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WORK, FAMILY AND CAREER CONSIDERATIONS IN UNDERSTANDING EMPLOYEE TURNOVER INTENTIONS

BENJAMIN SCHNEIDER

H. PETER DACHLER

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Research Report No. 19

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This research was supported by the Personnel and Training Research Programs, Psychological Sciences Division, Office of Naval Research under Contract No. N00014-67-A-0239-0025, Contract Authority Identification Number NR 151-350, Benjamin Schneider and H. Peter Dachler, Principal Investigators.

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An overview of the literature on employee turnover is presented. The three-part review discusses, in turn, literatures related to work (organizational, job and task), organizational impact on career, and organizational impact on family, as correlates of turnover. Little literature in the latter two areas was found, and it was suggested that

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few studies have concurrently investigated these three issues for their relative contribution to employee turnover intentions. To help specify the specific facets of work, career and family to be studied via survey methodology, a series of interviews was conducted. Based on the interviews and the literature review, a set of a priori factors defining each major category of interest was developed. Survey data were collected from a diverse sample of up to 1703 employees working in 140 different D.O.T. job codes, for many different organizations throughout the U.S. Respondents indicated both their perceptions and evaluations of all of the major issues.

After appropriate factor-analytic data reduction strategies, correlational analyses supported the traditional findings regarding "job" satisfaction as a correlate of employee turnover. Satisfaction with organizational impact on the career and family were also significantly related to turnover intentions, although the relationship involving satisfaction with the organization's impact on the family was weak. A series of internal analyses was conducted to illuminate the relationships between the satisfaction measures and the perceptions of processes regarding the organization, career, and family.

Finally, some analyses were conducted using the organization as the unit of analysis. For these analyses, organization averages served as the data base, the criterion of interest being unit turnover rates rather than individual employee turnover. These analyses supported the utility of the measure that was developed.

The implications of the conceptual and methodological bases for this research effort, and the obtained results, are discussed with respect to the development of a more comprehensive view of personnel retention and turnover.

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WORK, FAMILY AND CAREER CONSIDERATIONS IN UNDERSTANDING EMPLOYEE TURNOVER INTENTIONS

BENJAMIN SCHNEIDER

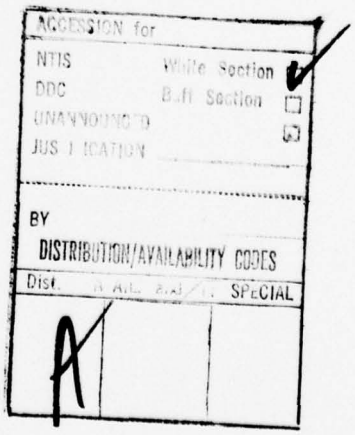
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WORK, FAMILY, AND CAREER CONSIDERATIONS IN UNDERSTANDING EMPLOYEE TURNOVER INTENTIONS

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INTRODUCTION

A considerable amount of effort has been expended in attempts to understand the determinants of organizational participation and withdrawal (job stability, tenure, turnover; cf. Porter & Steers, 1973). From early studies trying to relate mental alertness to tenure (Bills, 1923) to recent investigations of the relationship between a multitude of perceptual and job characteristic variables and turnover (Farris, 1971) researchers have investigated the correlates of this index of organizational effectiveness. Nevertheless, Hinrichs (1970) found it necessary to state:

> There is a surprising lack of comprehensive (italics added) research on turnover in view of the obvious costs to industry .... Research to tie down systematically more of the individual difference factors and environmental moderators explaining turnover variance could be quite useful both to organizations to reduce their manpower costs and to individuals to reduce the disruption often associated with job changes (p. 544).

The search for correlates of turnover has concentrated on two major groups of variables: job satisfaction measures and demographic-individual

difference variables (cf. Porter & Steers, 1973). Either group of variables (see Schuh, 1967a) as well as combinations of the two sets of variables (cf. Hulin, 1966; Ross & Zander, 1957; Weitz & Nuchols, 1953) have produced only a minimum understanding of the psychological process underlying employee turnover.

One of the most important reasons for the lack of progress in the study of turnover is the basic underlying assumption that the behaviors of organization members can be understood in terms of the direct influence of immediate organizational characteristics or on the basis of personal characteristics of the organization members. Recently, organization and personnel psychology theorists (e.g., Dachler & Wilpert, 1978; Katz & Kahn, 1966; Schein, 1970) have increasingly and convincingly argued that organizational behavior can only be fully understood in terms of the dynamic social system which constitutes the organization as a whole. Schein (1965) argued that:

> The deeper psychologists delve into the behavior of individuals within organizations, the more they discover that the organization is a complex social system which must be studied as a total system if individual behavior within it is to be truly understood (p. 3).

Katz and Kahn (1966), among others (cf. Dachler & Wilpert, 1978) have emphasized that "... living systems, whether biological organisms or social organizations, are acutely dependent upon their external environment and so must be conceived of as open systems" (p. 18). Therefore, behaviors of members of an organization have to be investigated not only within the complex system of that organization but also in relation to

the environment with which the organization and its members interact. This point of view also leads to the conclusion that although organizational roles demand only certain limited activities from each person, it is the whole person who comes to work. He brings with him many attitudes, feelings, and perceptions which are a function not only of his experience in the organization, but his experiences with his total environment, including his job, his family, his friends, the general community, etc. (cf. Kanter, 1977).

These considerations lead us to the conclusion that the limited and frequently confused understanding of organizational participation and withdrawal may well be a result of having looked for determinants of these behaviors only within the narrow context of isolated work or individual difference variables. We felt it imperative to take a new, more holistic, look at the underlying psychological processes of organizational participation and withdrawal. To do this, organizational participation and withdrawal was conceptualized within an open system approach to the understanding of organizational behavior.

This approach proceeded with the following as guiding theme: Turnover is best thought of as a response to an affective state, such a state being multidimensional with respect to various facets of the immediate work world, one's long term work career, and one's extra-work (primarily family) environment.

LITERATURE ON TURNOVER

There have been a number of major reviews of the turnover literature (Brayfield & Crockett, 1955; Herzberg, Mausner, Peterson & Capwell,

1957; Porter & Steers, 1973; Schuh, 1967a; Vroom, 1964). The relevance of job satisfaction to the study of turnover is attested to by the fact that with the exception of Porter and Steers, and Schuh, the reviews are basically reviews of the satisfaction literatures. Indeed, because studies of the contributions of personal variables to turnover predictions invariably have a single occupational group, in one company, as the target group, we will neither review this literature nor study personal variables in our research. That is, although personal variables such as biodata (cf. Dunnette, Kirchner, Erickson, & Banas, 1960; Fleishman & Berniger, 1960; Gannon & Northern, 1971; Ley, 1966; Minor, 1958; Robinson, 1972; Shott, Albright & Glennon, 1963); interests (cf. Boyd, 1961; Ferguson, 1958; Mayeske, 1964; Parsons & Wigtil, 1974; Stone & Athelstan, 1969); nAch (Atchinson & Lefferts, 1972); aptitude (Brown & Ghiselli, 1953); extraversion (Cooper & Payne, 1967); anxiety (Hakkinen & Toivainen, 1960); and intelligence (Schuh, 1967b) generally can predict turnover, the present study focuses on organizational issues including a person's immediate organizational environment, his job and task, his career, and his family.

Organization, Job and Task

Porter and Steers (1973) noted that the literature on turnover and absenteeism can be segmented depending on the kind of predictor -- organization, job, task, or personal variables. Of course, most researchers have not separately categorized their variables; the usual strategy is one of having people respond to an available set of attitudinal questions and then calculating correlations between attitude variables and turnover indices. For analytical purposes, however, the literature can be

catalogued according to the kind of predictor that is emphasized.

The Organization. The work-world literature on turnover makes it difficult to separate immediate work context data (what we call the job) from more macro frames of reference regarding organization practices and/or reactions to the company as a whole. Kraut (1975), for example, showed that (after intentions) general feelings about a company as a place to work were the best predictors of turnover.

Some research on more specific facets of organizational practices and procedures such as advancement opportunities, pay practices, competitive orientation, and so forth also exists although there is surprisingly little such literature. Apparently researchers have attributed turnover decisions to more immediate job and task variables than to the reactions people have about general policies and practices of the organization.

