^2 by adding the interaction term was interpreted as evidence of moderation (James & Brett, 1984).

Supplemental Analyses

Several supplemental analyses were conducted following hypothesis testing. This included the research questions examining possible main effects for employee sex and single-income/dual-earner/dual-career status. To examine these exploratory analyses, hierarchical regression and analysis of covariance was utilized. To ascertain if employee sex was related to willingness to move, a separate regression equation was computed adding sex to the regression equation of containing the control variables (Set A) and background factors (Set B). A significant standardized parameter estimate (β weight) for

the variable representing employee sex was evidence of a significant sex effect. To answer the question of whether there were differences in willingness to move between single-income, dual-earner, and dual-career couples, an analysis of covariance was conducted. Due to unequal cell sizes, the general linear model was utilized. Consistent with the hierarchical multiple regression strategy employed to test the primary hypotheses, the covariates consisted of the control variables (Set A) and the other background variables (age, presence of children at home, community tenure). Significance tests of each pairwise comparison using least square means across the three trichotomized couple status variables (single-income, dual-earner, dual-career) were used to interpret the results.

In addition, supplementary analyses were conducted to assess common method bias. Common method variance was assessed in multiple ways, including examining the pattern and magnitude of the final correlation matrix, Harman's single factor test (Podsakoff & Organ, 1986), and tests of competing models using structural equations modeling (Williams, et al., 1989).

Other Data Analytic Considerations

It should be noted that four of the propositions refer to spouse work attitudes, and were therefore relevant only to employed spouses. This includes propositions regarding spouse job satisfaction, spouse organizational commitment, spouse job involvement, and spouse perceptions of job content plateauing (see Figure 2). Thus, it was necessary to create a missing data dichotomy to handle this special case of missing data (Cohen & Cohen, 1983). The missing data dichotomy was a dummy code that represented spouse current work status (i.e., 0=not currently working; 1=currently working). This dummy code was necessary because those spouses not currently working did not answer questions regarding spouse work attitudes, yet deleting these spouses from the regression equation was not desired because it would have removed single-income spouses from the data analysis. In situations where data is missing because certain items are not applicable to a

subset of employees, Cohen and Cohen (1983) recommend using such a conditional missing data dichotomy (dummy code) to identify which subjects have missing data. It is then recommended that missing data on these subjects be plugged with the scale means of the variables of interest. This procedure allows the full data set to be utilized, while partialling out the plugged mean values from the data represented by the missing data dichotomy. In effect, the resulting regression coefficient will be based only on the data of interest (i.e., spouses currently working).

The issue of missing data was also problematic for the control variable of organization size and industry type, although for a different reason. Six organizations failed to provide information on organization size and one organization did not provide information on industry type. However, when this data was merged and matched with the corresponding employee and spouse data, 91 observations (10%) lacked information on organization size and 84 observations lacked information on industry type (10%). There are a variety of techniques to deal with missing data, including pairwise deletion, listwise deletion, maximum likelihood estimation methods, and mean substitution (Roth & Jones, 1994). In the present case, because the number of observations involving missing data was somewhat small (10%), the substitution method was used following the recommendation of Donner (1982). A weighted mean for organizational size (74,705 employees world-wide) was plugged into the 91 observations lacking this information. Using a similar strategy, the most common industry type, Communications / Computer / Electronic was assigned to the 84 observations missing this information. Other missing data was handled by pairwise deletion.

CHAPTER IV

RESULTS

The results of data analysis are described in this chapter. Presented first are the results of the pilot studies. This is followed by a presentation of the results of the main study. The results of the main study are organized into four main sections. Section I provides an evaluation of the measurement system. Section II presents the refined measurement system. Section III presents the results of hypothesis testing, including the dominance analysis, tests of the moderator hypotheses, and exploration of research questions. Section IV provides the results of the supplemental analyses which involved an assessment of the degree to which common method variance was a problem in the current study.

Pilot Studies

Two pilot studies were conducted. Early in the conceptualization of the study, 15 employees and 15 spouses from an midsize engineering firm in the Southeast were sent a copy of the survey and cover letter explaining the nature of the study. This was a first attempt to ensure clarity of the survey questions and survey format. Eight employees (53% response rate) and five spouses (33% response rate) returned the surveys. Minor modifications were made to increase the clarity of survey questions.

A second pilot study was conducted to assess the reliability of the measures developed by the researcher. Since most measures were well established, and had acceptable reliability and validity, and there was stringent time and space limitations on the second pilot survey, only those scales developed for the present study were pilot tested. Further, those measures developed for this research that appeared on the spouse survey were almost identical to those appearing on the employee survey. Ninety surveys were distributed to a convenience sample of mid-level and upper-level managers. Thirty-eight (38) responses were obtained, representing a 42% response rate. Demographic statistics

describing the sample for pilot study 2 are reported in Table 5. Correlations between the pilot-tested measures and background variables appear in Table 6. As noted in Table 6, adequate variance was obtained on all measures, the pattern of correlations was basically as expected, and there was little evidence of multicollinearity (mean $r=.17$). Internal consistency reliability estimates appear on the diagonal of Table 6. Based on Nunnally's (1978) criteria of $\alpha > .70$, results indicated one scale had lower than desired reliability, organizational norms regarding relocation ($\alpha=.63$). Based on this finding, the scale was modified. The modified version of this scale appears in Figure 3. All other scales developed by the researcher had acceptable levels of reliability (see Table 6).

Main Study

Section I: Evaluation of the Measurement System

A two step process was used to evaluate the measures. Initially, internal consistency reliability estimates were computed and correlations among all measures examined. This information guided initial decisions regarding the deletion of items and scales to reduce conceptual redundancy and increase reliability. At step two, further analyses examined the psychometric properties of the scales using exploratory factor analysis (EFA).

Initial internal consistency reliability estimates and correlations. Table 7 presents the initial intercorrelations between measures, with internal consistency reliabilities (coefficient alpha) shown on the diagonal. Results of these analyses suggested several ways that the a priori scales could be revised to enhance their psychometric acceptability; 1) scale modification to enhance internal consistency, 2) omitting redundant scales for hypothesis testing, and 3) combining conceptually similar scales. One scale required modification based on initial reliability estimates, desire for career mobility. For this scale, one item with a low item-total correlation (.18) was deleted, yielding a revised coefficient alpha of .61. All other scales had acceptable reliabilities ranging from .70 to .94 (see Table 7).

Table 5.

Demographic Statistics: Pilot Study 2

Variable	<u>N</u>	<u>Mean</u>	<u>SD</u>	<u>Range</u>
Age	37	50.7	7.4	35 - 64
Job Tenure	37	5.5	4.4	< 1 yr - 20 yr
Total number of career-related relocations	38	3.3	3.1	0 - 12
Total number of career-related relocation offers	38	3.9	3.1	0 - 12

Variable	<u>N</u>	<u>Percent</u>
Gender		
Male	30	81%
Female	7	19%
Marital status		
Single, never married	0	0%
Unmarried	0	0%
Living with partner	0	0%
Married	32	84%
Separated	1	3%
Divorced	5	13%
Spouse employed outside the home	24	73%
Highest education level		
High school degree	0	0%
Some college	0	0%
College degree	14	37%
Master's	20	53%
Ph.D.	4	10%

Note: N range 26-38 due to missing data.

Table 6.

Correlations Between Pilot Study Measures and Background Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Age	50.7	7.36	---									
2. Sex	---	---	.29†	---								
3. Dual-earner status	---	---	-.11	.43*	---							
4. Willingness	3.84	1.58	-.13	-.01	-.06	.86						
5. Advancement beliefs	5.43	1.22	.02	-.15	.16	.39*	.86					
6. Relocation beliefs	4.37	1.32	-.01	.01	.13	-.17	.29†	.86				
7. Relocation norms	3.83	1.13	.35*	-.03	-.01	-.32†	-.02	.47**	.63			
8. Pressure to relocate	3.40	1.60	.44*	-.32†	.03	.06	.17	.07	.07	.90		
9. Adjustment to relocation	5.26	.94	-.03	-.15	-.21	-.03	-.20	-.19	.02	.24	.73	
10. Policy satisfaction	4.34	1.47	.08	.15	.50*	-.40*	.14	-.11	.16	-.01	.18	.89

Note: N=26-38 due to missing data. Males coded=0, Females coded=1. Single-earner coded=0, Dual-earner coded=1. Scale anchors: 1=Strongly disagree, 4=Neither agree nor disagree; 7=Strongly agree. Coefficient alphas appear in italic on the diagonal.

†p<.10. *p<.05. **p<.01.

Table 7.

Initial Correlations Among Measures

Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1. Self-effic-E	.82																		
2. Relo norms-E	-.11	.70																	
3. Relo press-E	-.25	.61	.77																
4. C mobility-E	.15	-.04	-.05	.61															
5. Relo beliefs-E	.32	.45	.10	.03	.83														
6. Adjustment-E	.24	-.17	-.29	.04	.15	.83													
7. Policy satis-E	.31	-.18	-.33	-.06	.16	.38	.81												
8. Adjustment-S	.11	-.17	-.15	.02	.06	.58	.21	.84											
9. Policy satis-S	.21	-.09	-.17	-.05	.13	.31	.51	.37	.88										
10. Willingness-S	.05	.05	.00	.07	.12	.04	.04	.13	.18	.90									
11. Job satis-E	.51	-.06	-.21	.02	.23	.39	.37	.17	.25	.08	.90								
12. Commit-E	.51	-.10	-.29	.12	.24	.27	.41	.11	.24	.08	.64	.81							
13. Org support-E	.55	-.18	-.40	.03	.31	.38	.56	.19	.33	.08	.66	.64	.90						
14. Plateauing-E	-.40	.05	.12	-.06	-.20	-.22	-.27	-.15	-.18	-.02	-.49	-.42	-.40	.81					
15. Job satis-S	.05	-.15	-.04	.00	-.09	.08	.05	.20	.05	-.09	.14	.12	.09	-.18	.91				
16. Commit-S	.04	-.08	-.03	-.04	-.13	-.02	.05	.09	.05	-.07	.07	.19	.07	-.14	.69	.84			
17. Plateauing-S	-.04	.11	.06	.00	.06	-.02	.01	-.08	.04	.07	-.10	-.08	-.01	.10	-.58	.51	.94		
18. Job involve-S	.07	-.13	-.08	-.04	-.06	.03	.05	.00	.00	-.08	.15	.13	.08	-.12	.57	.52	-.60	.76	
19. Willingness-E	.18	.08	.01	.18	.21	.06	.40	.03	.09	.50	.10	.16	.12	-.09	-.03	-.07	.06	-.01	.91

Note: N range for employees: 867-872 due to missing data; N range for spouses: 342-862 due to missing data and non working spouses. Coefficient alpha appears on the diagonal in italic. E=employee survey; S=spouse survey. Shaded correlations indicate relationships taken into consideration in making initial scale modifications.

In addition to assessing scale reliabilities, the correlations among scales were carefully examined and scale content scrutinized for conceptual overlap. Based on the obtained correlations among scales, several modifications were made. The shaded correlations shown in Table 7 are those relationships that were of specific interest in making initial scale modifications. As can be seen in Table 7, perceived organizational support and employee satisfaction with the relocation policy were moderately to highly correlated ($r=.56$).

Examining scale content of these two measures illustrated that both scales were assessing a conceptual similar construct; the degree to which the organization is likely to meet employees' expectations and reciprocate support. The distinction between these scales was the degree of generality of the measure (e.g., overall organizational support versus support during a relocation). Because employee satisfaction with the relocation policy was a more specific measure of perceived support, it was retained for data analysis and the proposed relationship between perceived organizational support and employee willingness to relocate (see Figure 2) was not tested at this time.

Examination of Table 7 illustrated redundancy in several other measures, most notably employee job attitudes (job satisfaction, organizational commitment, perceived organizational support) and spouse job attitudes (job satisfaction, organizational commitment, job involvement, job content plateauing). In addition, self-efficacy for advancement was moderately to highly related to several of the employee work attitude variables. The finding that these work attitudes were related was not surprising because all scales assess a general affective reaction toward one's work or organization. Examination of the spouse work attitude scales also indicated some higher than desired correlations (see Table 7). Prior to making scale modifications, scale content was carefully examined for both employee and spouse work attitude measures. Specifically, conceptual overlap was assessed. Through this process, it was evident that spouse job involvement and spouse organizational commitment were assessing similar constructs (i.e., attachment to one's job

and attachment to one's organization, see Table 6 for item content). Based on this degree of conceptual similarity, a decision was made prior to hypothesis testing to retain spouse organizational commitment and omit spouse job involvement from further consideration.

Several factors guided the decision to retain spouse organizational commitment rather than spouse job involvement for hypothesis testing. Relocation for one individual (i.e., the employee) constitutes a loss of employment for the other individual (i.e., the spouse). As such, for the accompanying spouse, relocation may be viewed as specific type of turnover. Using this logic as a point of departure, the turnover literature strongly supports the relationship between commitment and turnover whereas there is less research linking job involvement and turnover (cf. Blau & Boal, 1987). Thus, there was more theoretical and empirical justification for the choice of organizational commitment rather than job involvement. However, this decision meant that the proposed relationship between spouse job involvement and employee willingness to relocate (see Figure 2) could not be tested in the current study.

Exploratory factor analysis (EFA). To further explore the dimensionality of the measures, factor analyses using principal components extraction and oblique rotation were conducted. Oblique rotation was specified because it was expected that for each set of variables, the underlying factors would be correlated, as opposed to orthogonal constructs (Ford, MacCallum, & Tait, 1986). To maintain a reasonable number of items in the employee and spouse factor analyses, separate EFAs were conducted on five qualitatively different sets of variables. The first EFA consisted of employee relocation experiences (i.e., Employee Satisfaction with the Relocation Policy, Employee Adjustment to Relocation, Employee Willingness to Relocate). The second EFA consisted of spouse relocation experiences (i.e., Spouse Satisfaction with the Relocation Policy, Spouse Adjustment to Relocation, Spouse Willingness to Relocate). The third EFA consisted of employee beliefs about relocation and advancement (i.e., Beliefs About Relocation, Self-

Efficacy for Advancement, Desire for Career Mobility, Norms Regarding Relocation, and Internal Pressure to Relocate). The fourth EFA consisted of employee work attitudes (i.e., Employee Organizational Commitment, Employee Job Content Plateauing, Employee Job Satisfaction). The fifth EFA consisted of spouse work attitudes (i.e., Spouse Job Satisfaction, Spouse Organizational Commitment, Spouse Job Content Plateauing). For each EFA, scree plots and minimum eigenvalues were as criteria for factor retention (Ford et al., 1986). For the results that follow, principal axes factor analyses were also conducted and yielded essentially the same results.

Analysis of employee relocation experiences yielded a three factor solution which accounted for 66.1% of the variance in the data. As is shown in Table 8, the items and magnitude of loadings provide strong support for the hypothesized categories of employee relocation experiences. The second set of items submitted to the principal components analysis were intended to reflect three separate constructs: Spouse Satisfaction with the Relocation Policy, Spouse Adjustment to Relocation, and Spouse Willingness to Relocate. Results of this analysis supported these three a priori constructs, accounting for 66.2% of the total variance in the data (see Table 9).

The third principal components analysis involved items assessing employee beliefs about relocation and advancement (Beliefs About Relocation, Self-Efficacy for Advancement, Desire for Career Mobility, Norms Regarding Relocation, and Internal Pressure to Relocate). Initial analyses provided evidence that a five-factor solution fit the data. Two factors clearly represented the a priori constructs of Beliefs About Relocation and Self-Efficacy for Advancement. In contrast, and contrary to expectation, items assessing Internal Pressure to Relocate and Perceived Norms Regarding Relocation loaded on a single factor. This finding was consistent with the initial correlation between the two scales ($r=.61$, see Table 7). The fourth and fifth factor both assessed the Desire for Career Mobility Scale, with several items cross-loading on both factors. Due to the difficulty

Table 8.

Factor Analysis: Employee Relocation Experiences

Label	Items	Rotated Factor Loadings		
		1	2	3
Policy1	The organization is concerned about meeting my individual relocation needs.	.833		
Policy2	Overall, the organization's relocation policy is excellent.	.916		
Policy3	The organization will meet my expectations in providing relocation assistance in the future.	.942		
Policy4	I feel that all of my relocation needs will be met by the organization in future relocations.	.915		
Adjust1	Overall, I am very satisfied with my most recent relocation.		.647	
Adjust2	Overall, I am extremely happy that I relocated.		.720	
Adjust3	It has been a difficult adjustment since the relocation. (R)		.859	
Adjust4	The relocation was very stressful on my relationship with my spouse. (R)		.781	
Adjust5	Overall, the relocation experience was very stressful. (R)		.817	
Will1	I am willing to relocate for a comparable job within this organization.			.708
Will2	I would welcome an opportunity to relocate.			.823
Will3	I am willing to relocate again for a developmental assignment of one to three years.			.727
Will4	I am willing to relocate again if my skills are needed elsewhere.			.851
Will5	I am <u>not</u> willing to relocate again for any reason. (R)			.732
Will6	I would prefer not to relocate again.			.783
Will7	If offered a relocation opportunity, I would turn it down. (R)			.823
	Eigenvalue	4.60	4.02	1.97
	Percent of total variance	28.7	25.1	12.3

Note: Policy1-Policy4=Employee Satisfaction with Relocation Policy; Adjust1-Adjust5=Employee Adjustment to Relocation; Will1-Will7=Employee Willingness to Relocate. (R) indicates a reverse scored item. Cross-loadings < .40 omitted for clarity.

Table 9.

Factor Analysis: Spouse Relocation Experiences

Label	Items	Rotated Factor Loadings		
		1	2	3
Spolicy1	The relocation policy offered by my spouse's employer is excellent.	.828		
Spolicy2	My spouse's employer will meet my expectations in providing relocation assistance in the future.	.921		
Spolicy3	My spouse's employer is concerned about meeting my individual relocation needs.	.800		
Spolicy4	I feel that all of our relocation needs will be met by my spouse's employer in future relocations.	.911		
Sadjust1	Overall, I am extremely happy we relocated.		.764	
Sadjust2	It has been a difficult adjustment since the relocation. (R)		.871	
Sadjust3	I am very satisfied with our most recent relocation.		.689	
Sadjust4	The relocation was very stressful on my relationship with my spouse. (R)		.758	
Sadjust5	Overall, the relocation experience was very stressful. (R)		.802	
Swill1	I am willing to relocate again for my spouse if his/her skills are needed elsewhere.			.783
Swill2	I am willing to relocate again for my spouse for a one to three year developmental assignment.			.732
Swill3	I would welcome an opportunity to relocate.			.806
Swill4	I am <u>not</u> willing to relocate again for any reason. (R)			.764
Swill5	I am willing to relocate again if my spouse were offered a comparable job in his/her organization.			.759
Swill6	I would prefer not to relocate again. (R)			.759
Swill7	If my spouse were offered a relocation opportunity, I would prefer he/she turn it down. (R)			.868
<i>Eigenvalue</i>		5.15	3.58	1.86
<i>Percent of total variance</i>		32.2	22.4	11.6

Note: Spolicy1-Spolicy4=Spouse Satisfaction with Relocation Policy; Sadjust1-Sadjust5=Spouse Adjustment to Relocation; Swill1-Swill7=Spouse Willingness to Relocate. (R) indicates a reverse coded item. Cross-loadings < .40 omitted for clarity.

interpreting the five-factor solution, and high inter-factor correlation between the two facets of Desire for Career Mobility, this analysis was re-estimated specifying four factors. This four-factor solution is shown in Table 10, accounting for 54.6% of the total variance in the data. With the four factor solution one variable (Norm2) did not load on the a priori scale of Perceived Norms Regarding Relocation. Instead the variable Norm2 loaded on the Relocation Beliefs scale (see Table 10).

The fourth principal components analysis submitted 13 items assessing employee work attitudes (Employee Organizational Commitment, Employee Job Content Plateauing, Employee Job Satisfaction). Perceived organizational support was not included because the proposition involving this variable was not tested at this time. Three factors explained 55.3% of the variance in the items (see Table 11). One factor clearly represented perceived Job Content Plateauing (factor 2). In contrast, upon examination of Table 11, two of the four organizational commitment items (Ocomm2, Ocomm4) cross-loaded on Factor 3 (Job Satisfaction) (see Table 11). In addition, one of the remaining commitment items (Ocomm2) had a factor loading of .372 on the Job Satisfaction Factor, suggesting this item shared sufficient variance to be interpreted meaningfully on that factor (Nunnally, 1978). Based on the result of this factor analysis, the content of the job satisfaction and commitment items, and the initial correlation between employee satisfaction and commitment ($r=.64$, see Table 7), the three job satisfaction and four organizational commitment items were combined into a single scale labeled Employee Affective Reactions Toward Work.

The fifth principal components analysis utilized the 13 items assessing spouse work attitudes (Spouse Job Satisfaction, Spouse Organizational Commitment, Spouse Job Content Plateauing). Spouse job involvement was not included because the proposition involving this variable was not tested at this time. Two factors emerged with eigenvalues greater than 1.0, accounting for 54.3% of the variance. The item loadings appear in Table

Table 10. Factor Analysis: Employee Beliefs About Relocation and Advancement

Label	Items	Rotated Factor Loadings			
		1	2	3	4
Belief1	Individuals who accept relocation offers are highly valued by this organization.	.604			
Belief2	Individuals who accept relocation offers are given more career opportunities.	.833			
Belief3	Relocation leads to faster promotions.	.853			
Belief4	Advancement opportunities are available by accepting relocation offers.	.868			
Sef1	With hard work I will be able to advance within this organization.		.802		
Sef2	I can develop the skills/training necessary to advance within this organization.		.878		
Sef3	I am confident that I have what it takes to advance within this organization.		.840		
Des1	As one moves through their career, he/she should always continue to strive for a higher position.			.446	
Des2	Since all employees cannot reach the top, it's best to be satisfied with a middle level position rather than be frustrated trying to reach the top (R)			.658	
Des3	When signs indicate that one has reached his/her peak, it would seem reasonable to stop striving for further achievement. (R)			.557	
Des4	As one's career develops, one should learn to accept a slower rate of advancement. (R)			.660	
Des5	A person should not feel too bad if he/she is unable to keep progressing upward in a career. (R)			.751	
Des6	Promotions should be largely be a matter of seniority and experience, therefore one should wait his/her turn. (R)			.330	
Norm1	Top management expects individuals to accept relocation offers.				.464
Norm2	My co-workers believe relocation is necessary to get ahead in this organization.	.597			
Norm3	Individual's career opportunities will suffer if they do not accept relocation offers.			.645	
Ipress1	I would be passed over for future promotions if I turned down a relocation offer.			.640	
Ipress2	I feel a lot of organizational pressure to accept future relocation offers.			.831	
Ipress3	My job security will be jeopardized if I refuse to relocate in the future.			.724	
Ipress4	I feel pressure from my supervisor to accept future relocation offers.			.853	
<i>Eigenvalue</i>		4.07	3.46	2.08	1.33
<i>Percent of total variance</i>		20.3	17.3	10.4	6.6

Note: Belief1-Belief4=Relocation Beliefs; Sef1-Sef3=Efficacy for advancement; Des1-Des6=Desire for Career Mobility; Norm1-Norm3=Norms Regarding Relocation; Ipress1-Ipress4=Internal Pressure to Relocate. (R) indicates a reverse coded item. Cross-loadings < .40 omitted for clarity.

Table 11.

Factor Analysis: Employee Work Attitudes

Label	Items	Rotated Factor Loadings		
		1	2	3
Ocomm1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	.943		
Ocomm2	I talk up this organization as a great organization to work for.	.700		
Ocomm3	I find that my values and the organization's values are similar.	.553		.455
Ocomm4	For me, this is the best of all possible organizations to work for.	.413		.612
Plat1	I expect to be constantly challenged in my job in the future. (R)		.581	
Plat2	I will continue to learn and grow in my job. (R)		.716	
Plat3	My current job tasks and activities will become routine for me in the future. (R)		.624	
Plat4	My current job responsibilities will increase significantly in the future. (R)		.611	
Plat5	My current job will continually require me to develop my abilities and knowledge. (R)		.833	
Plat6	I will be challenged in my current job. (R)		.794	
Jobsat1	All in all, I am satisfied with my job.			.975
Jobsat2	In general, I like my current job.			.939
Jobsat3	In general, I like working for this organization.			.805
<i>Eigenvalue</i>		5.71	1.74	1.08
<i>Percent of total variance</i>		33.6	13.4	8.3

Note: Ocomm1-Ocomm4=Employee Organizational Commitment; Plat1-Plat6=Employee Perceived Job Content Plateauing. Jobsat-Jobsat3=Employee General Job Satisfaction; (R) indicates a reverse coded item. Cross-loadings < .40 omitted for clarity.

12 and illustrate that the three job satisfaction and four commitment items loaded cleanly on one factor and the remaining six plateauing items loaded on a second factor. Based on the result of this factor analysis and the content of the items, the three job satisfaction and four organizational commitment items were combined into a scale labeled Spouse Affective Reactions Toward Work.

Section II: Refined Measurement System and Descriptive Statistics

The refined measurement system is described in this section. This includes the results of a series of confirmatory factor analyses (CFAs) to assess the stability and dimensionality of the revised measures, internal consistency reliability estimates for the refined scales, and other descriptive statistics. Based on these analyses, the hypotheses to be tested in the current study are presented, along with an operational framework based on the originally proposed theoretical framework. This operational framework is shown in Figure 5. In addition, further construct validity evidence is provided by cross-validating the refined measures with a hold-out sample of employees and spouses.

Confirmatory factor analyses (CFA). Results of the CFAs provided additional construct validity support for the scales used in the present research. Separate CFAs were conducted for each of the five sets of measures described in the previous section. Using a maximum likelihood solution, goodness of fit (GFI) indices were calculated, the results of which are presented in Table 13. GFIs ranged from .80 to .89, and standard errors ranged from .026-.052. Model C (Employee Beliefs About Relocation and Advancement) was estimated fixing the Internal Pressure to Relocate and Perceived Norms Regarding Relocation scales to one factor, titled Organizational Pressure to Relocate, based on the EFA results (refer to Table 10). Also consistent with the EFA results, the item Norm2 was fixed to load on the Relocation Beliefs scale in Model C. In addition, while the initial EFA results for Model D (Employee Work Attitudes) indicated three factors with eigenvalues greater than 1.0, when Model D was estimated specifying a three factor solution, five of the

Table 12.

Factor Analysis: Spouse Work Attitudes

Label	Items	Rotated Factor Loadings	
		1	2
Spjobsat1	All in all, I am satisfied with my job.	.715	
Spjobsat2	In general, I like my current job.	.738	
Spjobsat3	In general, I like working for this organization.	.901	
Spocom1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	.412	
Spocom2	I talk up this organization as a great organization to work for.	.908	
Spocom3	I find that my values and the organization's values are similar.	.889	
Spocom4	For me, this is the best of all possible organizations to work for.	.856	
Splat1	I expect to be constantly challenged in my job in the future. (R)		.849
Splat2	I will continue to learn and grow in my job. (R)		.851
Splat3	My current job tasks and activities will become routine for me in the future. (R)		.900
Splat4	My current job responsibilities will increase significantly in the future. (R)		.891
Splat5	My current job will continually require me to develop my abilities and knowledge. (R)		.646
Splat6	I will be challenged in my current job. (R)		.828
	<i>Eigenvalue</i>	6.85	1.84
	<i>Percent of total variance</i>	42.8	11.5

Note: Spjobsat1-Spjobsat3=Spouse General Job Satisfaction; Spocom1-Spocom4=Spouse Organizational Commitment; Splat1-Splat6=Spouse Perceived Job Content Plateauing. (R) indicates a reverse coded item. Loadings < .40 omitted for clarity.

Table 13.

Results of Confirmatory Factor Analyses

Model	Structure	GFI	rmsr errors	Standard
A	Employee Relocation Experiences 1=3 Employee Adjustment to Relocation (5) Employee Satisfaction with Policy (4) Employee Willingness to Relocate (7)	.864	.064	.026-.034
B	Spouse Relocation Experiences 1=3 Spouse Adjustment to Relocation (5) Spouse Satisfaction with Policy (4) Spouse Willingness to Relocate (7)	.863	.064	.028-.031
C	Employee Beliefs About Relocation & Advancement 1=4 Employee Efficacy for Advancement (3) Organizational Pressure to Relocate (6) Employee Desire for Career Mobility (6) Employee Relocation Beliefs (5)	.893	.077	.028-.041
D	Employee Work Attitudes 1=2 Affective Reaction to Work (7) Perceived Job Content Plateauing (6)	.822	.061	.029-.035
E	Spouse Work Attitudes 1=2 Affective Reaction to Work (7) Perceived Job Content Plateauing (6)	.802	.058	.041-.052

Note: GFI=Goodness of Fit Index; rmsr=Root Mean Square Residual. Number in parentheses indicates the number of items used to assess each construct. N=872 employees (Model A, C, D); N=872 working and non working spouses (Model B); N=357 working spouses (Model E).

seven modification indices corresponding to employee job satisfaction and employee organizational commitment indicated these constructs represented a larger underlying factor. Thus, the final solution shown in Table 13 (Model D) represents the two-factor solution with employee Job Satisfaction and employee Organizational Commitment fixed to load on a single factor representing Affective Reaction to Work.

Final measurement system: Internal consistency reliability and descriptive statistics.

A summary of the final measurement system is shown in Table 14, organized by scale. The final measurement system is based on the results of the EFAs and CFAs, and an attempt to clearly differentiate constructs while maintaining the integrity of the measures. With the exception of the Desire for Career Mobility scale ($\alpha=.61$), all other measures had moderately high to high internal consistency reliabilities (α range=.80-.92). Correlations between the final set of variables are presented in Table 15. As can be seen, there is little evidence of multicollinearity among the measures. Means and standard deviations for all items, as well as the final scales, are reported in Table 16 and Table 17. Items indicated by (R) have been reverse scored, and the corresponding values provided in Table 16 and Table 17 reflect this reverse scoring.

Operational framework to guide hypothesis testing. These revisions to the measurement system necessitated developing an operational model to guide hypothesis testing. The operational model is shown in Figure 5, and reflects minor modifications to Figure 2, based on the necessary revisions to the measurement system. Twenty of the twenty-five propositions could be tested at this time. A list of these twenty hypotheses appears in Figure 6.

Additional validity evidence. In an attempt to assess the stability and construct validity of the refined measurement system, a series of CFAs of the measurement system were conducted using cross-validation data. This involved estimating model fit for the five models presented in Table 13 (Models A-E) using the unmatched employee ($n=885$) and

Table 14.

Summary of Refinements to the Measurement System

Measure	Scale Modifications	Coefficient Alpha
Employee Willingness to Relocate	• None	.89
Employee Adjustment to Relocation	• None	.83
Employee Satisfaction w/Policy	• None	.92
Spouse Adjustment to Relocation	• None	.84
Spouse Satisfaction w/Policy	• None	.88
Spouse Willingness to Relocate	• None	.90
Employee Efficacy for Advancement	• None	.81
Organizational Pressure to Relocate	• Combined Internal Pressure Scale and Norms Regarding Relocation scale based on initial correlation matrix & CFA; Ipress2 deleted based on EFA and CFA	.80
Employee Desire for Career Mobility	• 1 item (Des7) deleted based on initial reliability analysis	.61
Employee Beliefs About Relocation	• 1 item added to scale (Ipress2) based on EFA & CFA	.82
Employee Affective Reaction to Work	• Combined General Job Satisfaction Scale and Organizational Commitment Scale based on initial correlation matrix, EFA, & CFA	.88
Employee Perceived Job Content Plateauing	• None	.78
Spouse Affective Reaction to Work	• Combined General Job Satisfaction Scale and Organizational Commitment Scale based on initial item analysis & EFA	.91
Spouse Perceived Job Content Plateauing	• None	.90

Note: EFA=exploratory factor analysis; CFA=confirmatory factor analysis.

Table 15.

Final Correlation Matrix

Measure ^a	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<i>Background Factors</i>																
1. Couple status	----															
2. Employee Age	.04	----														
3. Children living at home	.17	-.15	----													
<i>Relocation Experiences</i>																
4. Adjustment to Relocation-E	.05	-.05	-.07	----												
5. Policy satisfaction-E	.03	-.02	-.01	.38	----											
6. Adjustment to Relocation-S	.11	-.08	.00	.58	.21	----										
7. Policy satisfaction-S	.09	-.07	.02	.31	.51	.37	----									
8. Willingness-S	.09	-.06	-.04	.04	.04	.13	.18	----								
<i>Beliefs About Relocation and Advancement</i>																
9. Advancement efficacy-E	.02	-.26	.02	.24	.31	.11	.21	.05	----							
10. Pressure to Relocate-E	-.06	.02	.06	-.27	-.31	-.14	-.15	.01	-.02	----						
11. Career mobility-E	-.03	-.10	-.10	.04	-.03	.01	-.03	.10	.16	.09	----					
12. Relocation beliefs-E	.02	-.10	.04	.11	.11	.04	.09	.12	-.01	.27	.05	----				
<i>Employee and Spouse Work Attitudes</i>																
13. Affect Toward Work-E	.01	.00	.00	.36	.43	.15	.27	.09	.57	-.26	.11	.22	----			
14. Plateauing-E	-.02	.06	.00	-.22	-.27	-.15	-.18	-.02	-.40	.12	-.07	-.17	-.50	----		
15. Affect Toward Work-S	.00	.06	-.01	.03	.07	.15	.06	-.08	.05	-.07	-.01	-.12	.16	-.17	----	
16. Plateauing-S	-.06	.01	.11	-.02	.01	-.08	-.04	.07	-.04	.08	.00	.07	-.10	.10	-.58	----
<i>Dependent Measure</i>																
17. Willingness-E	.05	-.20	-.07	.06	.07	.03	.09	.50	.18	.02	.21	.20	.15	-.09	-.05	.06

Note: N range for employees: 867-872 due to missing data; N range for spouses: 342-862 due to missing data and non-working spouses. E=employee survey, S=spouse survey.

^aCouple status coded: 0=dual-earner, 1=single-earner. Children living at home coded: 0=no children living at home, 1=children living at home.

Table 16.

Means and Standard Deviations: Employee Survey

Measure	Mean	SD
<u>Dependent Variable</u>		
<u>Employee Willingness to Relocate (7 items)</u>	4.80	1.32
I am willing to relocate again for a comparable job in this organization.	5.58	1.55
I would welcome an opportunity to relocate.	4.23	1.79
I am willing to relocate for a developmental assignment of one to three years.	4.68	1.81
I am willing to relocate again if my skills are needed elsewhere.	5.01	1.58
I am <u>not</u> willing to relocate again for any reason. (R)	6.15	1.36
I would prefer not to relocate again. (R)	4.15	1.93
If offered a relocation opportunity, I would turn it down. (R)	5.35	1.50
<u>Relocation Experiences</u>		
<u>Employee Adjustment to Relocation (5 items)</u>	4.63	1.37
I am very satisfied with my most recent relocation.	5.49	1.57
Overall, I am extremely happy that I relocated.	5.45	1.60
It has been a difficult adjustment since the relocation. (R)	4.39	1.88
The relocation was very stressful on my relationship with my spouse. (R)	4.19	1.99
Overall, the relocation experience was very stressful. (R)	3.65	1.83
<u>Employee Satisfaction with the Relocation Policy (4 items)</u>	4.99	1.37
The organization is concerned about meeting my individual relocation needs.	4.92	1.59
Overall, the organization's relocation policy is excellent.	5.11	1.60
The organization will meet my expectations in providing relocation assistance in the future.	5.07	1.40
I feel that all of my relocation needs will be met by the organization in future relocations.	4.84	1.54

Table 16. (continued)

Measure	Mean	SD
<u>Beliefs About Relocation and Advancement</u>		
<u>Self-Efficacy for Advancement (3 items)</u>	5.77	1.09
With hard work I will be able to advance within this organization.	5.43	1.50
I can develop the skills/training necessary to advance within this organization.	5.73	1.27
Individuals who work hard are able to advance within this organization.	6.15	1.04
<u>Organizational Pressure to Relocate (6 items)</u>	4.02	1.47
Top management expects individuals to accept relocation offers.	5.52	1.25
Individuals' career opportunities will suffer if they do not accept relocation offers.	4.31	1.52
I would be passed over for future promotions if I turned down a relocation offer.	4.49	1.52
I feel a lot of organizational pressure to accept future relocation offers.	3.26	1.52
My job security will be jeopardized if I refuse to relocate in the future.	3.70	1.61
I feel pressure to relocate from my supervisor to accept future relocation offers.	2.88	1.37

Table 16. (continued)

Measure	Mean	SD
<u>Beliefs About Relocation and Advancement (continued)</u>		
<u>Desire for Career Mobility (6 items)</u>	4.72	1.31
As one moves through their career, he/she should always continue to strive for a higher position.	5.00	1.59
Since all employees cannot reach the top, it's best to be satisfied with a middle level position rather than be frustrated trying to reach the top. (R)	4.48	1.72
When signs indicate that one has reached his/her peak, it would seem reasonable to stop striving for future achievement. (R)	5.48	1.45
As one's career develops, he/she should learn to accept a slower rate of advancement. (R)	4.05	1.62
A person should not feel too bad if he/she is unable to keep progressing upward in their career. (R)	3.99	1.54
Promotions should be a matter of seniority and experience, therefore one should wait his/her turn. (R)	5.89	1.23
<u>Relocation Beliefs (5 items)</u>	4.85	1.42
My co-workers believe relocation is necessary to get ahead in this organization.	4.55	1.48
Individuals who accept relocation offers are highly valued by this organization.	4.97	1.36
Individuals who accept relocation offers are given more career opportunities.	4.95	1.40
Relocation leads to faster promotions.	4.64	1.52
Advancement opportunities are available by accepting relocation offers.	5.10	1.37

Table 16. (continued)

Measure	Mean	SD
Work Attitudes		
<u>Employee Affective Reaction Toward Work (7 items)</u>	5.42	1.30
All in all, I am satisfied with my job.	5.55	1.22
In general, I like my job.	5.64	1.20
In general, I like working in my organization.	5.74	1.14
I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.	6.01	1.04
I talk up this organization to my friends as a great organization to work for.	5.44	1.40
I find that my values and the organization's values are very similar.	4.98	1.49
For me, this is the best of all possible organizations to work for.	4.57	1.61
<u>Employee Perceptions of Job Content Plateauing (6 items)</u>	2.66	1.26
I expect to be constantly challenged in my job in the future. (R)	2.08	1.09
I will continue to learn and grow in my current job. (R)	1.99	1.01
My current job tasks and activities will become routine for me in the future.	4.04	1.74
My current job responsibilities will increase significantly in the future. (R)	3.19	1.44
My current job will continually require me to develop my abilities and knowledge. (R)	2.35	1.17
I will be challenged in my current job. (R)	2.33	1.12

Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item. All means reflect reverse scoring.

Table 17.

Means and Standard Deviations: Spouse Survey

Measure	Mean	SD
<u>Relocation Experiences</u>		
<u>Spouse Adjustment to Relocation (5 items)</u>	4.38	1.90
I am very satisfied with my most recent relocation.	4.88	1.71
Overall, I am extremely happy that I relocated.	4.96	1.87
It has been difficult adjustment since the relocation. (R)	4.22	1.97
The relocation was very stressful on my relationship with my spouse. (R)	4.27	2.05
Overall, the relocation experience was very stressful. (R)	3.58	1.91
<u>Spouse Satisfaction with the Relocation Policy (4 items)</u>	4.86	1.64
My spouse's employer is concerned about meeting my individual relocation needs.	4.29	1.79
The relocation policy offer by my spouse's employer is excellent.	5.32	1.59
My spouse's employer organization will meet my expectations in providing relocation assistance in the future.	5.06	1.54
I feel that all of our relocation needs will be met by my spouse's employer in future relocations.	4.68	1.65

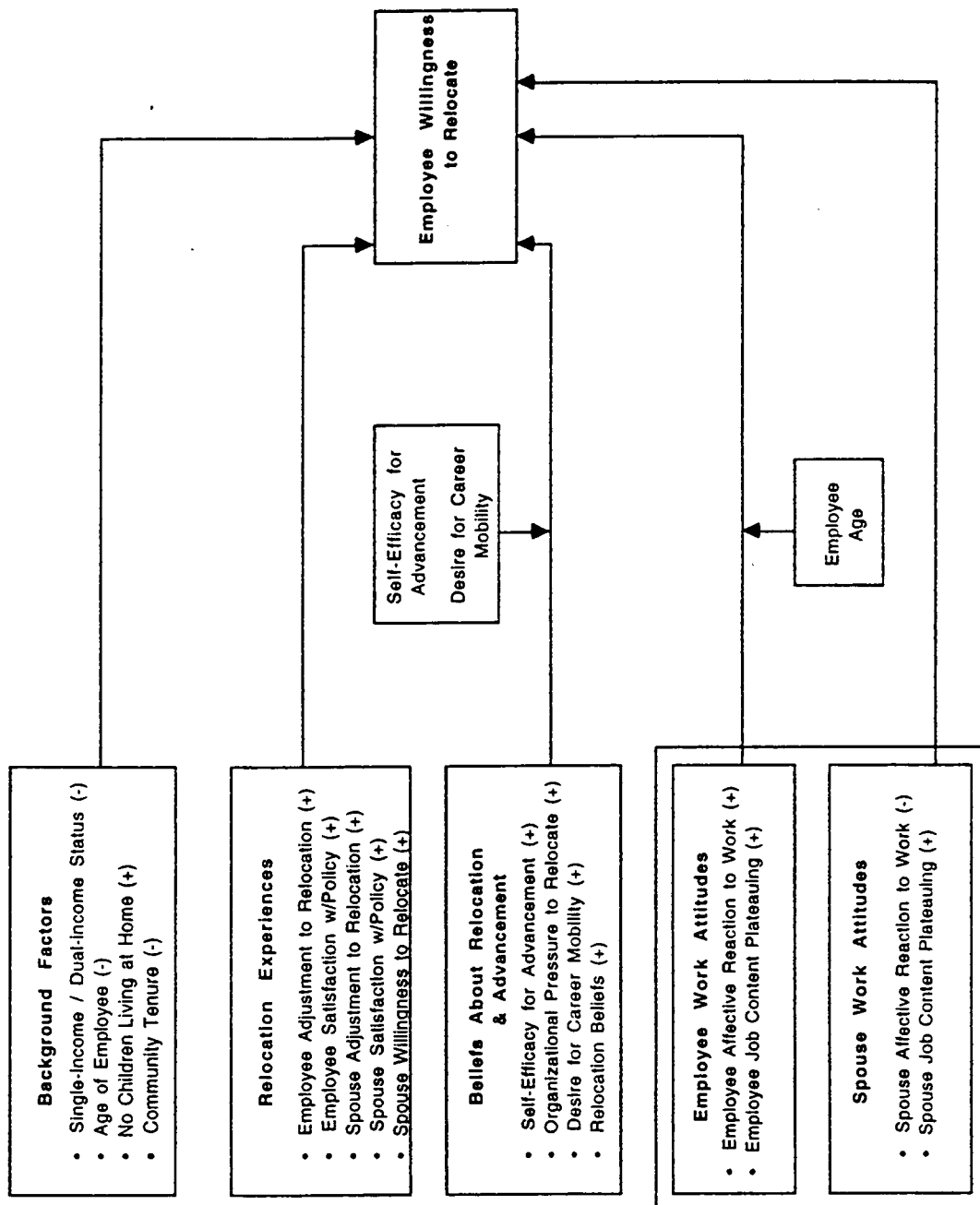
Table 17. (continued)

Measure	Mean	SD
<u>Relocation Experiences (continued)</u>		
<u>Spouse Willingness to Relocate (7 items)</u>	4.80	1.77
I am willing to relocate again if my spouse was offered a comparable job in his/her organization.	4.68	1.84
I would welcome an opportunity to relocate.	3.88	1.87
I am willing to relocate for my spouse for a one to three year developmental assignment.	4.86	1.91
I am willing to relocate again for my spouse if his/her skills are needed elsewhere.	5.61	1.49
I am <u>not</u> willing to relocate again for any reason. (R)	5.69	1.58
I would prefer not to relocate again. (R)	3.96	1.98
If my spouse were offered a relocation opportunity, I would prefer he/she turn it down. (R)	4.92	1.71
<u>Work Attitudes</u>		
<u>Spouse Affective Reaction Toward Work (7 items)</u>	4.75	1.64
All in all, I am satisfied with my job.	4.73	1.74
In general, I like my job.	4.96	1.59
In general, I like working in my organization.	5.19	1.43
I am willing to put a great deal of effort beyond that normally expected in order to help this organization be successful.	5.34	1.58
I talk up this organization to my friends as a great organization to work for.	4.71	1.58
I find that my values and the organization's values are very similar.	4.43	1.74
For me, this is the best of all possible organizations to work for.	3.92	1.79

Table 17. (continued)

Measure	Mean	SD
Work Attitudes (continued)		
<u>Spouse Perceptions of Job Content Plateauing (6 items)</u>	3.58	1.44
I expect to be constantly challenged in my job in the future. (R)	3.47	1.84
I will continue to learn and grow in my current job. (R)	3.08	1.65
My current job tasks and activities will become routine for me in the future.	3.07	1.66
My current job responsibilities will increase significantly in the future. (R)	3.13	1.70
My current job will continually require me to develop my abilities and knowledge. (R)	4.65	1.77
I will be challenged in my current job. (R)	4.12	1.68
Note: All scales measured on a 7-point scale: 1=Strongly disagree, 2=Disagree, 3=Mildly disagree, 4=Neither agree nor disagree, 5=Mildly agree, 6=Agree, 7=Strongly agree. (R) indicates reverse scored item. All means reflect reverse scoring.		