DePasquale and Lange (1971), for example, conducted a survey of some 5,000 MBA's. Each MBA responding had been at work from 3 - 5 years when they responded to the survey (the 5,000 represented a 40% response rate). Nearly two-thirds of the MBA's who had left their first organization cited lack of advancement opportunities, poor expectations for substantial job responsibility, underutilization of MBA training, and inadequate salary growth as primary causes. Dunnette, Arvey and Banas (1973) and Schein (1971) reported similar findings and Hall (1976) devoted considerable attention to issues surrounding the turnover of new employees, a group for whom turnover rates are apparently the highest (DePasquale & Lange, 1971; Downs, 1967; LIAMA, 1966). Farris (1971) also found that feelings regarding poor organizational provisions for rewarding performance was a correlate of turnover as did Hellriegel and White

(1973), Hulin (1966, 1968), Patchen (1960), Ronan (1967), Saleh, Lee and Prien (1965) and Telly, French and Scott (1971).

Ronan (1967) found that company policy and administration issues were related to turnover, a finding shared with Hulin (1966, 1968), Hellreigel and White (1973) and Schneider (1973). The last three authors, in particular, addressed the impact on turnover of organizational climate or atmosphere - a general summary perception of the organization regarding its orientation to employees (Hulin), competition (Hellriegel & White), or customers (Schneider).

Whereas people who leave their job actually leave an entire organization, the emphasis in turnover research has been on immediately work-related issues such as work content, supervision and work-group interpersonal relationships. Our research will devote considerable emphasis to assessing perceptions of, and feelings about, the policies and practices of the total organization.

The Job. Supervision is the work issue most frequently addressed in studies of turnover, and studies invariably support the hypothesis that satisfaction with supervision is a strong correlate of turnover (for exceptions see Argyle, Gardner & Cioffi, 1958; Spillane, 1973). This finding seems to generalize across job types ranging from professionals (cf. Hellriegel & White's study of CPA's, 1973) to manufacturing plant employees (cf. Fleishman & Harris, 1962) and sex of employee (cf. Hulin, 1968 and Saleh, et al., 1965, for studies of women clerical and nursing personnel, respectively). Others who have found supervision as a correlate of turnover include Ley (1966), Ronan (1967), Ross and Zander (1957), and Telly et al., (1971).

A second job factor receiving considerable attention in turnover studies is the nature of intra-group relations. Evan (1963) was an early proponent of such studies and he argued that the peer group at work was a special kind of primary group in the sense that it is the work group to which employees must be able to turn for reduction of stress. In an interesting study, he showed that in work where a peer group was more likely to be available turnover was lower. Van Der Mewre and Miller (1971) suggested that, based on their own research and a review of the measurement of turnover, the major determinants of turnover lie in the work group. While this is perhaps an extreme view of the role of the work group in understanding turnover, there is some evidence to support inclusion of the work group as an important turnover correlate (Farris, 1971; Hellriegel & White, 1973; Hulin, 1968; and Kilbridge, 1961). Caution is in order, however, for Waters and Roach (1971), Kraut (1975), and Schneider and Snyder (1975) present no evidence to support the importance of the work group as a correlate of turnover.

A third job-related issue in turnover concerns the way in which people first come in contact with the context of their work. Literatures of this genre have come to be called the realistic job preview or realistic expectations approach to hiring (cf. Wanous, 1977, for a review). In contrast to most field research, studies of the role of prehire information in employee attitudes and turnover has tended to be experimental in nature (but see Dunnette et al., 1973). Perhaps this is a function of the early studies, which were experiments (Weitz, 1956; Youngberg, Note 1). Wanous' (1977) extensive review of this entire literature leads to the conclusion that what people know and expect about

the job prior to organizational entry can affect turnover.

Here, too, however, some caution needs to be expressed in overdrawing conclusions. Schneider (1972; 1975), for example, conducted a large sample study of turnover as a correlate of the fit between life insurance agent expectations and life insurance agency reality and was unable to provide support for the hypothesis that fit as such improves retention. Employee-organization fit for a "positive" organization improved retention; the opposite was true for a "negative" organization.

Organization and Job Variables: Same or Different? An argument can be made for including the realistic job preview studies under the Organizational category as a correlate of turnover under the assumption that how people are brought into organizations is certainly an organizational practice (Schneider, 1976; Wanous, 1977). However, if one conceptualizes the realistic preview as an element in anticipatory job socialization (Hall, 1976), then it is more a Job variable. In the present research, how people are brought into Organizations and what they encounter on the Job will both be examined as correlates of turnover.

Similarly, supervision can be an Organizational as well as Job variable depending upon the focus of the questions asked of respondents. Thus, whether the organization is perceived as one encouraging bottoms-up communication is not necessarily the same problem as whether one's immediate supervisor is considerate.

The point to be made here is that while different kinds of work issues may arise as impacts on turnover from organizational as compared to job variables, the same issues may be represented at both levels. Thus supervision as an issue for employees refers both to organizational

practices and job practices and each may play a unique role in the understanding of turnover.

The Task. Task, or job content, issues are consistently strong correlates of turnover and there exists a large literature supporting such a relationship (although here, too, exceptions exist - Farris, 1971; Kilbridge, 1961; Spillane, 1973). Those people who feel generally more positive about the actual work they do are less likely to leave (Kraut, 1975; Ronan, 1967; Saleh et al., 1965). More specifically, people who describe their work as interesting/challenging (Bray et al., 1974; Guest, 1955), as allowing them to exercise responsibility (DePasquale & Lange, 1971), as providing the opportunity to use their abilities (Dunnette et al., 1973; Hellriegel & White, 1973) and who feel the work they are doing is significant (Ross & Zander, 1957; Wickert, 1951) are all less likely to change jobs.

Summary. A variety of work attributes have been examined as correlates of turnover ranging from macro perceptions of the organization's climate of competitiveness (Hellriegel & White, 1973) to micro perceptions of the task as being monotonous (Guest, 1955) and from global evaluations of the entire company (Kraut, 1975) to global evaluations of the task (Ronan, 1967). Thus, both perceptions (descriptions) and evaluations of organization, job, and task are revealed to be correlates of turnover, and both kinds of data will be collected in the present research.

Career

Hall (1976) notes that the word career has four relatively distinct meanings:

1. Career as advancement - connoting vertical mobility; moving upward in an organization's hierarchy or occupying progressively more responsible positions in "better" organizations.
2. Career as profession - this definition applies only to some occupations (professions) and implies that some people have careers while others only work (e.g., keypunch operators and parking lot attendants).
3. Career as a lifelong sequence of jobs - here a career is a person's work history and all people with work histories have careers.
4. Career as a lifelong sequence of role-related experiences - this is the subjective career and refers to the way a person experiences the sequence of his or her jobs and activities.

The first definition, career as advancement, seems well covered by the organizational issues discussed earlier concerning advancement and promotion opportunities. The second definition was discarded from consideration in our research efforts; we started out with the third definition. In fact, however, as will become clear later, the focus of our efforts was on the fourth definition, specifically employee perceptions of the extent to which the employing organization facilitated or inhibited a person's subjective career, i.e., aided progress toward the individual's self-defined career aspirations.

There is a relatively large literature showing the relationship between turnover and the career as advancement (cf. Bray, et al., 1971; DePasquale & Lange, 1971; Farris, 1971; Hellriegel & White, 1973; Kimball,

1972; Vroom & MacCrimmon, 1968). However, there are few studies which reference the organization's role in facilitating the subjective career (i.e., through counseling, placement, etc.). Perhaps, as Hall (1976) notes, consideration of people's subjective careers by organizations is a relatively new phenomenon because of the new values younger people have recently brought with them to organizations. Indeed, many commentators have assumed that the new values (for freedom, flexibility, etc.; see Jennings, 1970) require a "hands-off" policy on the part of the organization (cf. Katzell & Yankelovich, 1975).

Some research, however, permits a different interpretation. Graen, Orris and Johnson (1973), for example, found that when non-academic university employees were in jobs perceived to be relevant to their own work career, then they were more satisfied, better performers and less likely to terminate than those who saw their jobs as unrelated to their work career. Kelleher (1973) found similar results for midlife and over-65 people. That is, he was able to show that people choosing second "careers" or taking a new job after retirement from a previous job tended to select jobs which fit their <u>own</u> definitions of effectiveness and success.

Because the definition of a career <u>is</u> such a personal issue, it seemed to us that any organization which was perceived as facilitating career progress would be one employees would not wish to leave. That is, based upon the assumption that career choice implements a person's self image (Super & Hall, 1978), when an organization is perceived to facilitate such implementation through support of people's career paths, people are likely to remain with that organization.

The Family

Sociologists (cf. Kanter, 1977) have argued for inclusion of more than perceptions of the work world as determinants of organizational participation. They suggest the importance of non-work factors in work-related behavior. Gilmer (1971) hypothesizes that:

> The man at work, be he an executive or a laborer, does not function alone in his industrial environment. It is almost inevitable that his problems of work are shared with his family, and the feedback from family life affects his work (p. 341).