Figure 5. Operational Framework of Variables Related to Employee Willingness to Relocate. Positive and negative signs reflect expected effects. Desire for career mobility proposed as a moderator of the relationship between Relocation Beliefs and Employee Willingness to Relocate. Self-efficacy for Advancement proposed as a moderator of the relationship between Relocation Beliefs and Employee Willingness to Relocate. Age proposed as a moderator of the relationship between employee work attitudes and employee willingness to relocate.



Hypothesis #1:	Employees who are members of single-income marriages will be less willing to relocate than employees who are members of dual-income marriages.
Hypothesis #2:	Employee age will be negatively related to employee willingness to relocate.
Hypothesis #3:	Employees without children living at home will be more willingness to relocate than employees with children living at home.
Hypothesis #4:	Community tenure will be negatively related to employee willingness to relocate.
Hypothesis #5:	Employee adjustment to the most recent relocation will be positively related to future willingness to relocate.
Hypothesis #6:	Employee satisfaction with the company's relocation policy will be positively related to an employee's willingness to relocate.
Hypothesis #7:	Employees will be more willing to relocate if their spouse reports higher adjustment to the most recent relocation.
Hypothesis #8:	Employees will be more willing to relocate as spouse satisfaction with the relocation policy offered by the employees' company increases.
Hypothesis #9:	Employees will be more willing to relocate as their spouses' willingness to relocate increases.
Hypothesis #10:	Self-efficacy for advancement will be positively related to employee willingness to relocate.
Hypothesis #11:	Organizational pressure to relocate will be positively related to an employee's willingness to relocate.
Hypothesis #12:	An employee's desire for career mobility will be positively related to his or her willingness to relocate.
Hypothesis #13a:	The belief that relocation is a path to advancement within the organization (relocation beliefs) will be positively related to an employee's willingness to relocate.

Figure 6. Summary of Hypotheses Based on Revised Measurement System

- Hypothesis #13b: The relationship between relocation beliefs and willingness to relocate will be moderated by one's personal beliefs that they have the ability to advance within the organization (self-efficacy for advancement). Specifically, the relationship between relocation beliefs and willingness to move will be stronger for individuals with high self-efficacy than for those with low self-efficacy.
- Hypothesis #13c: The relationship between beliefs about relocation and willingness to relocate will be moderated by one's desire for career mobility. Specifically, the relationship between beliefs about relocation and willingness to move will be stronger for individuals with a high desire for career mobility than for those with a low desire for career mobility.
- Hypothesis #14a: Positive affective reactions toward work will be positively related to willingness to relocate.
- Hypothesis #14b: The relationship between affective reactions toward work and willingness to relocate will be moderated by age. That is, the relationship between affective reactions toward work and willingness to move will be stronger for younger employees than older employees.
- Hypothesis #15a: Employee's perceived job content plateauing will be positively related to willingness to relocate.
- Hypothesis #15b: The relationship between perceived job content plateauing and willingness to relocate will be moderated by age. That is, the relationship between perceived job content plateauing and willingness to move will be stronger for younger employees than older employees.
- Hypothesis #16: Employees will be more willing to relocate as their spouses' affective reaction toward their own work decreases.
- Hypothesis #17: Employees will be more willing to relocate as their spouses' perception of their own job content plateauing increases.
- Research Question A: Do males and females differ in their willingness to relocate?
- Research Question B: Is there a difference among employees in single-income, dual-earner, and dual-career marriages in terms of employee willingness to relocate?

Figure 6. (continued)

unmatched spouses ($n=107$, total; $n=47$, employed) data. As was mentioned in the section titled "criterion for inclusion in data analysis", this unmatched data consisted of respondents initially removed from the data base because complete information was not available for the employee-spouse pair.

For this cross-validation, factor loadings were specified based on the CFA structure specified in Table 13. Results of this series of analyses are shown in Table 18, and basically converge with those shown in Table 13. The one inconsistent finding is that of Set E (Spouse Work Attitudes) which in the cross-validation sample showed a poor fit to the data ($GFI=.65$). This finding may be due to the small size of the sub-sample ($n=47$) relative to the number of items used in estimating fit ($n=13$) (Bentler & Chou, 1987). Table 18 also provides internal consistency reliability estimates (coefficient alpha) as additional evidence of construct validity.

Section III: Hypothesis Tests

Results of the hierarchical multiple regression analysis (cumulative R^2 series) are presented in the following section. Results are organized by each set of variables (Set B, Set C, Set D, Set E) and discussed initially in terms of whether or not support was found for each hypothesized relationship. Set A (controls) are briefly discussed in the subsequent paragraph. Results of the dominance analysis are presented next and interpreted in terms of the relative importance of each set of variables to prediction. Finally, the results of the moderated regression analyses are presented.

The results of the hierarchical multiple regression analyses are presented in Table 19. As is noted in Table 19, the overall multiple $R=.598$ ($p<.001$), and the total variance accounted for by all sets of variables was 35.8%. Set A (controls) and Set E (Employee and Spouse Work Attitudes) did not add significantly to prediction of employee willingness to relocate whereas Set B (Background Factors) Set C (Relocation Experiences) and Set D (Beliefs About Relocation and Advancement) all added incremental variance to prediction.

Table 18.

Cross-validation of Final Measurement System with Hold-out Sample

Model	Structure	GFI	Standard errors	Coefficient alpha
A	Employee Relocation Experiences 1=3	.852	.026-.034	
	Employee Adjustment to Relocation (5)			.82
	Employee Satisfaction with Policy (4)			.92
	Employee Willingness to Relocate (7)			.89
B	Spouse Relocation Experiences 1=3	.737	.080-.097	
	Spouse Adjustment to Relocation (5)			.85
	Spouse Satisfaction with Policy (4)			.85
	Spouse Willingness to Relocate (7)			.90
C	Employee Relocation & Advancement Belief System 1=4	.891	.078	
	Employee Efficacy for Advancement (3)			.77
	Organizational Pressure to Relocate (7)			.81
	Employee Desire for Career Mobility (6)			.59
	Employee Relocation Beliefs (4)			.83
D	Employee Work Attitudes 1=2	.819	.028-.034	
	Affective Reaction to Work (7)			.89
	Job Content Plateauing (6)			.79
E	Spouse Work Attitudes 1=2	.654 ^a	.107-.143	
	Affective Reaction to Work (7)			.89
	Job Content Plateauing (6)			.93

Note: GFI=Goodness of Fit Index; rmsr=root mean square residual. Number in parentheses indicates the number of items used to assess each construct. N=885 employees (Model A, C, D); N=106 spouses (working and non-working combined) (Model B); n=47 working spouses only (Model E).

^aindividual t-value for Spouse Organizational Commitment item 1 (Spocom1) not significant.

Table 19.

Hierarchical Multiple Regression Analyses Predicting Employee Willingness to Relocate

Hierarchical Sequence	Cumulative Multiple R	R ²	ΔR^2	b
Step 1: Controls (Set A)	.089	.008		
Organization Size				.046
Industry Type				.008
Employee Job Type				-.063
Employee Pay Level				-.048
Cumulative F = 1.68				
Step 2: Background Factors^a (Set B)	.270	.073***	.065**	
Couple Status				.086*
Employee Age				-.257***
Children Living at Home				-.128***
Community Tenure				.026
Cumulative F = 7.97				
Step 3: Relocation Experiences (Set C)	.566	.321***	.248***	
Employee Adjustment				.062
Employee Satisfaction w/Policy				.035
Spouse Adjustment				-.083*
Spouse Satisfaction w/Policy				-.012
Spouse Willingness to Relocate				.506***
Cumulative F = 28.73				
Step 4: Beliefs About Relocation and Advancement (Set D)	.597	.356***	.035**	
Self-Efficacy for Advancement				.064†
Organizational Pressure to Relocate				.024
Desire for Career Mobility				.132***
Relocation Beliefs				.095*
Cumulative F = 25.48				
Step 5: Employee & Spouse Work Attitudes (Set E)	.598	.358***	.002	
Employee Affective Reaction to Work				.044
Employee Perceived Job Content Plateauing				-.010
Conditional Missing Data Dichotomy ^b				-.018
Spouse Affective Reaction to Work				.027
Spouse Perceived Job Content Plateauing				.037
Final F = 19.72				

Note: N=803-863 due to missing values.

^aCouple status coded: 0=dual-earner, 1=single-earner. Children living at home coded: 0=no children living at home, 1=children at home.

^bConditional missing data dichotomy coded: 0=not working spouse; 1=working spouse.

†p<.10. *p<.05. **p<.01. ***p<.001.

Thus, the operational framework presented in Figure 5 is partially supported. Three of the four sets of variables hypothesized as important in understanding employee willingness to relocate were significant, suggesting that in order to understand employee willingness to relocate, it is necessary to consider a variety of influences, both within the job sphere and outside the job sphere. Results of hypothesis testing are presented below.

Background factors related to employee willingness to relocate.

- | | |
|----------------|--|
| Hypothesis #1: | Employees who are members of single-income marriages will be less willing to relocate than employees who are members of dual-income marriages. |
| Hypothesis #2: | Employee age will be negatively related to employee willingness to relocate. |
| Hypothesis #3: | Employees without children living at home will be more willing to relocate than employees with children living at home. |
| Hypothesis #4: | Community tenure will be negatively related to employee willingness to relocate. |

Hypotheses 1, 2, 3, and 4 (Set B) were investigated by looking at the relationship between employee willingness to relocate and each of the background factors (couple status, employee age, presence of children living at home, community tenure), after controlling for size of the organization, industry type, employee job type, and employee pay level (Set A). Hypothesis 1, 2, and 3 were all supported as can be seen in Table 19. In contrast, Hypothesis 4 was not supported. Specifically, employees in single-income marriages expressed more willingness to relocate than those in dual-income marriages (Hypothesis 1, $\beta=.086$, $p<.05$), as employee age increased, employees reported less willingness to relocate (Hypothesis 2, $\beta=-.257$, $p<.001$), and employees who did not have children living at home reported more willingness to relocate than those with children living at home (Hypothesis 3, $\beta=-.128$, $p<.001$). Taken together, Set B accounted for approximately 7% ($p<.01$) of the total variance in prediction.

Relocation experiences related to employee willingness to relocate.

- Hypothesis #5: Employee adjustment to the most recent relocation will be positively related to future willingness to relocate.
- Hypothesis #6: Employee satisfaction with the company's relocation policy will be positively related to employee willingness to relocate.
- Hypothesis #7: Employees will be more willing to relocate if their spouse reports higher adjustment to the most recent relocation.
- Hypothesis #8: Employees will be more willing to relocate as their spouses' satisfaction with the relocation policy offered by the employees' company increases.
- Hypothesis #9: Employees will be more willing to relocate as their spouses' willingness to relocate increases.

Hypotheses 5, 6, 7, 8 and 9 (Set C) were investigated by looking at the relationship between employee willingness to relocate and each of the relocation experiences factors (employee adjustment, employee satisfaction with the relocation policy, spouse adjustment, spouse satisfaction with the relocation policy, spouse willingness to relocate), after controlling for size of the organization, industry type, employee job type, employee pay level (Set A), and couple status, employee age, presence of children living at home, and community tenure (Set B). As a set, an additional 24.8% ($p < .001$) of the total variance was explained by relocation experiences (Set C). However, for this set, only two variables comprising relocation experiences were significant, both of which were spouse variables. Hypothesis 9 was supported. Specifically, spouse willingness to relocate in the future was a strong predictor of employee willingness to move ($\beta = .506$, $p < .001$). However, contrary to the prediction put forth in Hypothesis 7, employees with spouses who reported more difficulty adjusting to the most recent relocation reported more willingness to move again ($\beta = -.083$, $p < .05$). Employee self-report adjustment (Hypothesis 5), employee satisfaction with the relocation policy (Hypothesis 6), and spouse satisfaction with the relocation policy (Hypothesis 8) were not related to employee

willingness to move. In sum, spouse willingness to move (Hypothesis 9) was supported, and the effect of spouse adjustment to relocation was significant, yet in the opposite direction.

Beliefs about relocation and advancement related to employee willingness to relocate.

- | | |
|------------------|---|
| Hypothesis #10: | Self-efficacy for advancement will be positively related to employee willingness to relocate. |
| Hypothesis #11: | Organizational pressure to relocate will be positively related to an employee's willingness to relocate. |
| Hypothesis #12: | An employee's desire for career mobility will be positively related to his or her willingness to relocate. |
| Hypothesis #13a: | The belief that relocation is a path to advancement within the organization (relocation beliefs) will be positively related to an employee's willingness to relocate. |

Hypotheses 10, 11, 12, and 13a (Set D) were investigated by looking at the relationship between employee willingness to relocate and each of the factors comprising Beliefs About Relocation and Advancement (self-efficacy for advancement, organizational pressure to relocate, desire for career mobility, relocation beliefs), after controlling for size of the organization, industry type, employee job type, employee pay level (Set A), couple status, employee age, presence of children living at home, community tenure (Set B), employee and spouse adjustment, employee and spouse satisfaction with the relocation policy, and spouse willingness to relocate (Set C). This third set of variables (Set D) explained a significant portion of addition variance in the prediction of employee willingness to relocate ($\Delta R^2=.035$, $p<.01$). Variables that reached statistical significance were employee desire for career mobility and relocation beliefs. Self-efficacy for advancement was marginally significant at $p<.10$. However, due to the large sample size and small effect size associated with this variable, this marginally significant result was not interpreted.

In terms of support for predictions, as employees' desire for career mobility increased so did their willingness to move (Hypothesis 12, $\beta=.135$, $p<.001$). In addition, as employees' belief that relocation would lead to advancement within the organization increased, so did their reported willingness to relocate (Hypothesis 13a, $\beta=.095$, $p<.01$). No support was found for the effect of organizational pressure to move on willingness to relocate (Hypothesis 11). Taken as a set, it appeared as if one's desire for career mobility (Hypothesis 12) and belief that relocation is likely to lead to valued outcomes (Hypothesis 13a) were supported. In contrast support was not found for Hypothesis 10 (self-efficacy for advancement) nor Hypothesis 11 (organizational pressure to relocate).

Employee and spouse work attitudes related to employee willingness to relocate.

- Hypothesis #14a: Employees' positive affective reactions toward work will be positively related to their willingness to relocate.
- Hypothesis #15a: Employees' perceptions of job content plateauing will be positively related to their willingness to relocate.
- Hypothesis #16: Employees will be more willing to relocate as their spouses' affective reaction toward their own work decreases.
- Hypothesis #17: Employees will be more willing to relocate as their spouses' perception of their own job content plateauing increases.

Hypotheses 14a, 15a, 16, and 17 (Set E) were investigated by looking at the relationship between employee willingness to relocate and each of the employee and spouse work attitudes (employee affective reactions toward work, employee job content plateauing, spouse affective reactions toward work, spouse job content plateauing), after controlling for size of the organization, industry type, employee job type, employee pay level (Set A), couple status, employee age, presence of children living at home, community tenure (Set B), employee and spouse adjustment, employee and spouse satisfaction with the relocation policy, spouse willingness to relocate (Set C), and self-efficacy for

advancement, organizational pressure to relocate, desire for career mobility, and relocation beliefs (Set D).

This final set of variables (Set E) failed to reach significance when entered into the regression equation ($\Delta R^2 = .002$, $p > .05$). Thus, the hypothesized effect of employee affective reactions toward work (Hypothesis 14a), employee perceptions of job content plateauing (Hypotheses 15a), spouse affective reactions toward work (Hypothesis 16), and spouse perceptions of perceived job content plateauing (Hypothesis 17) on employee willingness to relocate were not supported. It should be noted that test of Hypotheses 14a, 15a, 16, and 17 are highly conservative using the hierarchical regression strategy due to the inclusion of all model variables in the final regression equation. Therefore, it is important to critically evaluate these results in light of a procedure that does not remove all shared variance when computing effect sizes. The results of the dominance analysis are presented in the next section to assess this issue.

Dominance Analysis

A dominance analysis was conducted to ascertain the relative importance of each of the five sets of variables to prediction. In conducting the dominance analysis, Set A (controls) were not included for two reasons. First, the controls were viewed as non-essential because they failed to account for a significant amount of variance in prediction. Second, including the control variables would have arbitrarily partitioned the variance associated with these controls into only one of the two comparison sets of variables, undermining the advantage of using dominance analysis.

The dominance analysis proceeded in several steps. In this first step, separate multiple regression equations were computed for each possible ordering of sets of variables. This resulted in 15 separate regression equations (see Figure 7). Using this data, a qualitative analysis of the dominance of each set of predictors was conducted. The unique contribution of each set of variables was assessed, holding all other possible

Equation

Willingness to Relocate = Set B

Willingness to Relocate = Set C

Willingness to Relocate = Set D

Willingness to Relocate = Set E

Willingness to Relocate = Set B, Set C

Willingness to Relocate = Set B, Set D

Willingness to Relocate = Set B, Set E

Willingness to Relocate = Set C, Set D

Willingness to Relocate = Set C, Set E

Willingness to Relocate = Set D, Set E

Willingness to Relocate = Set B, Set C, Set D

Willingness to Relocate = Set B, Set C, Set E

Willingness to Relocate = Set B, Set D, Set E

Willingness to Relocate = Set C, Set D, Set E

Willingness to Relocate = Set B, Set C, Set D, Set E

Note: Set A (controls) omitted. Set B=Background Factors; Set C= Relocation Experiences; Set D=Beliefs About Relocation and Advancement; Set E=Employee and Spouse Work Attitudes.

Figure 7. Series of Regression Equations Computed for Dominance Analysis

orderings of sets constant. The results of this analysis are shown in Table 20. Next, pairwise dominance of each set of variables was determined by comparing each pair of sets, across all rows (submodels) for which both have non-empty entries. For example, in row 1, Set C (.2610) is greater than Set B (.0603), Set D (.0942), and Set E (.0282). In row two, Set C (.2505) is greater than Set D (.0718) and Set E (.0284). In row four, Set C (.2157) is greater than Set B (.0379) and Set E (.0043). These comparisons were continued for each row-wise comparison, for each set. Consistency of results across all pairings are indicative of dominance. The results of these pairwise comparisons show that Set C dominates Set B, Set D, and Set E; Set D dominates Set B and Set E; and Set B dominates Set E. Therefore, in predicting employee willingness to relocate, it appears as if the most useful set of variables consists of relocation experiences, followed by beliefs about relocation and advancement, background variables, and employee and spouse work attitudes.

Step two of the dominance analysis involved a quantitative analysis of the relative contribution to prediction of each set of variables. This involved determining the average R^2 for each set of variables, across all possible orderings of sets ($k=0, k=1, k=2, k=3$; where k =the number of sets taken into consideration). Thus, the average usefulness of the set of predictors $[M(C_{xi})]$ can be determined without relying upon a residualization approach to variance partitioning. This strategy is particularly useful for sets of independent variables appearing later in the hierarchical regression equation, such as employee and spouse work attitudes. The results of this analysis are shown in Table 21. Once the average R^2 was determined for each set $[M(C_{xi})]$, the relative importance of each set was computed. This index of relative importance is shown in the last row of Table 21. This percentage can be interpreted as the relative contribution to prediction that each set contributes, based on the total variance accounted for by the full model ($R^2=.3501$). As Table 21 shows, of the total variance explained (35.01%), Set C accounted for 66.2% of

Table 20.

Dominance Analysis with Variable Sets

Variable Set(s)	R ²	Contribution of			
		Set B	Set C	Set D	Set E
----	0	.0603	.2610	.0942	.0282
Set B	.0603	----	.2505	.0718	.0284
Set C	.2610	.0498	----	.0489	.0102
Set D	.0942	.0379	.2157	----	.0043
Set E	.0282	.0605	.2430	.0703	----
Set B,C	.3108	----	----	.0373	.0109
Set B,D	.1321	----	.2160	----	.0088
Set B,E	.0887	----	.2330	.0522	----
Set C,D	.3099	.0382	----	----	-.0010
Set C,E	.2712	.0505	----	.0386	----
Set D,E	.0985	.0424	.2113	----	----
Set B,C,D	.3481	----	----	----	.0020
Set B,C,E	.3217	----	----	.2092	----
Set B,D,E	.1409	----	.2092	----	----
Set C,D,E	.3098	.0403	----	----	----

Total Equation (Set B, Set C, Set D, Set E) = .3501

Note: Set A (controls) omitted. Set B=Background Factors; Set C= Relocation Experiences; Set D=Beliefs About Relocation and Advancement; Set E=Employee and Spouse Work Attitudes.

Table 21.

Quantitative Measures of Importance for Hierarchical Sets of Variables

k	Set B	Set C	Set D	Set E
0	.0603	.2610	.0942	.0282
1	.0494	.2364	.0637	.0143
2	.0437	.2210	.0427	.0062
3	.0403	.2092	.0284	.0127
M (C_{xi})	0.484	.2317	.0573	.0127
%	13.8%	66.2%	16.4%	3.6%

Note: Based on an overall $R^2=.3501$. Set A (controls) omitted. Set B=Background Factors; Set C= Relocation Experiences; Set D=Beliefs About Relocation and Advancement; Set E=Employee and Spouse Work Attitudes.

the total variance accounted for; Set D accounted for 16.4%; Set B, 13.8%; and Set E, 3.6%.

Taken in sum, the results of the dominance analysis basically converge with the hierarchical regression analyses. In understanding the relative contribution to prediction, Relocation Experiences (Set C) was most useful, followed by Beliefs About Relocation and Advancement (Set D), Background Factors (Set B), and Employee and Spouse Work Attitudes (Set E). The results of this analysis can be compared to Table 19 whereby Set C accounted for the most unique variance in prediction, followed by Set B, Set D, and Set E.

Potential Moderators of the Relationships Between Willingness to Relocate and Beliefs About Relocation

While Hypothesis 13a proposed that individuals who believed relocation was a path to advancement within the organization would be more likely to express willingness to relocate, it is possible that this relationship is contingent upon the individual's belief that they possess the skills necessary to advance within the organization (self-efficacy for advancement; Hypothesis 13a). Similarly, individuals who believe relocation is a means to advance within the organization may express willingness to move only if they have a desire for upward career mobility (desire for career mobility; Hypothesis 13c). Thus, Hypothesis 13b and 13c proposed a moderated relationship between relocation beliefs and willingness to relocate.

Each moderator hypothesis was tested using hierarchical multiple regression analysis. In each equation, all preceding sets of variables were entered first, followed by the main effects. The final step included the interaction term of interest (moderating relationship). Significance of this interaction term is evidence of a moderating effect (James & Brett, 1984). Table 22 presents the results of these analyses, organized by moderator variable and hypothesis.

Table 22.

Hierarchical Multiple Regression Analyses: Moderator Analyses

Moderated Relationship	R ²	ΔR ²
Hypothesis 13b: Moderator Variable: Employee Efficacy for Advancement		
Equation 1: Willingness = Set A, Set B, Set C	.338	
Equation 2: Willingness = Set A, Set B, Set C, Efficacy x Relocation Beliefs	.341	.003
Hypothesis 13c: Moderator Variable: Desire for Career Mobility		
Equation 1: Willingness = Set A, Set B, Set C	.353	
Equation 2: Willingness = Set A, Set B, Set C, Desire x Relocation Beliefs	.360	.007
Hypothesis 14b & 15b: Moderator Variable: Employee Age		
Equation 1: Willingness = Set A, Set B, Set C, Set D, Set E	.357	
Equation 2: Willingness = Set A, Set B, Set C, Set D, Set E, Age x Employee Affective Reaction to Work	.358	.001
Equation 1: Willingness = Set A, Set B, Set C, Set D, Set E	.356	
Equation 2: Willingness = Set A, Set B, Set C, Set D, Set E, Age x Perceived Job Content Plateauing	.357	.001

*p<.05. **p<.01. ***p<.001.