Arguing in a similar manner, Strauss (1963) takes issue with "personality vs. organization" theorists such as Argyris (1957), Herzberg (1966), and McGregor (1960). This group, Strauss claims, suggests that it is only at work where people are likely to satisfy their needs for competence (White, 1959) or self-actualization (Maslow, 1954). Strauss (1963) notes that:

> Many people find a full measure of challenge, creativity and autonomy in raising a family, pursuing a hobby, or taking part in community affairs (p. 52).

Perhaps, he would argue, the important question to answer is not where but whether people are able to achieve the sense of completeness they desire.

In the present study our attention was focussed only on family issues and then only regarding the perceived organizational impact on the family. As with the work and career issues, some of the foci were derived from the extensive interviews we conducted while others were obtained by examining the small, but relevant, research literature.

Two recent reviews of the literature on work and the family have appeared. One, edited by Rapoport, Rapoport and Willmott (1971) was a special issue of Human Relations, while Kanter (1977) wrote a fascinating monograph which provides a socio-historical base for understanding especially the role of women at work. Neither work focusses explicitly on how the organization's impact on the family is reflected in employee turnover, but two non-empirical papers have conceptualized the problem.

Giffen and McNeil (1967) suggest that the work-family relationship is one that continually cycles and impacts one on the other. Using the military work career and retirement (a form of withdrawal) as an example, they show how, because of the work-family integration in military careers, impending retirement from the military (and the way this is handled by the military) can precipitate identity crises for an entire family. This crisis, in turn, serves to impact views of the military, and so forth.

Sussman and Cogswell (1971) present a very interesting theoretical paper showing how the availability of work allows workers to change their jobs to meet the needs of their children and family. Thus, their framework suggests that when available job alternatives are plentiful, turnover for the purposes of meeting family obligations (and other interests, as well) may occur. While on the surface this hypothesis might seem no different from March and Simons' (1958) proposition, Sussman and Cogswell explicitly discuss how family considerations in turnover decisions will vary as a function of the nature of the family to which a person is a part (nuclear, single parent, dual career, etc.)

More directly relevant to the Giffin and McNeil (1967) constant interact hypothesis is some research by Dyer (1956), who showed significant

relationships between employee job satisfaction and the family's attitude toward the job. Dyer notes that less satisfied wives are aware of the job selections which affect their husbands and that these selections influence their attitudes about the job. Dyer concluded (1956, p. 59) that:

> In the past, many of these factors such as salary, advancement, experience, etc. have been considered as work situation factors, but these data point out that they are also family factors.

House, Filley and Kerr (1971) and Blood and Wolfe (1960) provide some additional support for the potential impact of family concerns on job satisfaction. House, et al. found that workers who reported their families were proud of their job were also those who reported their supervisors were high on consideration. Blood and Wolfe's study of wives revealed that more than half of the 909 wives they interviewed strongly desired some change in their husband's job. While they collected no corresponding job satisfaction data, and cause and effect is difficult to interpret in this study and the one by House, et al., these findings add an interesting dimension to job satisfaction research.

With respect to turnover, Ross and Zander (1957) collected questionnaire data from 2680 female skilled workers and found that the extent to which the job interfered with family and community satisfaction was related as strongly to turnover as was the satisfaction of personal needs for recognition, autonomy, and equity in evaluation. Bray, et al. (1971) also found some support for family issues in withdrawal decisions. They showed that 19% of the voluntary terminations from A T & T during the first eight years of the Management Progress Study were attributable to "Home-Personal" reasons. Robinson's (1972) biodata study also included

a "family obligation" factor which significantly predicted turnover; Matthews, Collins & Cobb (1974), Saleh, et al. (1965), and Wells (1969) report similar findings.

Unfortunately, much of the literature on employee turnover as a correlate of family issues has dealt with women. This may either reflect a bias on the part of researchers, who continue to view women as having the primary responsibility for family (Blood & Hamblin, 1960; Poloma & Garland, 1971), or a state of affairs which suggests that men do not have the same kinds of role conflict problems that women experience (cf. Hall & Gordon, 1973). The present authors, using the findings of Bray, et al. cited earlier as a clue, will examine both male and female responses to organizatonal impact on the family as a correlate of turnover.

Summary

The literature review supports our guiding theme which assumes that the behavior of employees of work organizations is a function of at least three sets of interacting considerations: perceptions of the here and now of the job (which includes the historical past), considerations of one's future (i.e., career considerations), and thoughts about the relationship between work and family life. It further assumes that while turnover decisions are probably most closely tied to global affective reactions (i.e., satisfaction) with respect to the organization's role in work, career and family, for an understanding of turnover it is important to specify the various facets of work, career, and family that seem most closely tied to satisfaction with respect to each.

METHOD, 1: QUESTIONNAIRE DEVELOPMENT

This first Method section describes the development of the Work, Family, Career Questionnaire (WFCQ), the major source of data for describing the relative correlates of turnover in this project. However, because the statistical analyses used in describing these relationships were calculated on responses to a survey which represents a particular subset of all possible data that might have been collected, it is important for the reader to understand how the particular items on the survey came to be and what the items were meant to represent.

Sample

As noted in the literature review, interviews were accomplished to help specify the exact nature of the work, family, and career issues to be subsequently assessed with the survey methodology. These interviews were conducted with a total of 45 workers and their spouses and six children. The employees worked for two airlines (pilots and mechanics), for a public utility company (repairpeople), and for a major transportation union.

Procedure

Contacts were established with the personnel people in the organizations and names of employees were provided to the research team. Arrangements were such that employees could check with their organization about who we were when we called to arrange an interview, but the organization would not know if the employee agreed to be interviewed. All interviews were conducted in the interviewee's home.

Because of the lack of specificity in the literature with respect to family issues, this was a major focus in the interview. Copies of the

interview schedules used (one for the worker, one for the spouse) are presented as Appendix A. The interview is appropriately described as semi-structured (Gordon, 1975).

All interviews were taped with the consent of the interviewees; none refused. The purpose of taping the interviews was to allow for the preparation of typescripts for those interviews thought to be particularly rich in descriptive material. That is, the interviews were not conducted for the purpose of formal content analysis; they were done to provide a source of statements and descriptions of events, procedures, feelings, etc. regarding the nature of work, career, and family and the way these concerns interacted in people's lives.

Interviews that were particularly noteworthy for their detail regarding these issues were transcribed. These transcriptions served as a basis for writing items in addition to the issues uncovered in the literature review, in other research conducted under this Contract (Dachler & Schneider, Note 2), and in the other interviews.

This process of turning what is known from the literature and what one learns from the interviews into a survey instrument is not simple. The process is long, requiring the reading of typescripts of interviews that lasted as long as three hours, translating the interview matter into literally hundreds of statements potentially useful in a survey, and then sorting the items into meaningful categories, always being open to the designation of an issue or problem which may be important but is not already a part of the lore of the important correlates of turnover.

This process produced a series of a priori factors for each of the major issues we had isolated to be the domain of the project, except for

Organizational impact on career. The one career factor was named Organizational Career Facilitation. The names of the a priori factors, with illustrative statements from the survey, are presented in Table 1. Because subsequent principal component factor analyses reduced the number of dimensions necessary to represent these sets of items, no further description of these a priori dimensions is required here. It is important to note, however, that the data submitted to factorial analysis already had a conceptual structure. Indeed subsequent internal consistency analyses of these a priori dimensions were quite high but, as might be expected, so were the interscale correlations.

The WFCQ

A copy of the WFCQ is presented as Appendix B. There are a number of unique features of the survey.

General Directions. The general directions to the WFCQ ask the respondent to "Answer the following questions as if you were considering whether to stay or leave your present organization and you were just sitting back to sort of take stock of all the kinds of conditions that exist for you in your present work situation." Thus, we wanted respondents to have a turnover response set, to tell us what the work situation looks and feels like when critically examined from the vantage point of making an important decision.

Another point emphasized in the general directions was that at the beginning of the survey we wanted their descriptions, not their feelings. Our concern was that respondents concentrate on describing first and evaluating later, rather than have a generalized affective attitude to all questions. Recent evidence in survey methodology suggests the

Table 1

A Priori Scale Names With Sample Items

Scale Name	Example of Item	Items Numbered*
Organization		
Supervision	This organization encourages supervisors to consider employee ideas in making decisions.	1, 5, 14, 19, 22
Status Image	This organization is considered by others in the field to be a leader.	2, -4, 7, 25, -27
Personnel Practices	This organization seeks the best possible people for the jobs it has open.	3, 6, 8, 9, -11, -18
Reward Orientation	This organization directly relates rewards to the employee's performance.	10, 12, 15, 16, -17, 20
Goal Clarity	This organization has conditions which keep people from getting their jobs done.	-13, 21, 23, 24, -26
Job		
Status Image	More applicants apply for the kind of job I have than the organization can hire.	1, 4, -8, 17, 29
Supervision	Supervisors I have contact with help people get their work done; supervisors facilitate rather than hinder work accomplishment.	2, 12, 21, 23, 30
Reward Orientation	Supervisors I work with do <u>not</u> know what their people want.	3, 6, 20, -26, 28
Personnel Practices	People coming on the job get special training that helps them get started.	5, -9, 16, -18, -25
Goal Clarity	Employees on the job are informed about how their job fits in with other jobs	7, -11, 14, -15, -22
Co-Workers	People help each other out on the job.	10, 13, -19, 24, -27

Scale Name	Examples of Item	Items Numbered*
Task		
Identity	People can tell from the outcomes of my tasks and duties that I have performed them rather than some other person.	1, 4, 6
Variety	The tasks I work at require me to make <u>different</u> kinds of decisions.	2, -7, 8, 9, 18, 20
Required Interdependence	Getting my task done in this company requires coordinating the efforts of a number of people.	3, -17, 21, 23, 24
Predictability	Supplies needed for my job are available.	5, 14, 16, -19, -25
Autonomy	There is only one way to get my tasks accomplished.	-10, 11, 15, 22
Feedback	My task does <u>not</u> allow me to find out how I am doing on the job.	-12, 13
Family		
Finances	My family worries about (real or possible) expenses for family sickness.	-1, 16, -19
Involvement	My family and I take vacation trips.	2, -4, -5, -14, 15, 18, -24, 26
Others	My family entertains friends.	3, 6, 9, 21, -22
Autonomy	Activities of my wife or husband are interfered with.	-7, -10, -12, -20
Status	My family discusses things about my job.	8, 13, 17, 27
Career		
Org. Career Facilitation	There are opportunities for me to pursue my career interests in this organization	1, 2, 3, 4, -5, -6, -7, 8

* The item numbers given can be derived from the WFCQ presented as Appendix B by assigning the first item in the relevant section the number 1.

importance of separating description from evaluation; the two kinds of data are not as strongly related (LaFollette & Sims, 1975; Schneider & Snyder, 1975) as earlier research (Johanneson, 1973; Pritchard & Karrasick, 1973) and commentary (Guion, 1973) had indicated.

Sections of the WFCQ. There were eight sections in the WFCQ: (1) Description of your Organization, (2) Description of your Job, (3) Description of your Task(s), (4) Description of your Career, (5) Description of your Family, (6) Satisfaction with Conditions, (7) Satisfaction with Specific Job Characteristics, and (8) Personal Data. The first five sections concentrated on descriptions of work (organization, job, and task), family and career. Section 5 had two parts, one asking respondents to describe the current state of their family experiences. The second part presented the same items of description, but respondents had to report the extent to which their organizational participation affected the family experience reported in the item. This second part of Section 5 is the one concentrated on in the present report.

In Section 6, respondents were asked for their satisfaction - "Tell us how satisfied or dissatisfied you are with the conditions you have described for the organization, your job, your tasks and duties, your family, and your career." Respondents were asked to go back and look at the conditions and events they had described prior to indicating their satisfaction. This was encouraged as a means of (1) having respondents remember the kinds of issues they had rated and (2) keeping halo down for this series of one-item global ratings. Thus, each rating on satisfaction was a single, global response ranging in scale value from

Highly Dissatisfied (1), through Neither Satisfied nor Dissatisfied (3), to Highly Satisfied (5). Also included with these ratings was an item regarding Life Satisfaction, an issue raised frequently in the interviews and one which appears quite relevant to research on family issues (cf. Haavio-Mannila, 1971; Kanter, 1977).

In Section 6 respondents were also asked to indicate their turnover intentions as follows: "Indicate on the line below how strongly you feel at present about leaving or staying in your organization." The scale points were anchored by the statements: (1) Strongly inclined to leave, (2) Inclined to leave, (3) Don't know whether I want to stay or leave, (4) Inclined to stay, and (5) Strongly inclined to stay. This item served as the major turnover intention criterion for this project.

A second turnover intention item was included in the WFCQ which had as its anchors time estimates for how long people were intending to remain with their present organization. Because time estimates regarding intentions to remain are in part affected by people's estimates about future developments within and outside of their work organization, this particular criterion needs to be analyzed with respect to economic and other issues which are not part of this study. Parenthetically, it should be noted that a careful reading of the WFCQ will reveal a few other instances in which data analyses will not be presented.

Section 7 of the survey was the Job Descriptive Index (Smith, Kendall & Hulin, 1969). This measure assessed satisfaction with five facets of the job: work, pay, supervision, opportunities for promotion, and co-workers. There are a number of attractive features to the measure. First, it has percentile norms which permits a presentation helping the

reader locate one way in which the present sample can be compared to workers in general. Second, the measure has good stability (Schneider & Dachler, in press). Finally, the measure has been shown to be related to employee turnover in other studies (cf. Hulin, 1966; 1968) and it thus provides a framework for making relative judgements regarding the capabilities of measures designed specifically for this project to correlate with turnover.

Finally, Section 8 contained various kinds of personal data (age, sex, race, education, part-time/full-time employment status, tenure, marital status, etc.). In addition, job title was requested permitting the coding of respondents by D.O.T. Code. These data, in addition to the J.D.I. information, provide comparative information regarding the sample responding to the survey.

Summary

In summary, a concerted attempt was made to avoid Oppenheim's (1966, p. 3) description of the usual survey:

> Too often, surveys are carried out on the basis of insufficient design and planning or on the basis of no design at all. "Fact gathering" can be an exciting and tempting activity to which a questionnaire opens a quick and seemingly easy avenue; the weaknesses in the design are frequently not realized until the results have to be interpreted - if then! Survey literature abounds with portentious conclusions based on faulty inferences from insufficient evidence wrongly assembled and misguidedly collected.

We did, indeed, set out to gather facts, but the WFCQ represents a carefully developed data collection instrument, the Sections of which

were designed to collect specific kinds of data. In addition, a number of processes were built into the survey itself as strategies designed to allow us to be able to draw inferences regarding the role of work, family and career in turnover intentions. Thus, respondents were asked to (a) carefully consider the various facets of the work world prior to evaluating those facets; (b) report on family events and experiences prior to reporting organizational impact on those experiences; and (c) think about their work, family, and career issues in the context of a turnover decision.

METHOD, II: SURVEY ADMINISTRATION

Sample

Table 2 summarizes individual and organizational characteristics of the maximum of 1703 respondents to the WFCQ. The sample is an "available" rather than random sample but it appears to be quite representative (cf. Quinn & Shepard, 1974). The sample: represents all sections of the continental U.S.; ranges through private industry, local and federal governments; includes a wide range of occupations from chief executive officer to farm worker and janitor (a total of 140 different D.O.T. job codes were covered by the jobs included in the survey); has adequate representations of racial (78% white), sexual (62% male) and educational (average one year post-high school) individual difference variables. Unfortunately, it is not possible to report overall response rates because of the diversity of ways in which data were collected. But we know that for the largest proportion of these data (approximately 90%) the response rate exceeds 80%. This is known because 90% of the

Table 2

Characteristics of Sample

Personal Background	
Age	$\bar{X}$ = 30
Male	62%
Education	$\bar{X}$ = 1 year past high school
Tenure	$\bar{X}$ = 5 years
Part-time	10%
Married	67%
Black	10%
Spanish Surnamed	12%
Job Information	
D.O.T. Job Codes represented	140
Number of Organizations	16 major samples plus one each from 112 others
Normative Job Satisfaction	
J.D.I. Work	33rd percentile
J.D.I. Pay	33rd percentile
J.D.I. Promotion Opportunity	52nd percentile
J.D.I. Supervision	36th percentile
J.D.I. Co-worker	33rd percentile

data were collected by a member of the research team who actually administered the WFCQ at the work location; only no-shows failed to complete the survey and the 80% response rate is a very conservative estimate.

The sample N of 1703 applies only to the factor analyses of the first three sections of the WFCQ. All analyses conducted with respect to turnover intentions had a maximum N of 911. All data in Table 1 are based on the sample of 911.

Procedure

As noted, surveys were administered at the work location. In each company, arrangements were made to randomly select respondents from employee pay records. Selected employees were mailed a letter signed by (usually) a VP, Personnel. This letter was actually drafted by the research team. It explained the project, indicated that the company (through the employees) was helping the researchers, and firmly noted that little, if anything, would happen in the short run as a result of their completing the survey. Employees were encouraged to participate but were told their supervisors were unaware of who would be requesting time to participate and that no attendance would be taken at the time of survey administration.