Note: Set A=Controls. Set B=Background Factors; Set C= Relocation Experiences; Set D=Beliefs About Relocation and Advancement; Set E=Employee and Spouse Work Attitudes. N=803-872 due to missing data.

Self-efficacy for advancement as a moderator.

- Hypothesis #13b: The relationship between relocation beliefs and willingness to relocate will be moderated by one's personal beliefs that they have the ability to advance within the organization (self-efficacy for advancement). Specifically, the relationship between relocation beliefs and willingness to move will be stronger for individuals with higher self-efficacy than for those with lower self-efficacy.

The first potential moderator variable under investigation was self-efficacy for advancement. As illustrated in Table 22, the change R^2 by adding the interaction term (i.e., self-efficacy multiplied by beliefs about relocation) to the equation predicting willingness to relocate was not significant. Thus, Hypothesis 13b was not supported; self-efficacy for advancement did not moderate the relationship between relocation beliefs and willingness to relocate.

Desire for career mobility as a moderator.

- Hypothesis #13c: The relationship between beliefs about relocation and willingness to relocate will be moderated by one's desire for career mobility. Specifically, the relationship between beliefs about relocation and willingness to move will be stronger for individuals with a higher desire for career mobility than for those with a lower desire for career mobility.

The second potential moderator variable was desire for career mobility. Table 22 indicated that the change R^2 by adding the interaction term non significant (i.e., desire for career mobility multiplied by beliefs about relocation), indicating no support for Hypothesis 13c. The predictive power of relocation beliefs on willingness to relocate did not appear to be contingent upon the individual's desire for career mobility.

Potential Moderators of the Relationships Between Willingness to Relocate and Employee Work Attitudes

Moderated relationships were also expected in regard to the relationship between employee work attitudes and willingness to relocate. Specifically, based on the consistent

finding of a main effect for employee age and willingness to relocate in previous research, it was hypothesized that age might exert a moderating effect on the relationship between employee work attitudes and willingness to relocate. While there was not significant effect for employee work attitudes and willingness to move, it is possible that another variable was moderating this effect. Specifically, it was proposed that the relationship between affective reactions toward work and willingness to move would be stronger for younger workers than older workers (Hypothesis 14b). Relatedly, it was expected that the relationship between job content plateauing and willingness to move would be stronger for younger workers than older workers (Hypothesis 15b).

Age as a moderator.

Hypothesis #14b: The relationship between affective reactions toward work and willingness to relocate will be moderated by age. That is, the relationship between affective reactions toward work and willingness to move will be stronger for younger employees than older employees.

Hypothesis #15b: The relationship between perceived job content plateauing and willingness to relocate will be moderated by age. That is, the relationship between perceived job content plateauing and willingness to move will be stronger for younger employees than older employees.

Table 22 indicates that the change R^2 by adding the interaction term was non significant for Hypothesis #14b (i.e., age multiplied by affective reactions toward work), indicating no support for the moderating effect of age on the relationship between affective reactions toward work and willingness to relocate. Similarly, the change R^2 by adding the interaction term related to Hypothesis #15b (i.e., age multiplied by job content plateauing) was non significant. The proposed relationship between perceived plateauing and willingness was not contingent upon the age of the employee.

Research Questions

Two research questions were advanced. The first examined the effect of employee sex on willingness to relocate. The second explored differences between single-income, dual-earner, and dual-career couples in terms of employee willingness to relocate. The two hypotheses are as follows:

Research Question A: Do males and females differ in their willingness to relocate?

Research Question B: Is there a difference among employee in single-income, dual-earner, and dual-career marriages in terms of employee willingness to relocate?

To test Research Question A, hierarchical multiple regression was utilized. In this analysis, sex was entered as a variable in Set B (background factors) along with couple status, employee age, presence of children living at home, and community tenure, having controlled for organization size, industry type, employee job type, and employee pay level (Set A). A significant effect was not found for employee sex ($\beta = -.001$, $p > .05$), indicating no main effect for employee sex on employee willingness to relocate.

To test Research Question B, analysis of covariance was used. Couple status was trichotomized into the following categories: 1) single-income, 2) dual-earner, and 3) dual-career. This new variable was submitted to an analysis of covariance, partialling out the effect of the control variables (Set A) and other background factors (Set B). Least square means were examined by a series of post hoc pairwise comparisons. Due to the post hoc nature of this analysis, it was necessary to protect against the possibility of Type I error (Cohen & Cohen, 1983). Thus, a significance level of $p < .01$ was adopted for these comparisons. Results of this analysis indicated several interesting findings. Examining the least square means, results indicated that dual-career employees ($M = 4.62$) were significantly ($p < .01$) less willing to relocate than single-income employees ($M = 4.95$) after adjusting for the covariates. In addition, there were no significant differences between

single-earner ($M=4.95$) and dual-earner employees ($M=4.79$), or dual-earner ($M=4.79$) and dual-career ($M=4.95$) employees.

Summary

Results of the present study provided partial support for the framework illustrated in Figure 2 and operationalized in Figure 5. Taken together, the hierarchical regression analyses (cumulative R^2 series) and dominance analysis showed that three of the four categories of hypothesized variables were important in understanding employee willingness to relocate: background factors (Set B), relocation experiences (Set C), and beliefs about relocation and advancement (Set D). In addition, dominance analysis provided evidence as to the relative importance of usefulness of each set of variables in predicting willingness to move. The dominance analysis showed that relocation experiences (Set C) contributed most to prediction, followed by beliefs about relocation and advancement (Set D), background factors (Set B), and employee and spouse work attitudes (Set E).

Hypothesis testing more clearly isolated the specific variables related to employee willingness to move. Table 23 summarizes the results of hypothesis testing, including the exploratory hypotheses. In Table 23, each hypothesis is listed, followed by whether support was found for each proposed relationship. It is also useful to examine the magnitude of the standardized regression coefficients (β 's) to ascertain which of the variables were most predictive of employee willingness to move. As is evident in Table 19, spouse willingness to move was most predictive of employee willingness to move ($\beta=.506$), followed by employee age ($\beta=-.257$), desire for career mobility ($\beta=.132$), presence of children living at home ($\beta=-.128$), relocation beliefs ($\beta=.095$), spouse adjustment to relocation ($\beta=-.083$), and couple status ($\beta=.086$). Also, none of the hypothesized moderating relationships were supported. Finally, research questions indicated no effect of employee sex on willingness to relocate (Research Question A). In contrast, it appeared as if distinguishing between single-income, dual-earner, and dual-

Table 23.

Summary of Hypothesis Testing and Research Questions

Hypothesis	Evidence
Hypothesis #1: Employees who are members of single-income marriages will be more willing to relocate than employees who are members of dual-income marriages.	Supported
Hypothesis #2: Employee age will be negatively related to employee willingness to relocate.	Supported
Hypothesis #3: Employees without children living at home will be more willing to relocate than employees with children living at home.	Supported
Hypothesis #4: Community tenure will be negatively related to employee willingness to relocate.	
Hypothesis #5: Employee adjustment to the most recent relocation will be positively related to future willingness to relocate.	Not Supported
Hypothesis #6: Employee satisfaction with the company's relocation policy will be positively related to employee willingness to relocate.	Not Supported
Hypothesis #7: Employees will be more willing to relocate if their spouse reports higher adjustment to the most recent relocation.	Significant Result; Opposite Prediction
Hypothesis #8: Employees will be more willing to relocate as their spouses' satisfaction with the relocation policy offered by the employees' company increases.	Not Supported
Hypothesis #9: Employees will be more willing to relocate as their spouses' willingness to relocate increases.	Supported
Hypothesis #10: Self-efficacy for advancement will be positively related to employee willingness to relocate.	Marginally Supported ^a

Table 23. (continued)

Hypothesis	Evidence
Hypothesis #11: Organizational pressure to relocate will be positively related to an employee's willingness to relocate.	Not Supported
Hypothesis #12: An employee's desire for career mobility will be positively related to his or her willingness to relocate.	Supported
Hypothesis #13a: The belief that relocation is a path to advancement within the organization (relocation beliefs) will be positively related to an employee's willingness to relocate.	Not Supported
Hypothesis #13b: The relationship between relocation beliefs and willingness to relocate will be moderated by one's personal beliefs that they have the ability to advance within the organization (self-efficacy for advancement). Specifically, the relationship between beliefs about relocation and willingness to move will be stronger for individuals with higher self-efficacy for advancement than for those with lower self-efficacy for advancement.	Not Supported
Hypothesis #13c: The relationship between beliefs about relocation and willingness to relocate will be moderated by one's desire for career mobility. Specifically, the relationship between beliefs about relocation and willingness to move will be stronger for individuals with a higher desire for career mobility than for those with a lower desire for career mobility.	Not Supported
Hypothesis #14a: Employees' positive affective reactions toward work will be positively related to their willingness to relocate.	Not Supported
Hypothesis #14b: The relationship between affective reactions toward work and willingness to relocate will be moderated by age. That is, the relationship between positive affective reactions to work and willingness to move will be stronger for younger employees than older employees.	Not Supported

Table 23.(continued)

Hypothesis	Evidence
Hypothesis #15a: Employees' perception of job content plateauing will be positively related to their willingness to relocate.	Not Supported
Hypothesis #15b: The relationship between perceived job content plateauing and willingness to relocate will be moderated by age. That is, the relationship between perceived job content plateauing and willingness to move will be stronger for younger employees than older employees.	Not Supported
Hypothesis #16: Employees will be more willing to relocate as their spouses' affective reaction toward their own work decreases.	Not Supported
Hypothesis #17: Employees will be more willing to relocate as their spouses' perception of their own job content plateauing increases.	Not Supported
<u>Research Questions</u>	
Exploratory Hypothesis A: Do males and females differ in their willingness to relocate?	No Effect for Employee Sex
Exploratory Hypothesis B: Is there a difference among employee in single-income, dual-earner, and dual-career marriages in terms of employee willingness to relocate?	Employees in dual-career marriages less willing to relocate than those in single-income marriages; No difference between single-income and dual-earner or dual-earner and dual-career marriages

Note: Supported: significant at the $p < .05$ level or less. Marginally supported: significant at the $p < .10$ level. Not supported: $p > .10$.

career couples was important in more clearly understanding willingness to move (Research Question B), with employees in single-earner marriages expressing more willingness to move than those in dual-career marriages.

Section IV: Supplemental Analyses

Assessment of Common Method Variance. Researchers disagree on the degree to which common method variance poses a major problem for survey-based research (Bagozzi & Yi, 1991; Crampton & Wagner, 1994; Podsakoff & Organ, 1986; Spector, 1987; Williams et al., 1989). Because this controversy is by no means resolved, the possibility of common method variance was examined in several ways. Consistency of results across approaches was then examined and conclusions drawn about the threat of common method variance present in the current study.

While multiple data sources were used in the present study, the possibility still exists that common method variance may have influenced some of the results. Common method variance can take many forms (Campbell & Fiske, 1959), yet in the current study it is most likely that common method variance may have inflated the correlations between variables obtained from the same source (i.e., variables measured by the employee survey, variables measured by the spouse survey). Several remedial approaches have been suggested to ascertain the degree to which common method variance may be operating in a given data set (Podsakoff & Organ, 1986). This includes examining the pattern of correlations within each data source for signs of inflated correlations (Kozlowski & Doherty, 1989), Harman's single factor test, (Podsakoff & Organ, 1986) and the confirmatory factor analytic strategy suggested by Williams et al. (1989).

The pattern of correlations between employee and spouse variables can be seen in Table 15. If method variance were operating in this study, the correlations in Table 15 would tend to be larger within source (employee-employee; spouse-spouse) than across sources (employee-spouse). There is no evidence of this pattern of correlations. The

average within-source correlation, ignoring the sign of the correlation, is $r = .15$ and the average across-source correlation is $r = .10$. Moreover, there is little evidence of multicollinearity within sources, again suggesting that a common method factor is not likely to be operating.

To further examine the possibility of common method variance, Harman's single factor test was conducted following the recommendations of Podsakoff and Organ (1986). The use of this procedure is based on the logic that if common method variance exists, then either a single factor will emerge, or the first unrotated factor extracted from a factor analysis containing all items from the same source will account for the majority of the variance in the data (Podsakoff & Organ, 1986). Two exploratory factor analyses were conducted, one using the employee variables and the other using the spouse variables. The first unrotated factor for employees accounted for 18.8% of the total variance whereas the first unrotated factor for spouses accounted for 22.1% of the total variance. In both cases, a general factor did not emerge; for employees a total of eight factors emerged with eigenvalues greater than 1.0 emerged, for spouses four factors emerged with eigenvalues greater than 1.0. This finding is consistent with the number of latent constructs proposed as underlying the employee ($N=9$) and spouse ($N=4$) data. Taking into consideration the fact that many of the variables share meaningful variance and are therefore not expected to be orthogonal, this analysis provides little evidence of common method variance.

One final analysis was conducted to assess common method variance using the procedures outlined by Widman (1985) and demonstrated by Williams et al. (1989). This involved using EFA and CFA to test a series of alternative, nested models. Four models were tested separately for employees and spouses. Model 1 proposed that no factors underlie the data (null model) and was obtained using a maximum likelihood solution in an exploratory factor analytic framework. Model 2 posited that a single method factor underlie the data and was obtained by fixing each variable to load only on one factor in a CFA

analysis. Model 3 represented the measurement model whereby each variable was allowed to load only on its a priori factor. Model 4 modeled the measurement model plus an uncorrelated "method" factor. Consistent with prior analyses, these analyses were conducted separately for employees and spouses.

To infer common method variance, several results are needed. First, Model 2 (single method factor) must fit the data significantly better than Model 1 (null model). Second, Model 4 (measurement plus method factor) must fit the data significantly better than Model 3 (measurement model). The results of this analysis are presented in Tables 24 (employee data) and Table 25 (spouse data). Based on the employee data (Table 24), Model 2 (single method factor) provides a significantly better fit to the data than Model 1 (null) ($\chi^2(49)=4,864.51$, $p<.05$), however, it is clear that the method only model (Model 2) fits the data very poorly. The second necessary condition for ascertaining a common method effect involves the comparison of Model 3 (measurement model) and Model 4 (measurement plus method model). As can be seen in Table 24, Model 4 fits the data better than Model 3 ($\chi^2(49)=1,354.14$, $p<.05$), yet the gain in fit achieved by this model is relatively small. Similar results were obtained with the spouse data (see Tables 25). For the spouse data, the single factor model (Model 2) fit the data significantly better than the null model (Model 1) ($\chi^2(29)=952.41$, $p<.05$), but again, the overall fit was very poor. Further, Model 4 (measurement plus method model) also fit the data better than the measurement only model (Model 3) ($\chi^2(29)=420.60$, $p<.05$), but the increment in overall fit was relatively small.

In addition to tests of model fit, the CFA approach allows the partitioning of variance into trait (measurement) factors, method factors, and unique sources (Williams et al., 1989). This information is obtained by averaging the squared factor loadings for each item from Model 4 (Widman, 1985). Results of this analysis appear in Table 26 (employee data) and Table 27 (spouse data). Also presented in Table 26 and Table 27 are

Table 24.

Results of Common Method Variance Analysis: Employee Data

Model	Chi-Square	df	GFI	rmsr	NFI
1 Null	20,562.39*	1176			
2 Single Method Factor	15,697.88*	1127	.42	.129	.24
3 Measurement Model	4,726.14*	1091	.80	.068	.77
4 Measurement Model + Method Factor	3,372.0*	1042	.86	.047	.84

Note: GFI=Goodness of Fit Index; rmsr=Root Mean Square Residual; NFI=Normed Fit Index.

* $p < .05$.

Table 25.

Results of Common Method Variance Analysis: Spouse Data

Model	Chi-Square	df	GFI	rmsr	NFI
1 Null	5,903.81*	406			
2 Single Method Factor	4,951.4*	377	.40	.192	.15
3 Measurement Model	1,297.4*	367	.79	.060	.78
4 Measurement Model + Method Factor	876.8*	338	.86	.051	.85

Note: GFI=Goodness of Fit Index; rmsr=Root Mean Square Residual; NFI=Normed Fit Index.

* $p < .05$.

Table 26.

Variance Decomposition by Trait, Method, and Unique Components: Employee Data

Source	Trait	Method	Unique
Model 4 (Employee Data)	37%	15%	48%
Williams et al. (1989)	50%	27%	23%

Note: Tabled values for the Williams et al (1989) study represent the average values across eleven separate data sets.

Table 27.

Variance Decomposition by Trait, Method, and Unique Components: Spouse Data

Source	Trait	Method	Unique
Model 4 (Spouse Data)	50%	13%	37%
Williams et al. (1989)	50%	27%	23%

Note: Tabled values for the Williams et al (1989) study represent the average values across eleven separate data sets.

comparison data from the Williams et al. (1989) study. Decomposition of the variance into trait (measurement), method, and unique sources show that for the employee data, 37% of the variation in the data was accounted for by the nine "trait" (measurement) factors, while 15% of the variation was accounted for by method factors (see Table 26). For the spouse data, 50% of the variation in the data was accounted for by the five "trait" (measurement) factors, while only 13% of the variation was due to method factors (see Table 27). In contrast to Williams et al.'s (1989) conclusions, the results of the present analysis suggest that the effect of common method variance is not as great a concern as Williams et al caution. The results of this analysis suggest that the measurement model for both employees and spouses does benefit from the addition of a method factor, but the gain is relatively small. In addition, the addition of the method factor accounts for around 14% of the variation in the data, compared to the 37%-50% that is due to the underlying traits (measures).

Taken together, the pattern of correlations, single-factor test, and structural modeling, suggest that while common method variance may be operating in the employee and spouse data, the effects are likely to be small.

CHAPTER V

DISCUSSION

The purpose of the present study was to develop a framework of factors related to employee willingness to relocate and to examine an operational version of that framework. It was proposed that a variety of factors, both within the job sphere (e.g., affective reactions toward work) and outside the job sphere (e.g., spouse willingness to move), would be related to employee willingness to relocate for an organization. More specifically, it was expected that background factors, relocation experiences, employee beliefs about relocation and advancement, and employee and spouse work attitudes would be predictive of employees' willingness to engage in relocation opportunities within an organization. In this chapter, the overall assessment of the proposed framework is discussed, in addition to findings pertinent to specific hypotheses. In addition, findings relevant to the proposed moderated relationships, and results of the exploratory hypotheses are discussed. This is followed by a discussion of the current study's limitations, along with results of post hoc analyses assessing some of the acknowledged limitations. Finally, practical implications are discussed in light of the findings.

Overall Assessment of the Proposed Framework

The main purpose of the current study was to integrate the fragmented research on relocation from a variety of disciplines (i.e., organizational psychology/organizational behavior, work stress, work and family, dual-career couples, sociology) and ground existing research in a theoretical framework to guide future research and practice. In so doing, the previous research on relocation, career mobility, and dual-career couples was critically examined with a focus on identifying classes, or meaningful sets of variables, likely to impact employees' willingness to engage in intra-organizational relocation opportunities. It was proposed that four classes of variables would be important in understanding employees' willingness to move: background factors, employee and spouse

relocation experiences, employee beliefs about relocation and advancement, as well as employee and spouse work attitudes.

Overall, the operational framework presented in Figure 5 was partially supported. Based on the results of the hierarchical multiple regression analysis, three of the four sets of variables added significant variance to the prediction of employee willingness to relocate. Specifically, background factors, employee and spouse relocation experiences, and employee beliefs about relocation and advancement were all important classes of variables in understanding employee propensity to move. Interestingly, more general work-related attitudes of employees or spouses were not as important in understanding an employee's willingness to relocate in the present study. This suggests that previous research on relocation may not have adequately considered the breadth and variety of influences operating to impact employees' attitude toward moving. For example, past research focused primarily on variables within the job sphere (e.g., job attributes, work attitudes) and only a few studies examined variables outside the work sphere (e.g., employee age, community tenure, number of previous moves) (e.g., Gould & Penley, 1985; Kirschenbaum, 1991; Noe et al., 1988; Veiga, 1983).

Results of the dominance analysis basically converged with those of the hierarchical regression analyses and indicated that in terms of relative contribution to prediction, the set of variables comprising employee and spouse relocation experiences accounted for the largest share of the total variance (66.2%), followed by employee beliefs about relocation and advancement (16.4%), background variables (13.8%), and finally employee and spouse work attitudes (3.6%). This finding that the two most important sets of variables were relocation experiences and beliefs about relocation and advancement is important given the scant attention such variables have received in the previous research on relocation.

Discussion of Hypotheses Tests and Research Questions

Having assessed the operational framework shown in Figure 5, results of hypothesis testing are presented in the next section, organized by sets of variables. Throughout this discussion, the primary focus is on statistically significant results. However, due to the exploratory nature of the present framework, non significant results are briefly discussed in an attempt to understand why certain variables may have failed to exert an effect on employee willingness to move, even though such links were supported by previous research and theorizing. Following the discussion of hypothesis testing, results of the research questions are discussed.

Background Factors Related to Employee Willingness to Relocate

The first hypothesis examined the relationship between couple status and employee willingness to relocate. The results supported Hypothesis 1. Couple status had a significant relationship with willingness to move, with employees in single-income marriages expressing more willingness to move in the future than dual-income couples. Only five prior studies have examined the effect of spouses' working status on employees' willingness to move, yielding mixed results. Gould and Penley (1985) found that employees in dual-income relationships were more willing to move, whereas Brett and Reilly (1988), Noe et al. (1988), and Brett et al. (1993) found no effect for working status of the spouse on employees' willingness to move. Kirschenbaum's (1991) study was consistent with the results of the present study; employees without working spouses expressed more willingness to relocate than those with working spouses. The results of the present study help clarify the possible effect of this spouse variable on employees' willingness to move.

Related research has illustrated the relationship between spouse employment status and family adjustment to a move (Brett et al., 1990; Munton, 1990; Pinder, 1977, 1989). These researchers suggest that spouse employment variables are likely to impact attitudes

about relocation, as well as relocation decision making because relocation for one partner often has negative effects on the working spouse and family (e.g., decrease in family income, spouses' difficulty finding comparable employment, psychological effects of unemployment on the accompanying spouse) (Lichter, 1982; Shaklee, 1989; Spitze, 1983; Wheeler & Miller, 1990). Related research has found significant differences between employees who rejected or accepted relocation offers based on spouses' employment status; employees without working spouses were more likely to accept a relocation offer (Turban et al., 1992). The results of the present study are consistent with this related research, as well as current thinking about the potential impact of spouses' working status on employees' relocation attitudes and outcomes. Future research should focus on determining how and why couple status may impact employees' willingness to move.

Results showed employee age to have a significant negative relationship with employee willingness to relocate, supporting Hypothesis 2. This suggests that older employees reported less willingness to move for the organization. The significant relationship found between employee age and willingness to move supports earlier research. Veiga's (1983) study of managers in the manufacturing industry found as managers' age increased, self-reported propensity to move decreased. Similarly, other researchers have also noted the negative relationship between age and relocation willingness (Brett et al., 1993; Gould & Penley, 1985; Landau et al., 1992; Noe et al., 1988).

Existing career development theories provide one basis for interpreting this finding. Many career development theories propose that as workers age, the importance of certain career-related issues changes (Dalton, Thompson, & Price, 1977; Van Maanen & Schein, 1979). Most career theorists agree that individuals progress through a series of career stages defined by age. In the early career stages, individuals are typically searching for opportunities to develop skills and abilities, as well as to become contributors to their

organizations. In addition, younger workers are less likely to be tied to a particular geographic area due to family concerns or other investments (e.g., owning a home, community ties). These factors, coupled with the fact that relocation offers are often associated with developmental or promotional opportunities (Feldman, 1988), suggests that younger employees may be more likely to express interest in job-related relocations. In contrast, in the later career stages individuals are typically less concerned with advancement issues for a variety of reasons (e.g., reached their career goal, advanced as far as they can within their organization). Thus, in the late career stage older employees tend to be more focused on detaching themselves from the organization and preparing for retirement (for a review see Feldman, 1988).

Support was also found for Hypothesis 3. Employees without children living at home expressed more willingness to relocate than those with children living at home, having partialled out the joint effects of employee age, community tenure, and couple status. Several researchers have noted that relocation involving children often poses complex issues such as social adjustment and adaptation to new schools (Brett, 1982; Munton, 1990; Raviv, Keinan, Abazon, & Raviv, 1990). Landau et al. (1992) and Gould and Penley (1985) were the only previous researchers to examine what effect, if any, the presence of children living at home had on employee willingness to relocate, although the results were contradictory. In Gould and Penley's (1985) study of 192 male professionals, no effect was found for the presence of children in the home on employees' willingness to move. In contrast, Landau et al. (1992) found that in families with children living at home, employees reported less propensity to move in the future. The results of the present study concur with Landau et al.'s (1992) findings. The presence of children living at home resulted in employees reporting less willingness to move in the future.

While it is not possible to ascertain the specific reason why couples without children living at home expressed more desire to move, several possible explanations exist.

The work-family conflict literature suggests that the presence of children introduces many potential stressors into a marriage, including role conflict, role strain, role overload, and day-to-day crisis management (e.g., discipline issues, school-related issues) (cf. Googins, 1991). In the context of relocation, some of these issues may be exacerbated for couples with children. For example, geographic mobility requires integration into a new community, including the establishment of social networks, and adjusting to new school systems. Moreover, moving also means the loss of important support systems for parents, including child care providers, friends, and relatives (Cetron et al., 1987; Fox & Krausz, 1987; Googins, 1991). Future research should focus on discerning the reasons why couples with children may be resistant to relocation, and what types of workplace characteristics may ease the relocation transition for couples with children (e.g., supervisor support, family-friendly work policies, specific relocation policy characteristics). In addition, possible interactions between the presence of children in the home and other family characteristics (e.g., couple status, financial resources, age of the child, number of children) as well as childcare issues (e.g., age of the child, accessibility to childcare resources, perceived quality and affordability of childcare) should be explored to further understand the work-family interaction in the context of geographic mobility.

In contrast, no support was found for Hypothesis 4. There was no significant relationship between tenure in the previous community and employee willingness to relocate. The current study's failure to find an effect for community tenure is inconsistent with previous research. Past research has indicated that overall mobility rates and community tenure are important in understanding employees' propensity to move, as well as employees' decision to accept a relocation offer (Gould & Penley, 1985; Landau et al., 1992; Noe et al., 1988; Turban et al., 1992). This non significant result suggests that examining tenure in the previous community may be overly simplistic. More specific characteristics of the previous community such as satisfaction with the location and

expected satisfaction following a move may be important factors for future research to consider when examining the effect of community tenure on attitudes toward relocation. As Pinder and colleagues have shown (Carruthers & Pinder, 1983; Pinder, 1977) many characteristics of the community contribute to employees' and spouses' satisfaction with relocation.

In addition, characteristics of the present sample may have contributed to this non significant result for community tenure. In the current study, employees and spouses had moved at least once, and in many cases, had experienced multiple moves. Therefore, for mobile employees, like those in the present study, tenure in the previous community may have been less important in predicting willingness to move because of the mobile lifestyle these employees have chosen. While it was not feasible to directly test this alternative explanation, it was possible to compare new hires, who may have experienced fewer relocations, to individuals who may have experienced multiple moves. Bearing in mind that both groups of employees had relocated for their respective organization, post hoc analyses indicated no significant differences in willingness to move between new hires and tenured employees ($t=1.33$, $p>.05$). This suggested that if differences existed between new hires and seasoned employees in the number of relocations they had engaged in for the organization, this was not related to their willingness to move for the organization. While support was not found for this alternative explanation, due to fact that community tenure has been consistently related to willingness to move in prior studies, future research should continue to examine this variable.

Relocation Experiences Related to Employee Willingness to Relocate

Regarding spouse willingness to move, Hypothesis 9 was supported. Results showed spouse willingness to relocate to have a significant positive relationship with employee willingness to relocate. This finding suggests that employees expressing willingness to move again for their present employer are likely to have accompanying

spouses who are open to the option of accompanying their partner in another job-related move. While an intuitively appealing finding, only two other studies have directly assessed spouse willingness to move as a predictor of employee propensity to move. Brett and Reilly (1988) did not find a significant effect, whereas Brett et al. (1993) found that spouse willingness to move was related to employee willingness to move. Interestingly, descriptive research conducted by the ERC (1993, 1994) and anecdotal accounts of relocation experiences consistently point to the important role spouse attitudes toward a pending move can have on employees' initial reactions to relocation offers (Foxman & Polsky, 1988; Ricklin, 1991; Trippel, 1985).

This finding is consistent with anecdotal evidence and case studies which suggest that spouse attitudes toward a pending move impact employees' reluctance to move. Moreover, spouses are likely to have more decision making influence in today's families due to changing societal norms and workforce trends (e.g., more dual-income families) (Barling, 1990; Deitch & Sanderson, 1987). Thus, major life decisions such as relocation are likely to involve input from both employees and spouses (Cetron et al., 1987; Munton et al., 1993). Further strengthening the current study's results is the measure of spouse willingness to move used in the present study. This includes the use of a multi-item measure and more specific items to assess spouse willingness to move than previous research.

While a significant effect was found for the impact of spouse adjustment on employee willingness to move, the effect was opposite to the prediction in Hypothesis 7. Specifically, employees with spouses who expressed higher adjustment to relocation were themselves less willing to move. Several researchers have suggested that spouse adjustment to relocation is an important factor in understanding relocation-related issues (Luo & Cooper, 1990; Munton, 1990; Pinder, 1977). However, it was less clear from previous research how spouse adjustment was likely to impact employee willingness to move in the future. Hypothesis 7 was based on the assumption that as spouses

experienced greater adjustment to the most recent move, employees would be more willing to move again because of the relative ease of the previous transition for the spouse. In contrast, it appeared as if employees with well adjusted spouses expressed less willingness to move. While counter to the initial prediction, it seems equally plausible that as spouse adjustment increased, so did satisfaction and integration into the community, making it less appealing to leave the current community (Pinder 1977). This may have led employees to express less desire to move in the future.

In interpreting this finding from the current study, several limitations of the previous research should be noted. This includes poorly designed measures of spouse adjustment such as single item scales (e.g., Munton, 1990) and assessing spouse adjustment from the employees' perspective rather than directly surveying the spouse (e.g., Fox & Krausz, 1987). In addition, some studies have relied upon anecdotal information to draw conclusions about the importance of spouse adjustment in relation to employee attitudes about moving (e.g., Pinder 1989). In contrast, the current study assessed the spouse's adjustment by directly asking the spouse and using a multi-item scale. This methodology was believed to provide a clearer representation of spouse adjustment than previous research. Future research is needed to examine the specific factors that are related to spouse difficulty adjusting to relocation, and how these different factors impact both employee and spouse willingness to move again. In addition, longitudinal research is needed to examine adjustment patterns of both partners over time, and how these adjustment patterns impact reactions to relocation.

Taken together, these findings illustrate the importance of considering spouse variables in an attempt to understand and predict employee willingness to engage in relocation experiences. However, because the present study was one of the first to systematically assess spouse variables, additional research is needed before definitive conclusions can be drawn. Clearly, this is an area where future research is warranted.

While spouse adjustment to the most recent relocation emerged as an important predictor in understanding employee willingness to move, employees' self-report of their own adjustment did not exert a significant effect. One reason why employee adjustment may not have a significant relationship with employee willingness to move is evident by examining the final correlation matrix in Table 15. As can be seen in Table 15, spouse adjustment and employee adjustment are highly related ($r=.58$). That is, as employees report higher adjustment to relocation, so do spouses. Due to this relationship between employee and spouse adjustment, and the fact that both variables were included in the regression analysis, it is plausible that the significant effect for spouse adjustment reflects in part employee adjustment as well. Future research is needed to disentangle these effects. In addition, drawing from Sekaran and Hall's (1989) work on synchronicity and asynchronicity within couples, examining the degree to which couples are experiencing similar levels of stress and adjustment problems may be an important variable in understanding willingness to move again, in addition to the overall level of adjustment experienced by each partner.

Contrary to prediction, neither employee nor spouse satisfaction with the organization's relocation policy was related to employee willingness to move, after controlling for cross-organization differences and background characteristics of respondents. This is surprising given previous research findings that satisfaction with the relocation policy was associated with adjustment to the move and willingness to move in the future (Kirschenbaum, 1991; Pinder, 1977, 1989; Pinder & Schroeder, 1987). This finding is also somewhat surprising given the emphasis placed on the relocation policy issues by many experts and practitioners in the area of relocation (Brett et al., 1990; Cetron et al., 1987; Munton et al., 1993). While speculative, it may be that in the scheme of relocation-related issues facing a couple, the organization's relocation policy is not of primary importance. Other issues, such as family concerns related to children and a

working spouse, and spouse attitudes toward moving may play a much more important role in influencing employees' willingness to move in the future.

Beliefs About Relocation and Advancement Related to Employee Willingness to Relocate

Results supported Hypothesis 12. As an employee's desire for career mobility increased, so did his/her willingness to move for the organization. Relocation has typically been associated with developmental opportunities within organizations, either immediately upon relocation or over time (Barling, 1990; Brett, 1982; Brett et al., 1990; Feldman, 1988). Because mobile employees have been characterized as "fast trackers" who desire challenge and personal growth opportunities (Brett, 1982), the results of the present study are not surprising. However, only one other study has directly assessed the role that individuals' desire for career advancement plays in understanding willingness to move. In this study, Veiga (1983) examined two individual differences, or motives for moving, both of which were facets of an individual's desire for career mobility. Veiga (1983) found that impatience in waiting for career advancement and unwillingness to accept career plateauing were both strongly related to intent to move among a sample of highly educated managers. The results of the present study, using a much more heterogeneous, cross-organizational sample, are consistent with Veiga's findings. However, it is interesting to note that Veiga assessed propensity to engage in a move requiring the employee to voluntarily leave one's current employer, whereas the current study examined employees' propensity to move within the same organization.

A related study of intra-organizational mobility used a single item measure of how long individuals wanted to remain in their current job as a predictor of interest in a variety of mobility opportunities within the current organization (Noe et al., 1988). In the Noe et al. (1988) study, consistent results emerged across a variety of situations. Regardless of whether the job move required relocation, and irrespective of the type of move (i.e., lateral, downward, upward), willingness to move was negatively related to the number of years

employees reported they wanted to stay in their current positions. Since desire for career mobility refers to the patience one has in waiting for career opportunities, as well as one's desire for changing responsibilities within an organization, Noe et al.'s (1988) are consistent with the current study's results. Taken together, Veiga's (1983) and Noe et al.'s (1988) research illustrate the important role individual differences in desire for job change and career advancement may play in predicting willingness to move.

Related to one's desire for career mobility, the present study found that individuals who believed relocation was a path to advancement expressed greater willingness to move. Thus, Hypothesis 13a was supported. Based on the implicit assumption held by many researchers and practitioners that intra-organizational relocation usually leads to advancement (e.g., Feldman, 1988; Herring, 1989; Thornburg, 1990; Veiga, 1983), it is surprising that prior research has not assessed whether employees' beliefs about the outcomes of relocation impacts their willingness to move. In the present study, employees operating under the belief that relocation was one way to gain valued outcomes such as increased responsibility, monetary gain, and prestige, reported more willingness to move. Expectancy theory and the research on continuance organizational commitment are consistent with this finding.

Expectancy theory would predict that individuals will express intentions to engage in specific activities if they believe those activities are likely to yield tangible and intangible outcomes of value (Porter & Lawler, 1968). Moreover, expectancy theory has been shown to be a better explanatory theory for major life decisions such as job and occupational choice than day-to-day decision making (cf. Minor, 1980). Due to the complexity of relocation decision making, it is not surprising that expectancy-based variables such as beliefs about relocation outcomes impacted relocation willingness. Indirect support for the relationship between relocation beliefs and willingness to move for the organization can also be found.

Research on continuance commitment proposes that as individuals accrue investments or “sunk costs” in an organization, they may be less likely to voluntarily leave that organization. For instance, Dunham, Grube, and Castaneda (1994) found that continuance commitment was negatively related to intent to turnover across several independent studies. Moreover, if individuals believe they will be able to obtain future incentives by staying affiliated with an organization, they may be more likely to express willingness to engage in a variety of activities to obtain such incentives (Fox & Krausz, 1987). In the current context, this may involve relocating for the organization, with the belief that they will be rewarded by the organization in the future. This research provides indirect support for the current study's findings that relocation beliefs were related to employees' willingness to move.

No support was found for Hypothesis 10 (self-efficacy for advancement) or Hypothesis 11 (organizational pressure to move), although Hypothesis 10 was marginally significant at $p < .10$. Hypothesis 10 suggested that individual who felt they would be able to obtain the necessary skills for advancement would express more willingness to move. Due to the marginal significance of this finding, and limited prior research on this variable, it is not recommended that conclusions be drawn regarding the impact of self-efficacy on employee willingness to move. However, due to the role self-efficacy appears to play in many important outcomes (e.g., adaptability to change, performance, coping with difficult tasks, learning) researchers may want to include this variable, or some variation thereof, in future research on job-related relocation (for a review of the research on self-efficacy, see Gist & Mitchell, 1992).

It was also proposed that individuals who felt greater pressure to relocate from supervisors and co-workers would themselves express greater willingness to move. The present study was the first to examine the effect of perceived pressure to move on employee intentions to relocate, yet no support was found for this prediction. It is possible,

however, that such informal pressure to move may exert an effect under unstable employment conditions such as downsizing. It is not unreasonable to propose that under conditions of strong informal norms to relocate, and an unstable organizational environment where job loss is a possibility, employees may express more willingness to move. Future research may want to explore this possibility.

Employee and Spouse Work Attitudes Related to Employee Willingness to Relocate

None of the hypothesized relationships between employee and spouse work attitudes and employees' willingness to move were significant. Results of the current study suggest that after taking into account other factors such as background characteristics and relocation experiences, spouse work attitudes did not add incremental variance to the prediction of employee willingness to move. Unlike spouse attitudes, which have received very little empirical attention, employee attitudes toward work and the organization have received much attention in previous research on relocation.

Previous research has been equivocal as to the effect of these variables on employees' willingness to relocate. For example, Veiga (1983) found a positive relationship between employee reactions toward work and propensity to move. Similarly, Brett and Reilly's (1988) study of sixty-three male employees found that job involvement was positively related to relocation willingness, which in turn predicted the decision to move five years later. In contrast, Gould and Penley (1985) found a negative relationship between willingness to move and employee job involvement. Further, Turban et al. (1992) found no effect for either satisfaction or organizational commitment on decisions to accept a relocation offer. The inconclusive results of prior research, coupled with the current study's findings that employee and spouse attitudes toward work were not important in predicting willingness to move, suggests that future research may need to move beyond global work attitudes in attempting to understand employee willingness to move. Rather, it appears as if more specific career-related variables (e.g., desire for career mobility), spouse

attitudes toward moving, and family characteristics (i.e., single-income versus dual-income status, presence of children living at home) may be better predictors of employee willingness to move.

It is also important to note that results of the dominance analysis converge with the hierarchical regression results. The dominance analysis indicated that the relative contribution of employee and spouse work attitudes to the prediction of employee willingness to move was small (3.6%), regardless of the order of entry of this set of variables. Examination of the separate regression equations for each set of predictors shows that even when only employee and spouse work attitudes are used to predict employee willingness to move, none of the spouse work attitudes are significant. In contrast, one of the employee work attitudes was significant in this limited equation, employee affective reactions toward work ($\beta=.16$, $p<.001$). However, it should be noted that the variance accounted for by this set of variables was small ($R^2=.03$) and that theoretical rationale existed for entering this set of global work attitudes later in the hierarchical series. This suggests that researchers may need to move beyond the examination of general work attitudes as correlates of employee willingness to move.

Proposed Moderated Relationships

No support was found for any of the moderated relationships proposed in the operational framework (see Figure 5 and Table 22). For instance, the relationship between relocation beliefs and employee willingness to relocate was not moderated by either self-efficacy for advancement (Hypothesis 13b) nor desire for career mobility (Hypothesis 13c). Employees who believed relocation was valued by the organization and a means of future advancement, expressed willingness to move, regardless of their overall motivation or desire for career mobility, or their belief that they could obtain the skills necessary for advancement. This may reflect economic or continuance concerns by employees. That is, regardless of one's desire to advance within the organization or self-efficacy for

advancement, the expectation that future relocations would lead to valued outcomes was related to employees' willingness to move.

Research on continuance commitment provides some rationale of why the direct effect, but not moderated effects were found for relocation beliefs. Individuals are likely to express interest in a given behavior if they believe engaging in that behavior will lead to an outcome of value such as advancement opportunities, status, or monetary gain (Becker, 1960). This initial interest or attraction to an opportunity may initially outweigh other concerns such as the feasibility of successfully engaging in the behavior. This effect was found in the present study; the belief that relocation is a path to advancement predicted intent to move, regardless of employees' concerns about their ability to be successful if given the chance to relocate, or their motivation to advance within the organization. Future research may want to assess this proposed moderating relationship in predicting relocation decisions. When faced with a decision to accept an opportunity to relocate, it may be that one is more likely to carefully assess whether they have the skills, training, and desire to take on additional responsibilities. In addition, this moderating effect may operate only under conditions of promotional job opportunities where self-efficacy for advancement and desire for career mobility are more relevant.

Similarly, age did not act as a moderator of the relationship between employee work attitudes and willingness to relocate as was originally predicted by Hypothesis 14 and Hypothesis 15b. In fact, the work attitudes of perceived job content plateauing and affective reactions toward work did not have a main effect on employee willingness to move. Several researchers have noted the consistently positive relationship between age and job satisfaction, as well as age and organizational commitment (cf. Rhodes, 1983), as well as a negative relationship between age and willingness to relocate (Gould & Penley, 1985; Kirschenbaum, 1991; Landau et al., 1992). This suggested that the effect of work attitudes on willingness to move might have been affected by employee age. However, in

terms of predicting willingness to move, age did not exert a moderating effect. It appears as if once other important classes of variables were taken into account, employee and spouse work attitudes were not important in understanding willingness to move, regardless of employee age.

Research illustrating the complexity of relocation decisions may help explain why employee and spouse work attitudes were not related to employee willingness to move while other variables outside the job sphere emerged as important variables. Relocation differs from other job changes in that it requires an individual and his or her family to physically move out of an area and reestablish roots in a new location. Relocation can also have both positive and negative consequences for spouses, regardless of the spouses' work status (Munton et al., 1993). In addition, relocation can impact childrens' adjustment, school performance, and sense of family stability (Munton, 1990; Pinder, 1989). Therefore, for married employees, these family-related issues may be a more salient concern than issues associated with how the he or she feels about his or her job or employer. For instance, an employee may express willingness to move if the spouse is dissatisfied with his or her job or the present location, regardless of how much the employee enjoys his or her own job. In retrospect, it seems less likely that an employee would express willingness to move just because he or she is not satisfied with their work, regardless of the perceived impact on the family.

Effect of Employee Sex on Employee Willingness to Relocate

Exploring a sex effect on willingness to relocate was of interest in the current study, so a research question was postulated (i.e., would males and females differ in their willingness to relocate?). Some data suggests managers and organizational decision makers assume females are less willing to relocate than their male counterparts (e.g., Madani & Cooper, 1977; Rosen, Jerdee, & Prestwich, 1975). If managers use this assumption to guide decisions about who to offer relocation opportunities to, women may

not have equal access to relocation opportunities, which in turn, may effect their rate of career progression compared to men (Stroh et al., 1992). Thus, it was of interest to assess whether males and females differed in regard to their reported willingness to move. It was believed that this would help in better understanding the career choices and progression of males and females.

Results of the exploratory analyses indicated no effect for sex on willingness to relocate. After partialling out the effect of organizational characteristics (i.e., size, industry), occupational differences (i.e., job type, pay level), and background factors (i.e., employee age, couple status, presence of children living at home), sex did not exert a significant effect on willingness to move. Both males ($M=4.80$) and females ($M=4.82$) expressed some interest in moving, although there was substantial variability for both sexes (male $SD=1.30$; female $SD=1.43$). The importance of partialling out organizational, occupational, and background factors prior to interpreting a sex effect is important given research illustrating that what appears to be a sex effect in organizational research is often due to a combination of factors operating jointly with sex, such as occupational segregation, pay differences, and traditional/non-traditional couple status (Barnett, Marshall, Raudenbush, & Brennan, 1993; Wheeler & Miller, 1990).

The lack of a sex effect in terms of employee reported willingness to move is consistent with research illustrating few differences between males' and females' work-related attitudes and propensity to engage in career development opportunities (Gould & Penley, 1984; Powell, 1993; Russell, 1994). However, even though sex was not predictive of willingness to relocate, if sex is being used a criteria in decisions about which employees are eligible for relocation as Stroh et al. (1992) allude to, female employees may be at a competitive disadvantage compared to males. Thus, while the current study does not assess the decision making process used by managers in deciding who to offer relocation offers to, it provides an additional piece of information that may help researchers

in understanding the different career progression rates and career paths of males and females. Moreover, unlike much of the previous research on sex differences in career progression, the present study utilized a large and diverse sample of males and females, including both managerial and non-managerial personnel.