All supervisors were sent a letter indicating that some of their subordinates might request time to leave the job to go to a room to complete a survey. They were asked to give their permission and not to ask questions. The researchers were available all day the day of administration to answer any questions that did arise.

When respondents appeared for the survey, they were told about the project and why we needed their help. Any questions were answered and

then the general directions were read aloud; again, questions were answered. Then the separate mark-sense answer sheet was explained and an example was explained. When respondents began working each was checked to insure they understood how to use the answer sheet. On the average it required an hour and 15 minutes to complete the WFCQ, some taking as long as two hours.

Few people had trouble responding to the items on the WFCQ. For the most part, those who did have trouble were not native American. These respondents, however, helped each other out with translations. (We permitted this at first only by necessity but it did not seem to bias results and it suggested to us an interesting way to collect survey data in the future - have a group fill out a survey and record the outcome of the process.)

Data Analyses

For the most part, simple correlational analyses are presented for this essentially descriptive study. Prior to those analyses, the results of the principal components factor analyses are presented.

The factor analyses were conducted in a way that minimizes bias in subsequent analyses and permits a check on the generalizability of factors. This process included the following:

1. There were four sections of the survey requiring analysis: Organization, Job, Task, Family.
2. For Section 1 (Organization) the first, fifth, ninth, and so forth, respondents were used for the factor sample. For the Job section, the second, sixth, tenth, and so forth, respondents were used. The same general procedure was used for the Task and

and Family sections, thereby using different samples as a basis for the factor analysis in the different sections.

3. The internal consistency reliability of the resulting factors was estimated on the sample of respondents who were not used in the factor analysis.

In the first part of the Results section, all data are analyzed using the individual respondent as the unit of analysis and individual turnover intentions as the criterion of interest. Later, organizations become the unit of analysis and turnover intention as a unit or organizational phenomenon is the criterion of interest.

RESULTS

Results for the analysis of the WFCQ are presented in the following order: (1) Outcomes of the factor analyses, including a discussion of the isolated dimensions in the context of previous research findings; (2) Relationships between the global satisfaction indices and turnover intentions; (3) Relationships of work, family, career descriptions to turnover intentions and satisfaction; and (4) Analysis of within-organization aggregated responses regarding relationships between satisfaction, work, family, and career descriptions and turnover intentions.

Factor Analyses

Organization Perceptions. Table 3 reports the rotated factor loadings, by item, for Section One of the WFCQ. The factors resulting from this analysis were named: MBO Orientation, Personnel Practices, Reward Orientation, Status/Image (Org.), and Inflexibility. The first four factors correspond closely with the a priori dimensions listed in Table 1,

Table 3

Rotated Factors for Organizational Items

	Factor Names and Loadings				
	MBO Orientation	Personnel Practices	Reward Orientation	Status Image (Org.)	Inflex-ibility
1. This organization encourages supervisors to consider employee ideas in making decisions.	53	-20	27	15	-09
2. This organization is considered by others in the field to be a leader.	28	09	13	48	35
3. This organization seeks the best possible people for the jobs it has open.	13	-49	21	24	21
4. People who work in this organization do not refer to themselves as company people.	-05	-04	-33	-04	15
5. This organization emphasizes getting the work done.	59	02	-02	18	08
6. This organization provides employees the opportunity to develop themselves.	14	-44	38	33	17
7. The general public considers this organization to be a high status organization.	22	-06	13	69	-20

	MBO Orientation	Personnel Practices	Reward Orientation	Status Image (Org.)	Inflex-ibility
8. New employees find out what this organization is all about.	38	-08	-05	29	25
9. This organization provides opportunities for professional training.	12	-16	31	<u>49</u>	24
10. This organization provides conditions which give employees security	-5	-19	39	38	14
11. New people in this organization do <u>not</u> receive a specified amount of supervised experience before they are required to work on their own.	12	53	05	06	-49
12. This organization directly relates rewards to the employee's performance.	24	-12	<u>64</u>	11	-06
13. This organization has conditions which keep people from getting their jobs done.	-29	<u>53</u>	-10	00	08
14. This organization is flexible (it does not "go by the book") in the way it makes decisions.	09	-05	11	05	<u>-65</u>
15. This organization improves the fringe benefit plans it provides its employees.	-05	-12	<u>65</u>	23	05
16. This organization rewards its employees.	21	-17	<u>77</u>	10	01
17. People in the organization get ahead on who they know not what they know.	-22	<u>58</u>	-16	-10	10

	MBO Orientation	Personnel Practices	Reward Orientation	Status Image (Org.)	Inflex-ibility
18. This organization's personnel practices result in people who are unable to handle the job.	03	66	01	-22	-07
19. This organization enforces rules and regulations.	27	-01	13	05	71
20. Promotions in this organization are made on a seniority basis.	13	12	40	-18	11
21. People at different levels in this organization are informed about what is going on.	67	-22	25	03	-03
22. This organization takes an interest in the well-being of its employees.	47	-40	49	16	02
23. This organization encourages supervisors to communicate the organization's goal to employees.	64	-21	17	13	14
24. There is open communication (up and down) between interacting organizational units.	61	-27	28	19	-08
25. People outside the organization think that the people who work here are high caliber people.	14	-11	03	77	-05
26. Work groups (units, departments) in this organization have conflicting goals and objectives.	-29	56	06	08	08
27. People outside this organization do not think much of what this organization is trying to accomplish.	-19	36	-05	-41	21

with Supervision and Goal Clarity collapsing into MBO Orientation. Items retained for further analyses, and the factors to which they were assigned, are indicated in the Table by underlining.

The resulting dimensions are unusual in that two factors, Status/Image (Org.) and Personnel Practices, are relatively unique to this study. The inclusion of Status/Image (Org.) was suggested by the interviews, especially interviews with the spouse. This dimension may have an organizational identification (cf. Buchanan, 1974) component to it, and responses to the items clearly require the respondent to indicate how the organization is viewed by the larger environment in which the organization functions.

The second unusual dimension, Personnel Practices, was derived from consideration of a number of issues. Specifically, ideas presented by Feldman (1976) on socialization, Schneider (1976) on the importance of an organization's staffing process, Wanous' (1977) emphasis on the organizational entry process, and a general impression by the researchers that the impact of traditional organizational personnel administration controls on employees have tended to be ignored (Lawler & Rhode, 1976). Items tapping into organizational controls and the way organizations deal with their human resources were generated to reflect this issue.

MBO Orientation, Reward Orientation and Inflexibility fit well with previous research on perceptions of organizational characteristics. Thus, recent reviews of the literature on organizational climate (cf. Campbell, Dunnette, Lawler & Weick, 1970, Hellriegel & Slocum, 1974; James & Jones, 1974; Payne & Pugh, 1976; Schneider, 1975) all seem to reveal similar clusters of items -- rewards, supervision, work orientation,

and restrictiveness.

Job Perceptions. It is clear from the presentation of the a priori dimensions revealed in Table 1 that we conceptualized a similar set of issues operating at the job and at the organization level (except for the addition of Co-workers in the job section). The difference in the items was in the focus; one set focussed on events, practices and procedures controlled by or occurring in the immediate work context, and the other emphasized events, practices, procedures and policies of the larger organization. The results of the factor analysis of Section Two in the WFCQ are presented in Table 4. These data are also rotated factors and the items retained for further analyses are indicated by underlining. The factors were named Supervision, Goal Constraints, Staffing/Socialization, and Status/Image (Job).

These factors reveal that the a priori dimensions of Reward Orientation and Supervision converged into a Supervision factor, that some of the a priori Goal Clarity and Personnel Practices items converged into a Goal Constraints factor and that other a priori Personnel Practices items converged with Co-worker items to produce the Staffing/Socialization dimension. Only the Status/Image (Job) factor seemed to retain its a priori items.