Effect of Employee Single-Income, Dual-Career, and Dual-Earner Status on Employee Willingness to Relocate

Although dual-career marriages are increasingly common, no research to date has examined if there is a difference in willingness to move between employees in single-income, dual-earner, and dual-career marriages. This is surprising based on the amount of writing on stress in dual-career marriages (e.g., Silberstein, 1992; Gilbert, 1985; Stoltz-Loike, 1992) and calls for research to explore potential differences between dual-earner and dual-career couples in organizational research (Falkenberg & Monachello, 1990). The present study discovered several interesting findings regarding the distinction between single-income, dual-earner, and dual-career couples. Most notably, employees in single-income relationships expressed significantly more willingness to relocate than employees in dual-career marriages. Further, no significant differences in willingness to move were found between employees in single-income and dual-earner partnerships, or between those in dual-earner and dual-career marriages. These findings suggest that future research should more clearly differentiate couple type in organizational research.

In the context of relocation, the finding that employees in dual-career relationships were less willing to relocate is consistent with both theorizing and anecdotal accounts of the dilemmas facing married couples (Barling, 1990; Reed & Bruce, 1993; Munton et al., 1993). Researchers have suggested that in dual-career marriages in particular, decisions such as relocation pose a particularly complicated career choice for both partners (e.g., Brett et al., 1990; Silberstein, 1992). Moreover, researchers frequently allude to the potentially negative effect relocation for one partner's career may have on both the long-

and short-term career prospects for the other accompany spouse (e.g. Markham, 1987; Shaklee, 1989). The reasons given for the deleterious effect of relocation on the accompanying spouse are both non-psychological and psychological. Non-psychological reasons center on the fact that professional careers often involve highly specialized or organization-specific skills, as well as sequential career progression within or across organizations. In the event of a relocation, dual-career spouses may have difficulty finding comparable employment due to these specialized skills, particularly in an increasingly competitive marketplace. Similarly, career-oriented accompanying spouses may lose valuable tenure and status upon relocation which can impact their long-term career progression (Deitch & Sanderson, 1987; Markham, 1987; Stoltz-Loike, 1992). Another non-psychological factor that may contribute to dual-career employees' reluctance to move is the financial burden caused by the spouses' loss of earnings upon relocation (Wheeler & Miller, 1990).

Psychological factors may also contribute to dual-career employees' more tentative attitude about relocation opportunities. By definition, both individuals in dual-career marriages tend to have a large psychological investment in their respective career (cf. Spiker-Miller & Kees, 1995). This may make it especially difficult for spouses to voluntarily leave their job to accompany their spouse in a job-related move. While such a decision to subordinate one's career may be in the best interest of the family in a given situation, repeated moves for one partner's job may lead to feelings of resentment and marital problems (Glickhauf-Hughes, Hughes, & Wells, 1986; Spiker-Miller & Kees, 1985). The counseling psychology literature often refers to role-cycling as a strategy many couples adopt to deal with these often competing career decisions (Skinner, 1980). This refers to a situation where partners "take turns" with respect to each others' career so that a career sacrifice for one partner (e.g., a spouse who accompanies his/her partner) may be later "paid back" by the decision to put the other partners' career first in family decision

making. In fact, much of the counseling literature recommends such a strategy for balancing the psychological stresses and strains inherent in many dual-career relationships (Skinner, 1980; Wilcox-Matthew & Minor, 1989). In the present study, it is possible that both non-psychological and psychological factors contributed to the lower willingness among dual-career couples to relocation opportunities. Future research should continue to carefully examine these factors.

In contrast, the current study found no significant differences between employees in single-income and dual-earner marriages in terms of willingness to move. This finding, coupled with the finding that dual-career employees differed from single-income employees, helped clarify the nature of the relationship between spouse work status and employee willingness to move. While speculative, there are several possible reasons for this pattern of results. Based on the above mentioned research, it is possible that dual-earner spouses were less invested in their job and thus more flexible in terms of moving for their partners' career. For instance, spouses who consider themselves in "jobs" rather than "careers" may be employed in more transportable jobs such as clerical, sales, and service positions. Relatedly, consistent with family power theory (Heer, 1963; Markham, 1987) dual-earner spouses may contribute less to the family's total income and therefore their employment-related concerns may be given less weight in the couples' decision making.

Limitations of the Present Study

Before describing the theoretical and practical implications of the present study, it is necessary to acknowledge the potential limitations of the research. These issues can be grouped into three categories: conceptual issues, research design considerations, and measurement issues. Throughout this discussion, results of post hoc analyses are provided in an attempt to address some of these potential limitations.

Conceptual Issues

While this study extends previous research by investigating employee willingness to relocate using the theoretical model guided by Fishbein and Ajzen (1975), the proposed framework is somewhat limited by its exclusion of a behavioral criterion such as the actual decision to accept or reject a relocation offer. It was beyond the scope of the current study to examine relocation behavior of employees and spouses. Nonetheless, this is a topic in need of research attention. In fact, it is possible that many factors not included in this study may impact the decision to engage in a relocation opportunity. For instance, characteristics of the new location such as size of the city, crime rate, and area of the country may impact relocation decision-making. In addition, the decision to move may be influenced by perceived job opportunities for the spouse, unemployment rates in the new area, and leisure variables (e.g., accessibility of parks and recreational areas, cultural resources).

Albeit a limitation, most of the existing research on job-related relocation has examined behavioral intentions, or willingness to move rather than relocation decisions (e.g., Gould & Penley, 1985; Landau et al., 1992; Noe et al., 1988). The rationale these researchers provide for examining willingness to move and not relocation decisions is based on the relationship between behavioral intentions and behavior (e.g., Ajzen, 1991; Bagozzi, 1981; Fredricks & Dossett, 1983; Steel & Ovalle, 1984; Tett & Meyer, 1993). For example, in the context of relocation decision making, Brett and Reilly's (1988) study of fifty-eight male managers found that intent or willingness to relocate was indeed predictive of the decision to accept a relocation offer several years later. Cotton and Majchrzak (1990) found similar results regarding the relocation willingness-relocation behavior relationship. However, in that the present study examined broad-band attitudes toward moving, it is possible that the relationship between willingness to move and the actual decision to accept a particular relocation offer may be significant but somewhat weak (cf. Fishbein & Ajzen, 1980). As Roznowski and Hulin (1992) discuss, one of the

reasons this relationship may be weak is that the level of specificity may be misspecified. That is, using broad-band attitudes to predict a specific behavior is likely to be less successful than using broad-band attitudes to predict a class of related behaviors. Therefore, to fully understand the complexity of issues facing couples contemplating relocation, additional research should pay careful attention to the level of specificity of the measures and clearly articulate the purpose of the research (i.e., to predict overall attitudinal reactions toward moving versus a specific decision to move to a given location).

Also limiting the current study's scope is the fact that only married relocated couples were the focus of investigation, and more specifically couples that had experience moving. The rationale to examine only married couples was based on several considerations, including the desire to examine spouse attitudes in the context of employees' intent to move, the fact that upwards of 77% of relocated employees are married (ERC, 1993), and calls for research that more systematically explores the career plans and dilemmas facing dual-income couples (Brett et al., 1992b; Sekaran & Hall, 1992). Relatedly, examining mobile employees allowed for a more focused analysis of the factors related to employee attitudes about mobility. What remains unexplored is why some employees and spouses do not engage in relocation under any circumstances. Further, future research should examine why some employees who express willingness to move do not accept such opportunities when they become available, or conversely why some employees who express unwillingness to move actually accept relocation offers.

Similarly, the current study examined one type of job-related relocation, intra-organizational moves. As the nature of careers in organizations changes due to less job security and fewer guarantees of lifetime employment (Hammond et al., 1996), intra-organizational mobility will be an increasingly important topic. Employees today are less likely to pull up roots and move for their organization as they tended to do in the 1950s and 1960s (Whyte, 1957). Rather, many researchers have noted a new attitude toward careers

that many individuals are adopting. This new attitude involves putting one's own career and family concerns before organizational needs (Hall & Richter, 1990; Zedeck, 1992). This may pose a challenge to organizations seeking to become more flexible in their human resource management systems.

While the current study provided an in-depth examination of mobile employees' attitudes toward moving again for their organization, it does not provide insight into the factors related to employees' decision to leave their present employer and relocate for a job in a different organization. This decision to examine only intra-organizational mobility was based on the fact that previous research has not adequately differentiated relocations within a single organization and relocations across organizations. It is believed that this is an important distinction. Intra-organizational mobility involves a decision to remain employed by one's current organization whereas inter-organizational relocation involves voluntarily leaving one's present employer. Based on the voluntary and involuntary turnover literature, it was believed that these two types of moves may have very distinct antecedents (for a review of the antecedents of turnover, see Feldman, 1988). While the current study sought to more fully understand the dynamics of intra-organizational relocation, future research should explore the antecedents of inter-organizational mobility.

The present study extended past research by broadening the scope of variables hypothesized as impacting employees' relocation willingness to include non-work factors (e.g., spouse attitudes and adjustment, traditional and non-traditional couple status), yet did not thoroughly examine family issues surrounding relocation. For example, while the presence of children living at home was investigated, issues surrounding childrens' adjustment to relocation was not examined. Past research has illustrated the importance of considering such factors as childrens' school and social adjustment in the context of relocation, as well as interactions between the age and sex of the child (Brett, 1982; Munton, 1990; Raviv et al., 1990). Childcare concerns have also become an increasing

concern for working parents, and is expected to increase as more and more mothers enter the workforce (Cetron et al., 1987). In addition, based on current demographic trends, future research should examine the impact of extended family considerations such as proximity of elderly parents to more fully understand employee attitudes toward relocation opportunities.

The final conceptual issue involves alternative explanations for the present study's findings, including the problem of unmeasured variables. In understanding attitudes toward relocation, some researchers have noted the importance of location and destination factors, including geographic area of the country, population and demographic mix, and other context-specific factors such as crime rate, cultural resources, cost of living, and employment prospects for the spouse (Carruthers & Pinder, 1983; Fisher & Shaw, 1994; Pinder, 1977; Turban et al., 1992). While these factors appear important in understanding the decision to accept a particular relocation offer and subsequent satisfaction with the new location, it was expected that location factors were less important in understanding employees' general propensity or motivation to engage in job-related relocation. Nonetheless, post hoc analyses were conducted to assess the relative importance of geographic factors in understanding employee willingness to move.

Employees' and spouses' reports of the importance of the geographic area in their most recent relocation decision was added to the regression equation containing the control variables (Set A), background factors (Set B), and relocation experiences (Set C). Results indicated no significant effect for geographic area on employee willingness to relocate from either the employees' or spouses' perspective. In addition, a post hoc analysis of covariance was conducted comparing employees' willingness to move based on the region of the country where the couple currently lived. Areas of the country were defined as: northeast, south, midwest, west, and Canada. Pairwise comparisons of least square means indicated no significant differences based on region of the country. This suggests that the

results are not likely to be affected by regional factors not directly examined in the present study (e.g., mobility patterns in certain areas of the country).

Another possible confound is the number of previous moves experienced by the couple. Previous research has shown that the number of previous moves is positively related to willingness to relocate (Landau et al., 1992). Moreover, other research suggests that highly mobile employees may have a quicker time adapting to relocation due to a better repertoire of coping skills and fewer community ties in the previous location (Luo & Cooper, 1990; Martin, 1995; Munton, 1990). Thus, what appeared to reflect spouse willingness to move or adjustment to relocation may be an artifact of the couple's previous experience(s) moving. It is possible that with each successive move, the relocation transition becomes easier, leading spouses to report more willingness to move again, or better adjustment to the relocation experience. To determine if previous experience moving was related to employee willingness to relocate, the total number of moves reported by the employee was added to the regression equation including the control variables (Set A) and the background factors (Set B). Results indicated no significant effect for the number of previous job-related relocations on employee willingness to move, providing no support for this alternative explanation ($\beta = -.012, p > .05$). This suggests that the effect of spouse willingness to move and spouse adjustment are not likely to be artifacts of previous experience moving.

Research Design Considerations

The second set of limitations involves the design of the current study. Most notably, while multiple data sources were used, each group was assessed using a single survey administration. Thus, common method variance may have influenced some of the correlations between study variables, particularly within data sources (Podsakoff & Organ, 1986). Several steps were taken to assess the likelihood that common method variance was artificially inflating or otherwise effecting some observed relationships among study

variables. This included visually inspecting the final correlation matrix for signs of systematic bias, conducting a single factor test, and using confirmatory structural equations modeling to assess method effects. None of these techniques provide a definitive answer regarding common method variance. However, taken together, the results of these analyses suggest that the threat of common method variance is minimal in the current study.

Related to the data collection method, the current study measures employee and spouse attitudes and reactions at one point in time. Based on the stress and coping literature, it is likely that reactions toward a stressful life event such as geographic relocation may change over time as individuals acclimate to the new location and community (Fisher & Shaw, 1994; Luo & Cooper, 1990). To determine what effect time since the most recent move had on the current study's findings, the sample was divided into three categories: 1) recently relocated (moved within one year), 2) moved one to three years ago, and 3) moved four to seven years ago. A post hoc analysis was computed including this variable in the regression equation predicting employee willingness to move. No effect was found for time since most recent relocation ($\beta = -.025$, $p > .05$) on willingness to relocate, suggesting that such a time-based effect was not operating in the current study. Nonetheless, future research using longitudinal data should explore employee and spouse adjustment issues over time.

Another limitation of the present study is the variability in response rates across organizations, ranging from 3%-100%. The overall employee and spouse responses rates were within an acceptable range and comparisons between the total sample and survey respondents indicated little evidence of response bias. It was possible, however, that some systematic bias was operating, particularly within organizations with low response rates. To assess if such an effect was likely, additional analyses were conducted. Survey respondents was trichotomized into three categories: 1) low organizational response rate (under 25%), 2) moderate organizational response rate (25%-49%), and 3) high

organizational response rate (50%-100%). An analysis of covariance was conducted with the trichotomized variables as the independent variable, and willingness to relocate as the dependent measure. Control variables (Set A) were entered in as covariates. Results indicated no effect for response rate on employee willingness to move, suggesting that differences in organizational response rates did not directly effect employee willingness to move.

Measurement Issues

The third category of limitations involves measurement issues. Of particular concern is the fact that not all proposed relationships could be tested at this time due to higher than desired intercorrelations and possible construct redundancy between some study variables. Specifically, hypotheses regarding spouse job involvement and employees' perception of organizational support were not tested at this time. Relatedly, examination of the initial correlation matrix (see Table 7), EFA results (see Table 11 and Table 12), and CFA results (see Table 13), indicated that organizational commitment and overall job satisfaction measures were assessing a single construct reflecting overall affective reaction toward one's work. Therefore, it was not possible to test specific hypotheses regarding satisfaction and commitment. Conceptually, this did not pose a problem for expected relationships between spouse commitment and employee willingness to move, or spouse satisfaction and employee willingness to move because a negative relationship was proposed for both work attitude variables (see Figure 2).

However, as can be seen in the theoretical framework presented in Figure 2, differential relationships were expected for the employee job satisfaction (negative relationship) and employee organizational commitment (positive relationship). More specifically, it was expected that employee organizational commitment would be positively related to employee willingness to relocate whereas job satisfaction would be negatively related to relocation willingness. However, employee commitment and satisfaction were

highly, positively related ($r=.69$). This required a decision regarding the expected nature of the relationship between employees' overall affective reactions toward work and willingness to relocate. Based on item content, it appeared as if affective reactions toward work more clearly represented an affective attachment toward the organization, rather than the specific job (see Figure 3). Therefore, the hypothesis proposed a positive relationship between employee affective reactions toward work and employee willingness to move again for the organization. While this decision was based on conceptual and statistical rationale, it represents a limitation of the current study.

A second limitation of the present study is the lower than desired reliability on the Desire for Career Mobility scale. Previous validation research indicated that this scale had acceptable reliability and validity (Veiga, 1971, 1981, 1983). In the present study, reliability of this scale was significantly lower ($\alpha=.61$). Examining item content, it is possible that respondents experienced difficulty answering several questions. Of specific concern is the "double-barreled" nature of several of the items assessing desire for career mobility (see Figure 3, items 6 and item 7), which may have led individuals to interpret some of the items differently (Nunnally, 1978). Because this construct emerged as an meaningful variable in understanding employee willingness to relocate, future research should critically evaluate the dimensionality and measurement of this scale.

Notwithstanding the limitations associated with the present study, it should be noted that several characteristics of the current study suggest the findings are likely to be quite robust. This includes the size of the sample, sampling procedures (i.e., cross-organizational data, most areas of the United States and Canada represented), diversity of jobs and industries represented in the present sample, use of multiple data sources, and basic convergence of results across the hierarchical regression and dominance analyses.

Theoretical Implications

While geographic mobility has been an area of study from a variety of perspectives such as sociology, demography, and counseling psychology, only recently have industrial and organizational psychologists become interested in employee transfer requiring relocation. Further, only a small number of studies have examined employee willingness to relocate. This is surprising based on the important role employee transfer and relocation often plays in an organization's strategic human resource planning, as well as employees' growing reluctance to move which has been evident over the past decade (Brett et al., 1990; Cetron et al., 1987; ERC, 1993). Thus, the present study extended previous research in the area of relocation in several ways.

The current study's utilization of a theoretical framework to classify important variables and guide research predictions was one advancement over past research. Results of the present study suggested that integrating Fishbein and Ajzen's (1975) Reasoned Action Model and Cascio's (1991) expanded model of the attitude-behavior relationship to the study of relocation provides a parsimonious and meaningful framework to study employee relocation. The advantage of the framework presented in Figure 2, and operationalized in Figure 5, is that it included important variables outside the job sphere. Utilizing a theoretical basis to frame research hypotheses also illustrated that prior research may have omitted several important variables in the study of employee willingness to relocate. This includes the role of employees' career-related beliefs and desires as well as spouse attitudes and reactions to moving.

In addition, the current study more clearly isolated the effects of employee background factors on willingness to relocate. For example, there has been much theorizing on possible sex differences in employee willingness to move, yet very few, if any, studies have directly examined whether males and females differ in their willingness to move. More commonly, an insufficient number of female employees are sampled,

precluding the tests of hypotheses regarding sex, or else female employees have been removed from the sample for hypothesis testing (e.g., Brett, 1980; Brett & Reilly, 1988; Gould & Penley, 1985; Turban et al., 1992; Veiga, 1983). The present research was one of the only studies to examine employee sex as a predictor, and found no support for a sex effect on employee willingness to move. Prior research has also reached inconclusive results regarding the effect of spouse work status on employee willingness to move. The present study provided substantiating evidence that employees in dual-income marriages did indeed report more reluctance to move than employees in single-income marriages. Further, the exploratory analyses indicated that a finer distinction between employees in single-income, dual-earner, and dual-career marriages was meaningful in understanding employees' attitudes toward relocation.

The second way the current study extended previous research was by incorporating spouse and family variables into an examination of employee attitudes toward moving. Very few studies have explicitly taken these non-work factors into account. Moreover, far fewer studies have obtained a direct account of the relocation experience from the spouses' perspective. The current study's findings that spouse adjustment and spouse willingness to move were important predictors of employees' mobility propensity suggests that considering spouse variables is important and deserving of additional research attention. For example, future research efforts could explore how spouse variables impact a variety of post-move attitudes and outcomes for employees (e.g., time to adjust on the job, employee adjustment to relocation, intent to leave the organization after the move). Due to the importance of spouse attitudes, and the increasing percentage of dual-income families, future research should also explore the impact of relocation on the accompanying spouse, including outcomes such as quality of reemployment and career change.

Clearly, other theoretical extensions emerge from the results of the current study. These extensions include the following: 1) process-oriented research to understand how

attitudes toward relocation and career mobility develop, 2) integrative research that draws upon related and divergent lines of research, both within, and outside mainstream psychology, and 3) considering multiple levels of analysis in the study of job-related relocation. All of these extensions are necessary to fully understand job-related relocation. In the following section, each of these theoretical extensions are briefly discussed.

Process-Oriented Research

Now that a basic theoretical framework has been identified and partially supported, there is a need to understand the mechanism by which various work and non-work factors impact employees' willingness to relocate. One of the most pressing areas for process-oriented research involves assessing the antecedents of some of the variables presented in Figure 2. For example, due to the current study's finding that spouse willingness to move was an important predictor of employee willingness to relocate, there is a need to better understand the factors that impact spouse willingness to move for his/her partner's career.

There are many possible antecedents of spouse willingness to move. In fact, some of these factors appear in the framework presented in Figure 2. As an illustration, couple status may impact spouse willingness to move; working spouses may be more hesitant to move than spouses who do not work outside the home due to financial obligations or career investments (Cetron et al., 1987; Brett et al., 1990). Spouse adjustment may also be a predictor of spouse willingness to move; spouses who have adjusted better to the move may be less willing to move due to an established social network in the new area. Other unmeasured variables may also be important in understanding spouse willingness to move. For example, the degree of role sharing and decision-making patterns within the marriage (e.g., unilateral, egalitarian) may be related to the degree to which one partner's career is subordinate to the others (Gilbert, 1985; Wallston, Foster, & Berger, 1978). In turn, this may impact the extent to which the spouse is willing to move for his/her partner's job. As another example, leisure variables such as satisfaction with the resources in the current

location (e.g., access to outdoor recreation activities, sports facilities, shopping, community organizations) may be important in understanding spouse willingness to relocate.

In addition, the perceived quality and stability of the marriage may add additional insight into reactions toward relocation opportunities. There are several ways in which such marital variables may operate in the context of relocation. For instance, under conditions of low marital satisfaction, employees or spouses may express less willingness to move due to concerns over possible divorce or separation. Also, spouses' trust in their partners' commitment to their own long-term or short-term employment may be a factor in understanding attitudes toward relocation. An accompanying spouse may be more willing to endorse a move for his or her partner's career if they feel supported by their partner. In addition, employees and spouses may disagree with respect to the quality and stability of their marriage, making predictions between employee and spouse marital factors and willingness to move quite complex. These, and other many marital issues deserve future research attention.

Relatedly, research on the decision-making process couples use to make major life choices is needed, including how various factors such as spouse employment, career advancement, childrens' expected adjustment, and leisure activities are weighed in reaching a final decision to accept or reject a relocation offer. Understanding this complex process will require creative methodologies such as protocol analysis, in-depth structured interviews, and other qualitative techniques. Longitudinal research is also needed to ascertain how couples and families cope with relocation stress, how relocation impacts the long-term career patterns of both partners, and the short- and long-term impact of moving on children's adjustment and well-being.

Integrative Research

Process-oriented research is important to further our understanding of how individuals develop the propensity to move, and translate that desire to move into relocation decisions. However, the present study can also be extended by continued efforts to integrate research from other areas of psychology and sociology to obtain a broader perspective of job-related relocation. The current study was an initial attempt to integrate the fragmented and diverse literature on relocation.

One area for future integrative efforts involves the more fine-grained distinction between different types of employees and spouses. For instance, the current study only focused on the experiences and reactions of married couples. The attitudes of unmarried couples and single employees warrant future research attention. In addition, unmarried employees with children should be investigated given the increasing proportion of single-parent households and additional complications such situations are likely to pose during relocation (Cetron et al., 1987). Future theoretical extensions should also examine sex of the accompanying spouse in relocation research. Women are increasing in numbers in a variety of professional occupations. Thus, it seems likely that male trailing spouses will increase in number. Male accompanying spouses comprise about 15% of all accompanying spouses (Lubin, 1993), with projections that by the year 2000, 24% of accompanying spouses will be male (Cohen, 1994). No research to date has examined willingness to relocate or adjustment-related issues from the male accompanying spouses' perspective. Based on traditional sex role stereotypes, and previous mobility patterns whereby wives typically "trail" husbands, examining males' perspective as the accompanying spouse is a needed extension.

In addition to demographic trends, the nature of careers is changing rapidly in many organizations. Hierarchical careers are diminishing due to downsizing, restructuring, and team-based environments (Hall & Richter, 1990). With these changes, the nature of

relocation is likely to change as well. One major change is that fewer advancement opportunities may be available upon relocation. Lateral and temporary developmental moves may increase and organizations try to gain flexibility and a competitive advantage (Minor, Slade, & Myers, 1991). Comparisons of data collected by the ERC (Brett et al., 1990) and the present study illustrate this trend. The ERC data from 1987 shows that 62% of relocations were promotions (Cetron et al., 1987). In contrast, the present study showed that only 39% of the relocations translated into promotions, whereas 42% were lateral moves. Organizations may also use relocation for very different business purposes compared to just a few years ago. A recent study by the American Management Association (AMA) illustrates this trend. The AMA study found that relocation is being increasingly used as an alternative to layoffs and permanent job loss (Greenberg et al., 1994). Similarly, as organizations continue to compete globally it is likely that relocation will be increasingly used to start up operations facilities, domestically and abroad.

As the nature of relocation evolves from opportunities for promotion, to lateral moves involving cross-training or job rotation, many of the assumptions underlying relocation research may have to change. This includes assumptions that relocation involves a career enhancing opportunity and that relocation is a voluntary choice by employees. In addition, employees may also need to be educated about what future relocation may have to offer them. This may be especially important to help ensure that employees' expectations are met after a relocation. In addition, as the average employee tenure in organizations decreases, the distinction between intra-organizational mobility and inter-organizational mobility is increasingly important. Prior to this study, little consideration was given to distinguishing between relocation within an organization (intra-organizational mobility) and relocation for another organization (inter-organizational mobility), despite the fact that the motivational forces underlying these different types of mobility opportunities may be quite different. In effect, intra-organizational mobility involves a decision to remain employed

by one's current employer whereas intra-organizational relocation involves the choice to voluntarily leave one's current employer.

Levels of Analysis Issues

The third theoretical extension involves viewing relocation as a multi-level phenomenon. Using the current study as a point of departure, future research should continue to study relocation from a broadened perspective. Employees can be envisioned as embedded in a variety of contexts, each of which may impact relocation attitudes and outcomes at multiple levels. This study examined the couple, or dyad as the unit of analysis. However, employees are also embedded in larger family systems, work groups, organizations, and socio-regional systems. Each of these systems may impact employee and spouse reactions, organizational mobility patterns, and regional migration patterns.

Family factors include variables such as proximity, age, and health of extended family members. Such factors may exert an influence on employee or spouse willingness to move. Likewise, at the work group level, factors such as supervisory support could exert an effect on employee willingness to move, overall mobility patterns within an organization, or even account for different mobility patterns across organizations. Organizational factors such as the innovativeness of career development programs and the availability of advancement opportunities may impact similar employee and organizational variables. For instance, organizations with innovative career development programs may better prepare individuals for relocation. In turn, this may impact employees reported willingness to move as well as the organization's overall mobility rates. Lastly, employees and families are embedded in socio-regional systems. Socio-regional factors include variables such as geographic area of the country, urban-rural status, and the "progressiveness" of a particular region or area. These socio-regional factors may impact employee and spouse willingness to move, the organization's ability to maintain a mobile workforce, as well as overall worker migration patterns.

Viewing job-related relocation from this expanded perspective allows the consideration of multiple levels of analysis simultaneously, as well as the interaction between these levels. Levels of analysis issues have received considerable attention recently (cf. Ostroff, 1992, 1993). Based on increased interest in how different levels of variables impact psychological phenomenon, and the availability of sophisticated statistics to model these effects, this appears to be a viable avenue for future relocation research.

Practical Implications

Several practical suggestions emerge from the current study. The finding of a strong relationship between spouse attitudes and employee willingness to move suggests the need to carefully consider how relocation may impact not only the employee, but also his or her spouse. Taken with the current study's finding that dual-career couples were less willing to relocate than single-earner couples, organizations should take steps to ease the financial and psychological burden that relocation may have on some dual-income couples. This might involve providing spouse employment assistance, involving the spouse in relocation negotiations, and providing the couple adequate time to make the relocation decision (Brett et al., 1990; Cetron et al., 1987). Additional steps can also be taken by an organization to entice employees in dual-income marriages to accept relocation offers. Relaxing anti-nepotism policies, providing relocation bonuses, and reimbursing the spouse for time not worked during the transition are some actions an organization can take to aggressively recruit transferees and retain employees in dual-income marriages following relocation. Finally, because professional couples may "take turns" regarding career decisions, an employee's rejection of a particular relocation offer should not preclude future relocation offers. It is possible that given different conditions, the employee will express willingness to move in the future.

In addition to spouse issues, the potential complication of relocating employees with children should not be overlooked. As the present study illustrated, couples with

children living at home expressed less willingness to move than those without children. In the present study it is not possible to determine why employees with children were more reluctant to move for their organization. However, based on related research on relocation and stress, it is clear that couples with children may face additional challenges before, during, and after relocation. Children may initially resist relocation for a variety of reasons, including not wanting to leave friends or a familiar school environment. Following relocation, some children may have difficulty adjusting to the new area and establishing new social ties. These, and related concerns, suggest that involving children in the decision to move is one step families can take to help the child adjust to the move (Cetron et al., 1987). Other steps can be taken to facilitate childrens' acceptance of a pending move. This involves familiarization trips to the new area, visits to local schools, and information on community resources of interest to both children and parents (e.g., parks and recreational facilities, childrens' clubs and organizations).

Other issues face couples with children who are not of school age. These parents may express hesitancy to relocate due to concerns about the availability and quality of childcare. With more and more dual-income families, childcare is an increasingly salient issue for parents. Organizations can take a variety of steps to assist the relocating family with childcare needs. This may involve childcare resources and referrals, partial reimbursement of childcare costs, and on-site or near site childcare facilities (Cetron et al., 1987). Many organizations may have difficulty justifying the cost of on-site or reimbursed childcare. A less costly option, particularly for large organizations, involves partnering with companies that specialize in childcare and negotiating the development of near-site childcare services that will be used primarily by the organization's employees (Thompson, Thomas, & Maier, 1992). Flexible benefit programs are also being increasingly used to help off-set the rising cost of childcare while providing families with more cost-effective options for childcare (Cetron et al., 1987).

The work-family literature (e.g., Frone, Russell, & Cooper, 1992; Rice, Frone, & McFarlin, 1992) provides compelling evidence that non-work factors, such as those just discussed, may be important contributors to a successful relocation experience by illustrating the interaction between work and non-work domains. In addition to these non-work concerns, the current study found that employees' beliefs about the outcomes of relocation, and their desire for career mobility, were important predictors of willingness to move. In times of increasing corporate turbulence and fewer advancement opportunities, organizations may be less able to provide such an incentive for employees contemplating relocation. Illustrating this trend toward using relocation for lateral, rather than promotional opportunities, in the present study only 39% of the moves involved promotions, compared to 62% in 1987 (Cetron et al., 1987). Thus, organizations will be charged with finding creative ways to make lateral, developmental, and temporary moves attractive to employees. This may be done by stressing the developmental nature of the experience, particularly if the new position is able to provide the employee with skills and expertise to enhance his or her future marketability, both within and outside the current organization.

The apparent trend of using relocation for reasons other than promotion suggests that care must be taken not to mislead employees about the likely outcomes of relocation. While promises of promotion and career enhancement may lead to higher relocation acceptance rates, there is danger in not meeting relocating employees expectations following a move. This includes a variety of dysfunctional attitudinal (e.g., decreased satisfaction and commitment) and behavioral (e.g., turnover, low productivity) outcomes. To deal with the possibility of unmet expectations, organizations can provide realistic previews of the new job and location in addition to a realistic assessment of the long-term career outcomes of accepting a relocation offer (Brett et al., 1990).

Under some conditions, employees are faced with the decision to relocate in order to remain employed by the organization. This may happen under a variety of circumstances, including mergers, acquisitions, and moving a existing operation to a different area of the country (Brett et al., 1990; Fox & Krausz, 1987). Organizations that make continued employment contingent upon accepting relocation offers may run the risk of losing some employees after the move, particularly if the family is resistant to the move or experiences difficulty adjusting upon relocation. In the event that relocation is required by the organization, additional steps may be needed to make the move successful. Care should be taken to articulate clear career paths for those involved. Employees may also have concerns about the future stability of the organization, particularly uneasiness about post-move job security. To deal with this anxiety, management should openly discuss the rationale for the move, including the logistics of the pending move (e.g., timelines, policy guidelines), and expected outcomes for employees and the organization as a whole.

While some of these practical suggestions require careful forethought and investment of organizational resources up front, losing a key employee due to an unsuccessful move may be much more costly in the long term. Relocating a home-owning employee costs an organization in excess of \$45,000 (ERC, 1993). Further, replacement costs involve recruiting and training a new employee, in addition to lost productivity as the new employee acclimates to the job and organization (Pinder, 1979). Based on the high organizational cost of relocating employees, relocation practices should be carefully assessed to help assure that pending moves will be both appealing and manageable for employees, spouses, and children.

In conclusion, the current study is believed to have important theoretical and practical implications. By providing an examination of factors related to employee willingness to move, the present study extends previous relocation research. The current study also provides a useful framework for future attempts to understand the complexity of

forces impacting relocation decision making and the long term outcomes of a family's decision to move for the organization. In addition, practical suggestions emerged to help guide those assisting families throughout the relocation decision making and transition process. Due to the dearth of research on relocation, and the potential stresses associated with moving, this information is believed to be particularly useful for human resource management professionals specializing in relocation issues. As organizations continue to struggle with how to entice employees to relocate, research exploring how to make organizational transitions such as job-related relocation more successful will be increasingly important.

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APPENDICES

APPENDIX A
SAMPLE STUDY MATERIALS

THE UNIVERSITY OF TENNESSEE
KNOXVILLE



College of Business Administration
Department of Management
425 Stokely Management Center
Knoxville, Tennessee 37996-0541
(615) 974-3161

Dear Employee:

The University of Tennessee, in cooperation with Right Associates, is conducting a study on relocation issues. The purpose of this research is to determine the factors involved in this important life decision. Your participation in this study is critical in understanding the complex issues facing relocated employees.

The two enclosed surveys ask for you and your spouse's reaction to your most recent relocation experience as well as your preferences for future relocations. The green survey is for you, the employee, and the orange survey is for your spouse to complete (if applicable). The survey also asks for your perspective on career opportunities, work attitudes, and work-family issues. If you do not have a spouse, it is still very important for you to complete and return the green survey. The survey takes about 20 minutes.

This survey is being administered to a nationwide sample of employees in several organizations who have relocated within the past seven (7) years. Your organization was chosen to be part of this sample. To ensure total confidentiality, all responses are anonymous. To further guarantee confidentiality, completed surveys should be returned directly to the principal researcher using the self-addressed, stamped envelopes (one for you and one for your spouse). Please return the survey within two (2) weeks from your receipt of the survey. These completed surveys will be seen only by the university research team. In addition, participation is completely voluntary. The return of a completed survey will indicate your informed consent to participate. Thank you in advance for your participation. Please call if you have any questions or comments at (615) 974-3161.

Sincerely,

Lillian T. Eby

Lillian T. Eby, M.A.
Principal Researcher

Joyce E. A. Russell

Joyce E. A. Russell, Ph.D.
Associate Professor of Management

Relocation Issues Survey for Employees^o

Participants are guaranteed total confidentiality. Nowhere on this survey will you be asked to identify yourself. Demographic information is requested for research purposes only. If you have relocated in the past seven (7) years, we would greatly appreciate your input. Please answer all questions as they relate to your most recent relocation experience.

Section I: Job History and Career Information

How long have you worked for your present employer? _____ years

What is your current functional area? (check one) ☐ Clerical/Admin Support ☐ General Mgmt ☐ Financial ☐ Production
☐ Human Resources/Training ☐ Technical Support ☐ Sales/Marketing ☐ Information Systems
☐ Communications/Public Relations ☐ Engineering/Research ☐ Other (please describe _____)

Did your job function change upon relocation? ☐ yes ☐ no What month and year did you relocate? _____

Where did you move from (town/city/state/province)? _____ Move to? _____

How many times have you relocated for you or your spouse's job? _____ How many were due to your spouse's job? _____

In your entire work history, how many relocation opportunities have you been offered? _____ How many have you accepted? _____

Would you consider your current work to be a (check one): ☐ job or ☐ career

What characterizes your most recent relocation? ☐ new hire ☐ promotion ☐ lateral move ☐ downward move

How would you describe your relocation decision? (check all that apply) ☐ voluntary ☐ involuntary ☐ due to merger/downsizing

In your opinion, how many more positions or jobs will you need to hold to reach your career goal? Please use the following scale: 0=None, I've met my career goal, 1=One to two, 2=Three to four, 3=Five to six, 4=Six or more. _____

Section II: Attitudes Toward Work and Family

Please indicate your level of agreement with the following statements. Respond thinking about your current employment situation. Use the scale: SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

	SD	D	MD	N	MA	A	SA
1) With hard work I will be able to advance within this organization.	☐	☐	☐	☐	☐	☐	☐
2) I can develop the skills/training necessary to advance within this organization.	☐	☐	☐	☐	☐	☐	☐
3) I am confident that I have what it takes to advance within this organization.	☐	☐	☐	☐	☐	☐	☐
4) Individuals who accept relocation offers are highly valued by this organization.	☐	☐	☐	☐	☐	☐	☐
5) Top management expects individuals to accept relocation offers.	☐	☐	☐	☐	☐	☐	☐
6) I would be passed over for future promotions if I turned down a relocation offer.	☐	☐	☐	☐	☐	☐	☐
7) I am very satisfied with my most recent relocation.	☐	☐	☐	☐	☐	☐	☐
8) Overall, I am extremely happy that I relocated.	☐	☐	☐	☐	☐	☐	☐
9) It has been a difficult adjustment since the relocation.	☐	☐	☐	☐	☐	☐	☐
10) The relocation was very stressful on my relationship with my spouse.	☐	☐	☐	☐	☐	☐	☐
11) Overall, the relocation experience was very stressful.	☐	☐	☐	☐	☐	☐	☐
12) Individuals who accept relocation offers are given more career opportunities.	☐	☐	☐	☐	☐	☐	☐
13) Relocation leads to faster promotions.	☐	☐	☐	☐	☐	☐	☐
14) Advancement opportunities are available by accepting relocation offers.	☐	☐	☐	☐	☐	☐	☐
15) My co-workers believe relocation is necessary to get ahead in this organization.	☐	☐	☐	☐	☐	☐	☐
16) As one moves through their career, he/she should always continue to strive for a higher position.	☐	☐	☐	☐	☐	☐	☐
17) Since all employees cannot reach the top, it's best to be satisfied with a middle level position rather than be frustrated trying to reach the top.	☐	☐	☐	☐	☐	☐	☐

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SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

	SD	D	MD	N	MA	A	SA
18) When signs indicate that one has reached his/her peak, it would seem reasonable to stop striving for further achievement.	☐	☐	☐	☐	☐	☐	☐
19) As one's career develops, one should learn to accept a slower rate of advancement.	☐	☐	☐	☐	☐	☐	☐
20) A person should not feel too bad if he/she is unable to keep progressing upward in a career.	☐	☐	☐	☐	☐	☐	☐
21) Promotions should be largely a matter of seniority and experience, therefore one should wait his/her turn.	☐	☐	☐	☐	☐	☐	☐
22) Since promotion depends on being in the right place at the right time, one should set limits on how long he/she is willing to wait for a promotion.	☐	☐	☐	☐	☐	☐	☐
23) I often have to miss work because of a sick child.	☐	☐	☐	☐	☐	☐	☐
24) I am willing to relocate again for a better job within this organization.	☐	☐	☐	☐	☐	☐	☐
25) I expect to be constantly challenged in my job in the future.	☐	☐	☐	☐	☐	☐	☐
26) If something happens to my child(ren) while my spouse and I are working, it is usually my responsibility to take care of the problem.	☐	☐	☐	☐	☐	☐	☐
27) I am willing to relocate again for a comparable job in this organization.	☐	☐	☐	☐	☐	☐	☐
28) I will continue to learn and grow in my current job.	☐	☐	☐	☐	☐	☐	☐
29) I feel guilty about not spending enough time with my children because of the hours I work.	☐	☐	☐	☐	☐	☐	☐
30) I would welcome an opportunity to relocate.	☐	☐	☐	☐	☐	☐	☐
31) My job makes it difficult for me to participate as much as I want in bringing up my children.	☐	☐	☐	☐	☐	☐	☐
32) My current job tasks and activities will become routine for me in the future.	☐	☐	☐	☐	☐	☐	☐
33) I am willing to relocate again for a developmental assignment of one to three years.	☐	☐	☐	☐	☐	☐	☐
34) I am often late for work due to problems with childcare.	☐	☐	☐	☐	☐	☐	☐
35) My current job responsibilities will increase significantly in the future.	☐	☐	☐	☐	☐	☐	☐
36) I am willing to relocate again if my skills are needed elsewhere.	☐	☐	☐	☐	☐	☐	☐
37) I often have to miss work to see that family responsibilities are met.	☐	☐	☐	☐	☐	☐	☐
38) My current job will continually require me to develop my abilities and knowledge.	☐	☐	☐	☐	☐	☐	☐
39) I am <u>not</u> willing to relocate again for any reason.	☐	☐	☐	☐	☐	☐	☐
40) I will be challenged in my current job.	☐	☐	☐	☐	☐	☐	☐
41) I am given enough time to do what is expected of me in my job.	☐	☐	☐	☐	☐	☐	☐
42) In my current job it often seems like I have too much work to do.	☐	☐	☐	☐	☐	☐	☐
43) The performance standards for my current job are too high.	☐	☐	☐	☐	☐	☐	☐
44) Clear, planned goals and objectives exist for my job.	☐	☐	☐	☐	☐	☐	☐
45) I know what my job responsibilities are.	☐	☐	☐	☐	☐	☐	☐
46) I know exactly what is expected of me at work.	☐	☐	☐	☐	☐	☐	☐
47) My spouse's job prospects would be extremely important in my decision to move again.	☐	☐	☐	☐	☐	☐	☐

SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

	SD	D	MD	N	MA	A	SA
48) The provision of employment assistance for my spouse would be a major factor in future relocation decisions.	☐	☐	☐	☐	☐	☐	☐
49) The organization is concerned about meeting my individual relocation needs.	☐	☐	☐	☐	☐	☐	☐
50) Overall, the organization's relocation policy is excellent.	☐	☐	☐	☐	☐	☐	☐
51) The organization will meet my expectations in providing relocation assistance in the future.	☐	☐	☐	☐	☐	☐	☐
52) I feel that all of my relocation needs will be met by the organization in future relocations.	☐	☐	☐	☐	☐	☐	☐
53) My/our family's income is lower since the relocation.	☐	☐	☐	☐	☐	☐	☐
54) My/our family's standard of living has decreased since the relocation.	☐	☐	☐	☐	☐	☐	☐
55) The organization really cares about my well-being.	☐	☐	☐	☐	☐	☐	☐
56) The organization cares about my general satisfaction at work.	☐	☐	☐	☐	☐	☐	☐
57) The organization shows very little concern for me.	☐	☐	☐	☐	☐	☐	☐
58) The organization cares about my opinions.	☐	☐	☐	☐	☐	☐	☐
59) All in all, I am satisfied with my job.	☐	☐	☐	☐	☐	☐	☐
60) In general, I like my current job.	☐	☐	☐	☐	☐	☐	☐
61) I feel a lot of organizational pressure to accept future relocation offers.	☐	☐	☐	☐	☐	☐	☐
62) Individuals' career opportunities will suffer if they do not accept relocation offers.	☐	☐	☐	☐	☐	☐	☐
63) My job security will be jeopardized if I refuse to relocate in the future.	☐	☐	☐	☐	☐	☐	☐
64) I feel pressure from my supervisor to accept future relocation offers.	☐	☐	☐	☐	☐	☐	☐
65) I often think about quitting my job.	☐	☐	☐	☐	☐	☐	☐
66) I am currently looking for a job outside of my organization.	☐	☐	☐	☐	☐	☐	☐
67) I would leave this company if I could find a similar position at another organization.	☐	☐	☐	☐	☐	☐	☐
68) I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	☐	☐	☐	☐	☐	☐	☐
69) I talk up this organization to my friends as a great organization to work for.	☐	☐	☐	☐	☐	☐	☐
70) I find that my values and the organization's values are very similar.	☐	☐	☐	☐	☐	☐	☐
71) For me, this is the best of all possible organizations to work for.	☐	☐	☐	☐	☐	☐	☐
72) My future is secure with this organization.	☐	☐	☐	☐	☐	☐	☐
73) I am satisfied with the amount of job security I have.	☐	☐	☐	☐	☐	☐	☐
74) I am fairly paid for what I contribute to this organization.	☐	☐	☐	☐	☐	☐	☐
75) I am satisfied with the amount of pay and fringe benefits I receive.	☐	☐	☐	☐	☐	☐	☐
76) I am satisfied with the overall quality of supervision I receive in my work.	☐	☐	☐	☐	☐	☐	☐
77) I am satisfied with the guidance I receive from my immediate supervisor.	☐	☐	☐	☐	☐	☐	☐
78) I am satisfied with the way promotions are handled in this organization.	☐	☐	☐	☐	☐	☐	☐

SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

- | | SD | D | MD | N | MA | A | SA |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 79) This organization is concerned with giving everyone a chance to get ahead. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 80) Because of my position in the organization, it is unlikely I will be asked to relocate again. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 81) I am satisfied with the amount of independent thought and action I can exercise in my job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 82) I am satisfied with the amount of personal growth and development I get in doing my job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 83) I am satisfied with the amount of challenge in my job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 84) I get a feeling of worthwhile accomplishment from doing my job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 85) In general, I like working in this organization. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 86) The chances for promotions are good in this organization. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 87) I would prefer not to relocate again. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 88) If offered a relocation opportunity, I would turn it down. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

Section III: The Relocation Experience

- 1) Rate the importance of each factor in your most recent decision to move. Use the scale: 1=not at all important, 2=slightly important, 3=moderately important, 4=considerably important, 5=very important.