The Supervision factor, in particular, deserves further comment. The original items for this factor were a combination of consideration and initiating structure (cf. Fleishman, 1973). Thus, our original attempt was to assess how much supervisors do rather than how they do it. In addition to these more traditional issues in supervision, however, there is a growing literature on the potential for integrating motivation

Table 4

Rotated Factors For Job Items

	Factor Names And Loadings			
	Supervision	Goal Constraints	Staffing/ Socialization	Status/ Image (Job)
1. More applicants apply for the kind of job I have than the organization can hire.	-01	17	<u>54</u>	20
2. Supervisors I have contact with help people get their work done; supervisors facilitate, rather than hinder work accomplishment.	<u>61</u>	-17	08	14
3. Supervisors I work with use the rewards they have (praise, performance appraisals) to let people know when they've done a fine job.	<u>69</u>	-25	12	01
4. People outside the organization have respect for the kind of job I have.	14	-23	10	<u>47</u>
5. People coming on the job get special training that helps them get started.	19	-08	<u>71</u>	00
6. In their job behavior, people I have contact with take into account what their co-workers want them to do.	21	-20	<u>57</u>	-03
7. Employees on the job are informed about how their job fits in with other jobs.	<u>42</u>	-24	24	11
8. The kind of jobs that I am involved in attract people with little skill.	09	41	15	<u>-63</u>
9. People on my job are assigned involuntary overtime.	05	<u>43</u>	01	-06

	Supervision	Goal Constraints	Staffing/ Socialization	Status/ Image (Job)
10. People help each other out on the job.	31	-25	43	29
11. In the job I have, people fail to set their own work goals.	-16	51	-07	-27
12. Supervisors I have contact with discuss employee job behaviors with them.	60	-11	14	08
13. The employees I work with on the job have a wide range of interests.	25	06	23	39
14. Each job is given certain specified goals to be attained.	51	-18	01	14
15. Conditions on my job do not permit people to reach their work goals.	-27	60	-07	-04
16. New employees on the job are assigned to a specific person who helps them get used to the job.	10	01	67	12
17. The job I am involved in requires people with rare skills.	08	06	01	71
18. People on the job lack the opportunity to develop new skills and abilities.	-14	56	-20	-12
19. There exists definite "in" and "out" groups on the job.	-26	58	17	07
20. Supervisors I deal with explain to employees the things they can expect from performing in different ways.	65	06	18	-01
21. In supervising people, bosses I work with take into account how people feel from one day to another.	69	-06	10	18
22. Conditions on my job are confusing.	-24	58	-08	-03

	Supervision	Goal Constraints	Staffing/ Socialization	Status/ Image (Job)
23. Supervisors I work with share with subordinates information about what is happening in the company	60	-11	14	11
24. People on the job establish personal friendships.	15	01	33	36
25. Employees are not given the opportunity to get special training to help them do their job.	-16	57	-36	14
26. Supervisors I work with do not know what their people want.	-45	45	-09	-24
27. People on the job overstate and exaggerate their accomplishments.	-07	52	10	-14
28. The job environment allows people to interact.	29	-15	15	33
29. People around here talk about the pride they have in their job.	34	-17	20	54
30. Supervisors I deal with are experts at the jobs they supervise.	63	-21	03	15

and leadership theory. Evans (1970), Hammer and Dachler (1975), and House (1971) have argued forcefully for viewing the role of the supervisor as a facilitator of both the availability of rewards and the accuracy of perceptions regarding the attainability of rewards; items referencing these issues were also written. The results of the factor analysis suggest the utility of the thinking about an integration of the leadership and motivation ideas, with both sets of items defining the Supervision factor.

The Status/Image (Job) factor derived in the present study addresses facets of the Job similar to the issues noted by Rabinowitz and Hall (1977) regarding job involvement: pride in the job and the skills necessary to perform on the job. The attempt here, however, was to maintain an external, rather than internal, frame of reference.

The Goal Constraints and Staffing/Socialization issues have already been addressed in the discussion of the organizational factors, as MBO Orientation and Personnel Practices, respectively. Again, the main differences between the two Sections of the WFCQ was in the response set required of the respondents.

Task Perceptions. Items for this section of the WFCQ for the most part were based on the pioneering efforts of Hackman (cf. Hackman & Lawler, 1971; Hackman & Oldham, 1975). Except for the two a priori task dimensions labelled in Table 1 as Required Interdependence and Predictability, all other items were designed to assess facets of the work itself identified by Hackman and his colleagues.

Results of the factor analysis are presented in Table 5, which reveals two factors named Responsibility/Complexity and Autonomy/Predictability. The Responsibility/Complexity factor represents a converging of the

Table 5

Rotated Factors For Task Items

	Factor Names and Loadings	
	Responsibility/ Complexity	Autonomy/ Predictability
1. People can tell from the outcomes of my tasks and duties that I have performed them rather than some other person.	23	33
2. The tasks I work at require me to make <u>different</u> kinds of decisions.	<u>65</u>	00
3. Getting my task done in this company requires coordinating the efforts of a number of people.	<u>58</u>	26
4. I perform tasks which not many people I work with could accomplish.	35	32
5. Supplies needed for my job are available.	02	<u>53</u>
6. My task is set up so that I get to see the finished product as the final outcome of what I do.	03	<u>64</u>
7. My task requires me to do pretty much the same things over and over.	-35	17
8. I have to learn difficult skills and abilities in performing my task.	<u>60</u>	02
9. The tasks I do require updating of skills and abilities.	<u>64</u>	-01
10. There is only one way to get my tasks accomplished.	-24	20
11. My task is set up so that I can determine the procedures for getting the work done.	18	<u>52</u>
12. My task does <u>not</u> allow me to find out how I am doing on the job.	-16	-<u>54</u>

	Responsibility/ Complexity	Autonomy Predictability
13. I find out very quickly whether my task performance is appropriate.	22	<u>41</u>
14. I have advance warning (enough time to get ready) before being moved to a new task.	-11	<u>57</u>
15. The duties I have are set up so that I make decisions about what I will be working at.	23	<u>54</u>
16. Tasks are set up here so that from day-to-day I know what I will be working at.	-27	<u>56</u>
17. The tasks I work at are set up so that I do <u>not</u> work with others.	-28	-15
18. I have responsibility for doing more than one specific task.	<u>46</u>	07
19. The equipment and procedures I use in getting my tasks done break down.	03	-36
20. Performing my duties requires all the skills I have.	<u>58</u>	-01
21. Other people in this company very much depend on how I accomplish my tasks.	<u>51</u>	31
22. I schedule my own work.	00	<u>54</u>
23. Making an error in performing my tasks has grave consequences.	<u>54</u>	-07
24. An important part of accomplishing my task is working with others.	<u>60</u>	15
25. I am moved from task to task before being able to completely learn any one task.	13	<u>-49</u>
26. My general health affects how well I can perform my tasks.	38	-29

a priori dimensions called Variety and Required Interdependence. The Autonomy/Predictability factor is a bit more complex, having two or more items from each of the following a priori task facets: Predictability, Autonomy and Feedback. Task Identity is the one dimension in Hackman's work which in the present research did not emerge clearly. Some findings by Schneider (Note 3) suggest that managerial personnel find Identity type items difficult to respond to; this may account for the lack of coherent factor loadings for all but one of the identity items.

Family Perceptions. Writing items for Section Five in the WFCQ was facilitated primarily by reference to the papers edited by Rapoport, et al. (1971) and our interviews. These sources suggested five issues of concern when thinking about the relationship between work and family. These were concerned with the impact of the organization on: (1) financial concerns, (2) involvement of the employee in everyday family activities, (3) the social life of the family with respect to activities involving others, (4) the autonomy of the spouse, and (5) feelings of status of the family.

Table 6 reveals the three factors resulting from an analysis of the items in Section Five, namely: Time Constraints, Activity Level, and Security Concerns. Time Constraints represents the extent to which the activities of one's spouse (a priori Autonomy) and the worker's involvement in the everyday life of the family (a priori Involvement) are interdependent. The items in the second factor, Activity Level, have reference to the a priori dimension of Status, interaction with others, and Family Involvement in leisure/non-work activities. The third factor, Security Concerns, refers to more than the a priori issue of Finances; it also

Table 6

Rotated Factors For Family Items

		Factor Names and Loadings		
		Time Constraints	Activities Level	Security Concerns
1.	My family worries about (real or possible) expenses for family sickness.	-14	-05	71
2.	My family and I take vacation trips.	-43	45	-06
3.	My family entertains friends.	-05	55	-25
4.	I do not have time to do things with my family.	66	-24	10
5.	There is no time to take care of personal family business.	57	-07	33
6.	My family gets together with relatives.	-08	31	-02
7.	Activities of my spouse are interfered with.	70	07	11
8.	My family discusses things about my job.	01	41	21
9.	My wife (or husband) participates in community and/or other social or religious activities.	-04	63	-01
10.	My family moves from one area of the country to another.	23	-04	41
11.	My family worries about the schools our child(ren) is (are) in.	20	23	47
12.	My family is not free to decide when to do things they want to do.	74	-03	25
13.	My family lets others know what organization I work for.	06	39	-11
14.	My wife (or husband) is more involved with raising the children than I.	65	02	-13
15.	My family pursues leisure time activities.	-08	60	-06
16.	My family puts money in the bank or invests for the future.	00	36	-25

		Time Constraints	Activities Level	Security Concerns
17.	My family asks to visit my workplace	-08	<u>44</u>	07
18.	My family and I work around the house.	-30	<u>51</u>	21
19.	There are things my family needs that we are not able to afford.	14	-11	<u>66</u>
20.	My family is restricted in what they can do in this area.	15	-31	<u>49</u>
21.	My family meets interesting people.	-03	<u>54</u>	-10
22.	My family is isolated from people they enjoy being with.	35	03	<u>56</u>
23.	My family tells me I am moody.	<u>62</u>	-06	29
24.	My wife (or husband) makes important decisions affecting the family by herself (himself).	<u>44</u>	05	23
25.	My family discusses moving to another area.	28	-08	<u>53</u>
26.	My family participates together in leisure and/or community activities.	06	<u>67</u>	-08
27.	My family discusses with others what I do for a living.	13	<u>50</u>	02

involves issues from the a priori factor of Autonomy having to do with restrictions of movement and flexibility imposed by organizational membership.

The three factors that were isolated make sense in terms of some of the recent research on women and their propensity to pursue or withdraw from work careers (Hirsh, Note 4; Kanter, 1977). It is clear, for example, that security concerns regarding especially financial issues impact on women's decisions regarding working (Blood & Wolfe, 1960; Ordern & Bradburn, 1969). In addition, time issues are consistently mentioned in studies on working women as major considerations impacting on their decisions (cf. Fuchs, 1971). The two factors, Time Constraints and Activity Level, involve these issues.

It should be noted that these factors were derived on a sample of males and females. Simple point-biserial correlations (r_{pb}) between sex (female coded 1, male 0) and unit-weighted factor scores for these three dimensions were (N = 733):

1. Security Concerns, $r_{pb} = -.01$
2. Time Constraints, $r_{pb} = -.17$
3. Activity Level, $r_{pb} = -.05$.

These data suggest that the family issues were not a primary concern of either one or the other sex.

Internal Consistency of the Factors. As noted in the Method section, the factor analyses were computed on one sample and the internal consistency reliability data were calculated on the hold-out (non-factored) sample. The KR-14 internal consistency reliability estimates for all scales developed in this project are reported in Table 7. With the

Table 7

Factor Names, Number of Items, and Internal Consistency Reliability Estimates For all Scales

Factor Name	No. of items	KR-14
Organization		
MBO Orientation	5	.73
Personnel Practices	5	.63
Reward Orientation	4	.58
Status/Image (Org.)	4	.67
Inflexibility	2	.40
Job		
Supervision	9	.82
Goal Constraints	8	.70
Staffing/Socialization	4	.61
Status/Image (Job)	4	.58
Task		
Responsibility/Complexity	9	.78
Autonomy/Predictability	10	.72
Family		
Time Constraints	7	.78
Activities Level	10	.80
Security Concerns	7	.66
Career		
Organizational Career Facilitation	8	.64

exception of Inflexibility (under Organization) these results reveal that the scales are acceptably reliable for research purposes (Nunnally, 1967).

Scoring of Factors. All factors were scored using unit, not factor, weights. The particular items scored for each factor are indicated by underlining in Tables 3 (Organization), 4 (Job), 5 (Task), and 6 (Family). The items scored for Organizational Career Facilitation can be found in Appendix B (the WFCQ, Section Four B).

Summary. The work, family and career issues isolated in the present study appear to be representative of previous efforts. Some relatively new considerations were introduced in the assessment of organization and job facets, particularly the issues of Status/Image (Organization and Job) and Personnel Practices and Staffing/Socialization. In the family domain, no measure like the one developed here is known to the researchers. Regarding career considerations, the present conceptualization of the career as something different from promotion or advancement and as an issue which the organization can hinder or facilitate is also new.

The fact that the isolated dimensions revealed acceptable internal consistency reliability estimates even after utilizing a conservative test (KP-14), and calculating the estimates on an independent sample suggests that the obtained factors can be usefully related to the other variables in this study.

Relationships Between Satisfaction and Turnover Intentions

Table 8 presents the intercorrelations of the six global satisfaction items and their respective correlations with the turnover intention item. Not surprisingly, the relationships with turnover intentions are strong with organization and job satisfaction approximately .60 and task and career

Table 8

Intercorrelations of Various Global Satisfaction Indices

With Turnover Intentions

(Minimum N = 782)

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	$\bar{x}$	σ
Turnover Intentions	(1)	-							2.58	1.24
Organization Satisfaction	(2)	-60	-						3.15	1.10
Job Satisfaction	(3)	-57	56	-					3.45	1.07
Task Satisfaction	(4)	-47	40	65	-				3.48	1.00
Career Satisfaction	(5)	-49	54	48	37	-			2.87	1.11
Family Satisfaction	(6)	-31	40	30	24	40	-		3.28	1.08
Life Satisfaction	(7)	-22	26	29	28	26	43	-	3.95	.88

Note: All correlations are significant at $p < .01$

satisfaction about .50. Satisfaction with the organization's impact on the family had an r = -.31 with turnover and the life satisfaction with turnover intentions r = -.22. With the large sample size (minimum N = 782) all correlations are significant at $p < .01$.

Table 9 presents the same kinds of relationships for the JDI measure of Job Satisfaction (Smith, et al., 1969). These correlations tend to be lower than those reported in Table 8, ranging from r = -.23 (for Pay) to r = -.43 (for Promotion). Clearly, however, the relationships are significant.

It is of interest to inspect the intercorrelations of the global satisfaction indices in Table 8 and compare them to the JDI scale intercorrelations. This is of interest because of the attempt made to keep halo down in the responses to the global satisfaction items. Apparently, the procedure employed, i.e., having respondents work through descriptive material prior to making the global evaluations, had an effect, because the average interscale r for the JDI scales is .37, while for the global indices the average r = .39.

In line with a large number of studies in the literature, the various satisfaction measures were strongly related to turnover intentions. While these results reflect only self report measures of intentions to leave, Kraut (1975), for example, showed that turnover intention was the best predictor of a number of potential antecedants of turnover. Such a finding fits well with theoretical literatures regarding the role of intentions for behavior (cf. Fishbein & Ajzen, 1975).

Table 9

Intercorrelations of J.D.I. Satisfaction Facets

With Turnover Intentions

(Minimum N = 849)

		(1)	(2)	(3)	(4)	(5)	(6)
Turnover Intentions	(1)	-					
JDI Work	(2)	-41	-				
JDI Pay	(3)	-23	39	-			
JDI Promotion	(4)	-43	41	32	-		
JDI Supervision	(5)	-37	44	32	37	-	
JDI Co-workers	(6)	-32	44	30	29	45	-

Note: All correlations are significant at $p < .01$

The results indicate that organizational and job satisfaction are the strongest correlates of turnover intentions followed by task and career satisfaction. The family correlate was relatively weak, but significant and essentially as strong as (or stronger than) the JDI Facets of Pay, Supervision and Co-Worker Satisfaction.

Relationships Between Work, Family, and Career Perceptions and Turnover Intentions.

In this part of the Results, each of the major sections of the WFCQ is examined separately as a correlate of turnover intentions and global satisfaction. As will become clear, the results reported in this section indicate that none of the description factors regarding work, family or career is as strongly related to turnover intentions as is the respective global satisfaction index. Thus, in the presentation to follow, the focus of interest is on the facets of each major issue that are most strongly related to the global satisfaction index.

Organization Factors, Organization Satisfaction and Turnover Intentions. Table 10 presents results for the intercorrelations of the five organization facets, organization satisfaction and turnover intentions. Organization satisfaction is the strongest correlate of turnover intentions ($r = -.60$). The organization facets, except for inflexibility ($r \tilde{=} .10$), are correlated essentially equally with turnover intentions ($r \tilde{=} -.30$), and essentially equally with organization satisfaction ($r \tilde{=} .40$). These data suggest a possible causal chain from perception to satisfaction to turnover intention.

Table 10

Intercorrelations of Organization Factors,

Organization Satisfaction and Turnover Intentions

(Minimum N = 873)

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
Turnover Intentions	(1)	-						
Organization Satisfaction	(2)	-60	-					
MBO Orientation	(3)	-34	44	-				
Personnel Practices	(4)	-29	44	50	-			
Reward Orientation	(5)	-30	40	47	31	-		
Status/Image (org)	(6)	-28	36	49	39	35	-	
Inflexibility	(7)	10	07	05[a]	10	03[a]	13	-

Note: All correlations are significant at $p < .05$ except those noted with [a].

Job Factors, Job Satisfaction and Turnover Intentions. Table 11 reveals relationships between the job factors, job satisfaction, and turnover intentions. Again, the strongest correlate of turnover intentions was the global, job, satisfaction index (r = -.57), followed by Supervision (r = -.38) and Goal Constraints (r = .34) with the remaining factors Staffing/Socialization (r = -.25) and Status/Image (Job; r = -.27) having similar but weaker relationships.