☐ job opportunities for my spouse	☐ spouse employment assistance	☐ financial incentives
☐ climate/geographic location	☐ job challenge	☐ career opportunity
☐ city/town population	☐ quality of school system	☐ other (please specify _____)

Use the same scale (1=not at all, to 5=very important) to rate the importance of the following services for future relocations:

☐ family visits to the area	☐ real estate assistance	☐ cost of living adjustment
☐ childcare/eldercare information	☐ spouse employment assistance	☐ educational information
☐ home selling assistance	☐ cultural information	☐ other (please specify _____)

- 2) How much time were you given to make the relocation decision? _____ ☐ days ☐ weeks ☐ months
- 3) How long did it take you to become productive at your new job following relocation? _____ ☐ weeks or ☐ months
- 4) How long did it take you to feel comfortable with your new co-workers upon relocation? _____ ☐ weeks or ☐ months
- 5) How long did it take you to feel comfortable with the way things are done at your new job? _____ ☐ weeks or ☐ months
- 6) How long did it take you to become efficient at your new job following relocation? _____ ☐ weeks or ☐ months

Section IV: Demographic and Biographical Information

Your responses to the following questions are very important. This information will be used for statistical purposes only.

Age _____ Gender: ☐ male ☐ female Number of children living at home: _____ Ages: _____

Are you: ☐ single, never married ☐ unmarried, living with partner ☐ married ☐ separated ☐ divorced ☐ widowed

Is your spouse employed outside the home? ☐ full-time ☐ part-time ☐ not employed

If your spouse is employed, would they consider their work to be a (check one): ☐ job or ☐ career

What percentage of your total family income is provided by your spouse? _____%

Your highest level of education completed: ☐ high school degree ☐ some college ☐ college degree ☐ Master's ☐ Ph.D.

Your salary level: ☐ under 35,000 ☐ 35,001-50,000 ☐ 50,001-75,000 ☐ 75,001-100,000 ☐ 100,001 and above

How long did you live in the community where you most recently moved from? _____ years

Did your employer provide your spouse employment assistance with your last relocation? ☐ yes ☐ no

Is the relocation policy from your last relocation similar to the current policy? ☐ yes ☐ no ☐ unsure

If the current policy is different, how satisfied are you with the current policy, compared to the previous policy?

☐ Less satisfied ☐ About as satisfied ☐ More satisfied

Please attach additional sheets to provide other information you feel would be helpful for us in understanding you or your spouse's relocation needs.

Thank you very much for completing this survey!

Relocation Issues Survey for Spouses^o

Participants are guaranteed total confidentiality. Nowhere on this survey will you be asked to identify yourself. Demographic information is requested for research purposes only. If you have relocated within the past seven (7) years, we would greatly appreciate your input. Please answer questions as they relate to your most recent relocation experience.

Section I: Background Information

How many times have you relocated for either you or your spouse's job? _____ times

Of these relocations, how many were a result of your spouse's employment? _____

How long were you separated from your spouse during your relocation experience? _____ ☐ months or ☐ weeks

Where did you move from? (town/city/state/province) _____

Move to? (town/city/state/province) _____

Prior to your move, your employment status was: ☐ employed part-time ☐ employed full-time ☐ unemployed

If you were employed, was your work a (check one): ☐ job or ☐ career

How many years had you been at your job before your move? _____ years

Are you currently employed? ☐ yes ☐ no

If yes, is it ☐ part-time or ☐ full-time (If you are currently employed, go to Section II now, otherwise continue)

Do you desire employment? ☐ yes ☐ no (If you do not desire employment, go to Section III now, otherwise continue)

Would you accept a position for which you know you are over qualified? ☐ yes ☐ no ☐ unsure

In what functional area are you seeking employment? ☐ Clerical/Admin Support ☐ General Mgmt ☐ Financial

☐ Production ☐ Human Resources/Training ☐ Technical Support ☐ Sales/Marketing

☐ Information Systems ☐ Communications/Public Relations ☐ Engineering/Research ☐ Other (please describe _____)

PLEASE GO TO SECTION III: The Relocation Experience

Section II: Attitudes Toward Your Current Job

1) In what functional area are you currently employed? ☐ Clerical/Admin Support ☐ General Mgmt ☐ Financial
☐ Production ☐ Human Resources/Training ☐ Technical Support ☐ Sales/Marketing
☐ Information Systems ☐ Communications/Public Relations ☐ Engineering/Research ☐ Other (please describe _____)

2) From the time you began your job search, how many months were you unemployed? _____ months

3) During your entire job search, how many contacts did you make? (e.g., interviews, phone calls) _____

4) Did your new job involve (check all that apply):

- | | | | |
|--|---|---|--|
| ☐ industry switch | ☐ move to a smaller company | ☐ re-education/re-training | ☐ decrease in job/career status |
| ☐ career switch | ☐ starting your own business | ☐ increase in pay | ☐ decrease in pay |
| ☐ increase in job/career status | ☐ change in job function | ☐ increase in benefits | ☐ decrease in benefits |

5) How did you obtain this job?

- | | | |
|--|---|---|
| ☐ newspaper advertisement | ☐ I directly approached firm | ☐ friends/relatives |
| ☐ professional organization | ☐ started my own business | ☐ support group |
| ☐ search firm | ☐ networks/contacts | ☐ other (please specify _____) |

6) Current pay level: ☐ under 35,000 ☐ 35,001-50,000 ☐ 50,001-75,000 ☐ 75,001-100,000 ☐ over 100,000

7) Please compare your current job with your previous job on each of the following dimensions. Please use the scale: New job is:
1=Much poorer, 2=Slightly poorer, 3=About the same, 4=Slightly better, 5=Much better.

____ opportunity for challenging work
____ opportunity for new learning experiences
____ opportunity to do a number of different things
____ salary/benefits
____ overall job satisfaction

____ opportunity to use new technology
____ opportunity for freedom on the job
____ opportunity for greater responsibility
____ overall quality of worklife
____ opportunity for promotion/advancement

8) Do you consider your current work to be a (check one): ☐ job or ☐ career

Please indicate your level of agreement with the following statements. Respond by thinking about your current employment situation. Use the scale: SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

	SD	D	MD	N	MA	A	SA
9) I often have to miss work because of a sick child.	☐	☐	☐	☐	☐	☐	☐
10) I expect to be constantly challenged in my current job in the future.	☐	☐	☐	☐	☐	☐	☐
11) If something happens to my child(ren) while my spouse and I are working, it is usually my responsibility to take care of the problem.	☐	☐	☐	☐	☐	☐	☐
12) I will continue to learn and grow in my current job.	☐	☐	☐	☐	☐	☐	☐
13) I feel guilty about not spending enough time with my children because of the hours I work.	☐	☐	☐	☐	☐	☐	☐
14) My current job will continually require me to develop abilities and knowledge.	☐	☐	☐	☐	☐	☐	☐
15) My job makes it difficult for me to participate as much as I want in bringing up my children.	☐	☐	☐	☐	☐	☐	☐
16) I will be challenged in my current job.	☐	☐	☐	☐	☐	☐	☐
17) I am often late for work due to problems with child care.	☐	☐	☐	☐	☐	☐	☐
18) My current job tasks and activities will become routine for me in the future.	☐	☐	☐	☐	☐	☐	☐
19) I often have to miss work to see that family responsibilities are met.	☐	☐	☐	☐	☐	☐	☐
20) The responsibilities of my current job will increase significantly in the future.	☐	☐	☐	☐	☐	☐	☐
21) All in all, I am satisfied with my job.	☐	☐	☐	☐	☐	☐	☐
22) In general, I like my current job.	☐	☐	☐	☐	☐	☐	☐
23) I used to care a lot about my work, but now other things are more important.	☐	☐	☐	☐	☐	☐	☐
24) I used to be more ambitious about my work than I am now.	☐	☐	☐	☐	☐	☐	☐
25) Sometimes I lie awake at night thinking ahead to the next day's work.	☐	☐	☐	☐	☐	☐	☐
26) The most important things that happen to me involve my work.	☐	☐	☐	☐	☐	☐	☐
27) I enjoy discussing my work with people outside my organization.	☐	☐	☐	☐	☐	☐	☐
28) I like to talk about my work with my friends.	☐	☐	☐	☐	☐	☐	☐
29) I am willing to put a great deal of effort beyond that normally expected to help my organization be successful.	☐	☐	☐	☐	☐	☐	☐
30) I talk up my organization as a great place to work.	☐	☐	☐	☐	☐	☐	☐
31) I find my values and my organization's values are very similar.	☐	☐	☐	☐	☐	☐	☐
32) For me, my organization is the best of all possible organizations to work for.	☐	☐	☐	☐	☐	☐	☐
33) I am satisfied with the amount of pay and fringe benefits I receive.	☐	☐	☐	☐	☐	☐	☐
34) I am paid fairly for what I contribute to my organization.	☐	☐	☐	☐	☐	☐	☐
35) I am satisfied with the overall quality of supervision I receive in my work.	☐	☐	☐	☐	☐	☐	☐
36) I am satisfied with the guidance I receive from my immediate supervisor.	☐	☐	☐	☐	☐	☐	☐
37) My job is secure in my organization.	☐	☐	☐	☐	☐	☐	☐
38) I am satisfied with the amount of job security I have.	☐	☐	☐	☐	☐	☐	☐

SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

- | | SD | D | MD | N | MA | A | SA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 39) I am satisfied with the amount of independent thought and action I can exercise in my job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 40) I am satisfied with the amount of challenge in my job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 41) I get a feeling of worthwhile accomplishment from doing my job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 42) In general, I like working for my organization. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 43) The chances for promotions are good in my organization. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 44) I am satisfied with the way promotions are handled in my organization. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 45) The organization I work for is concerned with giving everyone the chance to get ahead. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

Section III: The Relocation Experience

Please indicate your level of agreement with the following statements. Please use the scale: SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

- | | SD | D | MD | N | MA | A | SA |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1) Overall, I am extremely happy we relocated. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2) It has been a very difficult adjustment since the relocation. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3) I am very satisfied with our most recent relocation experience. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4) The relocation was very stressful on my relationship with my spouse. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5) Overall, the relocation experience was very stressful. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6) Overall, the relocation policy offered by my spouse's employer is excellent. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7) My spouse's employer will meet my expectations in providing relocation assistance in the future. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8) My spouse's employer is concerned about meeting my individual relocation needs. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9) I feel that all of our relocation needs will be met by my spouse's employer in future relocations. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 10) The provision of spouse employment assistance would be a major factor in future relocation decisions. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 11) My job prospects would be extremely important in a decision to move again. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 12) I will probably look for a new job in the next year. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 13) I would leave my current job if I could find a similar position at another organization. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 14) I often think of quitting my current job. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 15) I frequently think about job opportunities available at other organizations. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 16) I am willing to relocate again for my spouse if his/her skills were needed elsewhere. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 17) I am very confident in my ability to make a good impression in a job interview. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 18) I am willing to relocate again for my spouse for a one to three year developmental assignment. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 19) I am very confident in my ability to find out where job openings exist. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 20) I would welcome an opportunity to relocate. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 21) I am very confident that I can fill out job applications to my best advantage. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 22) I am <u>not</u> willing to relocate again for any reason. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

SD=Strongly disagree, D=Disagree, MD=Mildly disagree, N=Neither agree nor disagree, MA=Mildly agree, A=Agree, SA=Strongly agree. If a statement does not apply to you, please leave it blank.

- | | SD | D | MD | N | MA | A | SA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 23) I am very confident in my ability to decide what type of job to apply for. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 24) I would have a difficult time finding a new job if we moved. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 25) I am willing to relocate again if my spouse were offered a comparable job in his/her organization. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 26) In a job search, I am confident I could find comparable employment. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 27) I would prefer not to relocate again. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 28) There are many employment opportunities for the type of work I do. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 29) If my spouse were offered a relocation opportunity, I would prefer he/she turn it down. | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

30) Rate the importance of each of the following factors in your most recent decision to move. Use the scale: 1=Not at all important, 2=Slightly important, 3=Moderately important, 4=Considerably important, 5=Very important.

- | | | |
|-----------------------------------|--|--------------------------------------|
| ___ job opportunities for myself | ___ climate/geographic location | ___ employment assistance for myself |
| ___ quality of school system | ___ financial incentives for my spouse | ___ city/town population |
| ___ childcare/eldercare resources | ___ spouse's career advancement | ___ other (please specify _____) |

31) Using the same scale (1=Not at all, to 5=Very important), rate the importance of the following services for future relocations:

- | | | |
|-------------------------------------|----------------------------------|----------------------------------|
| ___ company paid visits to the area | ___ real estate assistance | ___ cost of living adjustment |
| ___ childcare/eldercare information | ___ spouse employment assistance | ___ home selling assistance |
| ___ cultural information | ___ educational information | ___ other (please specify _____) |

32) Of the following employment services, rate your interest in each. Use the scale: 1=Not at all interested in, 2=Slightly interested in, 3=Somewhat interested in, 4=Considerably interested in, 5=Very interested in.

- | | |
|---|--|
| ___ Training for interviews (techniques) | ___ Negotiating new job offers |
| ___ Self-assessment/self-awareness | ___ Identifying marketable skills |
| ___ Resume writing | ___ Assistance in starting my own business |
| ___ On-going counseling support | ___ Family involvement in relocation transition counseling |
| ___ Learning networking techniques | ___ Spouse involvement in relocation transition counseling |
| ___ Learning to market myself | ___ Assistance conducting a long distance job search |
| ___ Opportunity to meet other relocated spouses and share experiences | |
| ___ Other (please describe _____) | |

Section IV: Demographic and Biographical Information

Your responses to the following questions are very important. This information will be used for statistical purposes only.

Age _____ Gender: ☐ male ☐ female Number of children living at home: _____ Ages: _____

What percentage of your total family income is provided by your spouse? _____%

Would your spouse consider their work to be a (check one): ☐ job or ☐ career

Your highest level of education completed: ☐ high school degree ☐ some college ☐ college degree ☐ Master's ☐ Ph.D.

How long did you live in the community where you most recently moved from? _____ years

Have you ever received spouse employment assistance? ☐ yes ☐ no

If yes, did your spouse's employer provide such assistance with your last relocation? ☐ yes ☐ no

If yes, how helpful was it? ☐ not at all helpful ☐ somewhat helpful ☐ extremely helpful

I would like the option of spouse employment services for future transfers: ☐ yes ☐ no ☐ unsure

Is the current relocation policy offered by your spouse's employer similar to the policy that was in effect when you relocated? ☐ yes ☐ no ☐ unsure

If the current policy is different, how satisfied are you with it, compared to the previous policy?
☐ Less satisfied ☐ About as satisfied ☐ More satisfied

Please feel free to attach additional sheets to provide other information you feel would be helpful for us in understanding you or your spouse's relocation needs.
Thank you very much for completing this survey!

ORGANIZATION BACKGROUND INFORMATION

Please complete and return the following information sheet using the self-addressed stamped envelope or fax to my attention at (615) 974-3163. This information is very important in order to better understand the specific relocation issues facing your employees and their spouses. Please forward any questions or comments to Lillian Eby at (615) 974-3161 or 1-800-989-1588 extension 259.

I. Contact Information

Your name: _____ Your title: _____ Years in current position: _____ years
Right Associates contact (name and city/state/province) _____

II. Organization-Specific Information

Name of your organization: _____ Geographic location (city/state/province): _____

Type of organization (check one): ☐ public corporation ☐ private corporation ☐ non-profit organization
☐ government-national ☐ government-regional

Total corporate annual revenue \$ _____ Your organization's annual revenue \$ _____

Number of offices worldwide: _____ Number of employees worldwide: _____ Number of employees at your location: _____

Percent of your workforce under 40 years of age: _____ % Gender composition: _____ % Female _____ % Male

Racial composition: _____ % Caucasian _____ % African-American _____ % Hispanic _____ % Asian _____ % Other

In general, what percentage of all relocations in your organization are group moves? _____ %

What industry does your organization belong to? (please check one)

- | | | |
|--|---|---|
| ☐ Auto | ☐ Energy | ☐ Other Service |
| ☐ Banking | ☐ Food/Tobacco Manufacturing | ☐ Real Estate |
| ☐ Business Services | ☐ Government Services | ☐ Retail Trade |
| ☐ Chemical/Pharmaceutical | ☐ Health Services | ☐ Securities/Investment |
| ☐ Communications | ☐ Insurance | ☐ Transportation |
| ☐ Computer/Electronic | ☐ Legal Services | ☐ Utilities/Sanitation |
| ☐ Construction | ☐ Mining | ☐ Wholesale Trade |
| ☐ Educational Services | ☐ Other Manufacturing | ☐ Other (please specify) _____ |

III. Your Organization's Relocation Policy

Approximately what percent of your white-collar workforce relocates annually? _____ %

Approximately what percent of your blue-collar workforce relocates annually? _____ %

Over the past three years, has your organization made a greater, lesser, or about the same effort toward meeting the needs of relocated individuals as others in your same industry in terms of the: 1) scope of relocation services/benefits, 2) quality of services/benefits, 3) tailoring of services/benefits to meet individual needs, and 4) financial resources allocated to employee relocation? (please check one)

	<i>Much less</i>	<i>Some less</i>	<i>About the same</i>	<i>Greater</i>	<i>No basis to judge</i>
Scope of relocation services/benefits.	_____	_____	_____	_____	_____
Quality of relocation services/benefits.	_____	_____	_____	_____	_____
Tailoring services/benefits.	_____	_____	_____	_____	_____
Financial resources.	_____	_____	_____	_____	_____

Many organizations expect employees to relocate as part of the organization's strategic career management system. For each the following functional areas, please check the box if relocation is a job requirement for that functional area.

- | | | | |
|--|---|--|--|
| ☐ Clerical/Admin Support | ☐ General Mgmt | ☐ Financial | ☐ Production |
| ☐ Human Resources/Training | ☐ Technical Support | ☐ Sales/Marketing | ☐ Information Systems |
| ☐ Communications/Public Relations | ☐ Engineering/Research | ☐ Other (please describe _____) | |

To what extent, if at all, does each of the following describe the reasons why your organization relocates employees. Use the scale 1=Little or no extent, 2=Some extent, 3=Moderate extent, 4=Great extent, 5=Very great extent.

	1	2	3	4	5
To improve productivity at another site.	☐	☐	☐	☐	☐
To start up new facilities.	☐	☐	☐	☐	☐
To cross train/develop employees.	☐	☐	☐	☐	☐
To provide employees with opportunities for career advancement.	☐	☐	☐	☐	☐
To strengthen employee commitment to the organization.	☐	☐	☐	☐	☐
To adapt to future changes in the marketplace.	☐	☐	☐	☐	☐
Due to downsizing, restructuring, or merger.	☐	☐	☐	☐	☐

How do you deliver your relocation services? ☐ In-house ☐ Out source ☐ Other (please explain _____)

What services does your organization currently offer individuals in a standard relocation situation? Please check all that apply.

Transportation of Goods

☐ Transportation of goods ☐ Packing/unpacking of goods
☐ Lump sum relocation allowance (please enter amount \$ _____)

Housing/Mortgage

☒ Payment of closing costs ☐ House hunting trip(s)
☐ Interest differential adjustment ☐ Familiarization trips(s)
☐ Reimbursement for breaking apartment lease ☐ Real estate assistance
☐ Relocation monetary supplement (for costs incurred in the move) ☐ Organization's purchase of employee's home
☐ Temporary living expenses ☐ Mortgage counseling

Other Relocation Costs

☐ Cost of living adjustment ☐ Relocation bonus
☐ Gross up relocation reimbursement for taxes

Relocation Support Services

☐ Community information ☐ Spouse employment assistance
☐ Commuter marriage support ☐ International relocation assistance
☐ Relocation transition counseling

Other (please describe) _____

IV. Human Resource (HR) and Career Development Programs and Policies

For each of the programs or policies listed, please indicate whether it is available in your organization. Please check all that apply.

☐ Career ladders and paths	☐ Job rotation	☐ Formal mentoring programs
☐ Individual career counseling	☐ Tuition reimbursement	☐ Workshops on older worker issues
☐ Career planning workshops	☐ Succession planning	☐ Relaxed policy on hiring couples
☐ Paid maternity leave	☐ Pre-retirement programs	☐ Child care assistance
☐ Unpaid maternity leave	☐ Outplacement programs	☐ Work-family programs
☐ Paid paternity leave	☐ Early retirement incentive programs	☐ Adoption benefits
☐ Unpaid paternity leave	☐ Developmental assessment center	☐ Job-sharing programs
☐ Cafeteria-style benefits	☐ Selection assessment center	☐ Flextime
☐ Career planning workbooks	☐ Job posting system	☐ Career resource system
☐ Promotability forecasts	☐ Succession planning	☐ In-house training programs
☐ External training seminars	☐ Programs to combat obsolescence/plateauing	☐ Incentives for early retirement
☐ Relaxed organizational policies (e.g., travel)		

Thank you for your input!

APPENDIX B
POWER ANALYSIS

For Hierarchical Analyses [Chapter 10, Cohen (1988)]

Desired Power = .80 by convention, p.445 (Cohen, 1988)

Effect Size (f^2) = .15 by convention, p.478 (Cohen, 1988)

Significance level = $p < .05$ by convention, p. 531 (Cohen, 1988)

$s = 1$ by convention, p. 475 (Cohen, 1988)

$k_y = 1$

$k_x = 5$ (based on largest equation)

Numerator $df = u = k_y k_x = 5$

Denominator $df = v = (L / f^2) \times 5 - 1$ where $L = 17.4$

for the present study, $v = (17.4 / .15) \times 4 = 464$

To calculate the total number of subjects required (N):

$N = 1 / s (v + u / 2 - 1) + (k_y + k_x + 3) / 2$ from p. 515 (Cohen, 1988)

$N = 1 / 1 (464 + 2.5 - 1) + (1 + 5 + 3) / 2$

$N = 465 + 4.5$

$N = 469.5$

TOTAL NUMBER OF SUBJECTS REQUIRED = 470

Source: Cohen, J. (1988). Statistical power analysis for the behavioral sciences (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum Associates.

VITA

Lillian T. Eby was born in Lexington, Virginia on January 12, 1964. She attended elementary, junior high, and high school in Tecumseh, Michigan, and graduated from Tecumseh High School in 1982. She received her Master of Arts Degree in Industrial and Organizational Psychology from the University of North Carolina at Charlotte in 1992. While completing her master's degree, Lillian was employed by the Office of Experiential Learning where she coordinated the summer internship program for the College of Arts and Sciences. During this time she also held various research assistantships under the direction of Dr. Kimberly Buch. In August 1992, Lillian entered the Industrial and Organizational Psychology Program at The University of Tennessee.

While completing her degree, Lillian was awarded the Hilton A. Smith Fellowship for 1993-1994 and 1994-1995. In addition, she was the recipient of the National Alumni Scholarship from The University of Tennessee for the 1995-1996 academic year. She has been involved in a variety of applied projects, in addition to teaching an undergraduate management course and supervising several undergraduate students in research. Her applied experiences include working on research contracts with L. M. Berry and Company and BellSouth Advertising & Publishing Company as well as independent consulting with Right Management Consulting and the Tennessee Assessment Center.

During her tenure at The University of Tennessee, Lillian has published several refereed journal articles, a book chapter, and presented numerous papers at national and regional conferences. Lillian is affiliated with the Society for Industrial and Organizational Psychology, the American Psychological Association, and the Southern Management Association.

In her free time Lillian enjoys exercising and spending time with her husband and golden retriever. She will be joining the faculty of the Psychology Department at The University of Georgia as an Assistant Professor in the Fall of 1996.