Regarding correlates of job satisfaction all, job facets but Staffing/Socialization were related to job satisfaction with correlations in the middle 30's. Staffing/Socialization was correlated with satisfaction .20. These data also are consistent with a perception → satisfaction → turnover intention causal chain.

Task Factors, Task Satisfaction and Turnover Intentions. Table 12 presents relationships between the two task factors, task satisfaction and turnover intentions. Again, the global satisfaction index is the strongest correlate of turnover intentions (r = -.47) and the factors are more strongly related to satisfaction (r = .41 and r = .29 for Responsibility/Complexity and Autonomy/Predictability, respectively) than to turnover intentions ($r \cong$ -.23). These data also suggest a possible perception → satisfaction → turnover intention chain.

Family Factors, Satisfaction with Organization Impact on Family and Turnover Intentions. Table 13 summarizes the relationships between the three facets of organizational impact on family, satisfaction with organizational impact on the family, and turnover intentions. The relationship between the family satisfaction index and intentions (r = -.31) is considerably

Table 11

Intercorrelations of Job Factors,

Job Satisfaction and Turnover Intentions

(Minimum N = 871)

		(1)	(2)	(3)	(4)	(5)	(6)
Turnover Intentions	(1)	-					
Job Satisfaction	(2)	-57	-				
Supervision	(3)	-38	39	-			
Goal Constraints	(4)	34	-36	-48	-		
Staffing/Socialization	(5)	-25	20	37	-17	-	
Status/Image (Job)	(6)	-27	37	39	-35	27	-

Note: All correlations are significant at $p < .01$

Table 12

Intercorrelations of Task Factors,

Task Satisfaction and Turnover Intentions

(Minimum N = 874)

		(1)	(2)	(3)	(4)
Turnover Intentions	(1)	-			
Task Satisfaction	(2)	-47	-		
Responsibility/Complexity	(3)	-22	41	-	
Autonomy/Predictability	(4)	-24	29	17	-

Note: All correlations are significant at $p < .01$

Table 13

Intercorrelations of Family Factors,

Satisfaction With Organizational Impact on Family,

And Turnover Intentions

(Minimum N = 730)

		(1)	(2)	(3)	(4)	(5)
Turnover Intentions	(1)	-				
Family Satisfaction	(2)	-31	-			
Time Constraints	(3)	13	-46	-		
Activity Level	(4)	-07	03[a]	19	-	
Security Concerns	(5)	15	-36	48	28	-

Note: All correlations are significant at $p < .05$ except the one indicated with [a].

stronger than those for the family factors; r = .13; -.07, .15 for time constraints, activity level, and security concerns, respectively. It should be noted that with these sample sizes (N = 730) all of these correlations are statistically significant.

As in Tables 10, 11, and 12 the correlations between the perceptions and satisfaction tend to be stronger than the perception - turnover intention relationships. The impact of the organization on time constraints (r = -.46) and security concerns (r = -.36) clearly is reflected in satisfaction with the organization's impact on the family.

Organizational Career Facilitation, Satisfaction with the Organization's Impact on the Career and Turnover Intentions. The relationship between turnover intentions and career satisfaction was r = -.49; between intentions and organizational career facilitation the relationship was r = -.47; and between organizational career facilitation and career satisfaction an r = .54 was obtained. Thus, the more satisfied people were with the career support the organization provided and the more support they perceived the organization to provide with respect to their career, the more likely they were inclined to stay.

RELATIONSHIPS BETWEEN AVERAGED WORK, FAMILY AND CAREER VARIABLES AND AVERAGED ORGANIZATION TURNOVER INTENTIONS

The analyses in the previous section present data useful in understanding which individuals in a set of individuals intend to become turnovers; i.e., the analyses were concerned with correlates of individual differences in turnover intentions. While the individual has been the traditional focus of concern in psychologically based turnover studies (cf. Porter & Steers, 1973) others have focussed on turnover rates as

the criterion of interest. For example, Armnecht and Early (1972) studied quit rates in manufacturing organizations over a period of 20 years. They showed that during the two decades quit ratios were reliable, that labor market behavior predicted quit rates, and that workers seem to place considerable value on security in making turnover decisions (see also Ronan, 1967).

The analyses presented in this section are based on averaged data and focus on turnover intention rates. Thus, within each of 14 major organization samples, averages were calculated for the satisfaction, perception and turnover intention data; then correlation coefficients were calculated across the 14 organizations.

Relationships Between Averaged Satisfaction and Turnover Intentions

Table 14 presents correlations for the averaged global satisfaction indices, averaged JDI satisfaction data and turnover intentions. Of the global indices, all except satisfaction with the impact of the organization on the career reach statistical significance ($r = -.33$, $p > .05$ in the latter case). For organization, job and task satisfaction the correlations are all above -.70 (all $p < .01$) and satisfaction with the impact of the organization on the family was related to turnover intentions in the .50's.

The JDI satisfaction facets reveal considerable variability in their relationship to averaged turnover intentions. Thus, while work ($r = -.65$, $p < .05$), supervision ($r = -.74$, $p < .01$) and co-worker ($r = -.72$, $p < .01$) satisfaction are all significantly related to intentions, satisfaction with pay ($r = .01$) and promotion opportunity ($r = -.22$) are not.

These data suggest the potential utility of using averaged satisfaction data as a predictor of work unit turnover rates in the same way as

Table 14

Relationships Between Averaged Organization Turnover Intentions And Averaged Satisfaction Variables

(N = 14)

	Correlation
Global Satisfaction Indices	
Organization	-.78**
Job	-.71**
Task	-.72**
Career	-.33
Family	-.53*
J.D.I. Satisfaction	
Work	-.65*
Pay	.01
Promotion Opportunity	-.22
Supervision	-.74**
Co-Workers	-.72**

* $p < .05$

** $p < .01$

Smith (1977) used work unit attitudes to predict absenteeism. In that unusual study, Smith showed that averaged work unit data was a strong predictor of work unit absenteeism rates during a blizzard in Chicago.

The cautionary note that needs to be raised for these data (and for the averaged perception data to be presented next) is that not all data behave in the same way at the unit level as they do at the individual level of analysis. In the present case, satisfaction with career, pay, and promotion opportunity, which were all significant correlates of turnover intentions at the individual level of analysis, failed to reach significance based on averaged data. This issue will be discussed further at the end of this section.

Relationships between Averaged Work Perceptions and Turnover Intentions

The data in Table 15 reveal that of eleven work factors, only three (organization reward orientation, $r = -.74$, $p < .01$; job goal constraints, $r = -.59$, $p < .05$; and task responsibility complexity, $r = -.58$, $p < .05$) are significantly related to turnover intentions when data were averaged.

These data suggest that organizations (or other work units) which are described by employees as being reward-oriented (i.e., relating rewards to performance, improving fringe benefits), as facilitating goal attainment (clear goals, interpersonal harmony, adequate training), and as having work tasks that are high on Responsibility/Complexity (considerable variety and interaction with others) may have lower turnover rates.

It may be of interest to note that the three factors related to turnover intention rates, one factor from each of the three levels of inclusiveness regarding a person's organizational environment, represent issues

Table 15

Relationships Between Averaged Organization Turnover Intentions And Averaged Work Variables

(N = 14)

	Correlation
Organization	
MBO Orientation	-.34
Personnel Practices	-.26
Reward Orientation	-.74**
Status/Image (Org)	-.04
Inflexibility	-.01
Job	
Supervision	-.47
Goal Constraints	.59*
Staffing/Socialization	-.25
Status/image (Job)	-.52
Task	
Responsibility/Complexity	-.58*
Autonomy/Predictability	-.48

---

* $p < .05$

** $p < .01$

more directly relevant to a person's work. Therefore, as Porter and Steers (1973) noted, it is perhaps those issues most relevant to one's work, among the many aspects in a person's organizational environment, that are most crucial for understanding the organizational determinants of turnover.

Relationships Between Averaged Family and Career Perceptions and Turnover Intentions

At the level of analysis characterized by organization averages, the data in Table 16 reveal no significant correlations between perceptions of the organization's impact on the family and of organizational career facilitation, and turnover intentions.

Summary

Perhaps the most important finding in this section was the fact that not all of the significant individual level correlates of turnover intentions were significant correlates of turnover intention rates at the organizational level of analysis. In the light of recent commentary regarding issues of aggregation and the ecological fallacy (Hannan, 1971; James & Jones, 1974), these data, especially those in the work (organization, job and task) domain, should caution researchers who would use individual level correlations for drawing organizational level implications (Schneider, 1975). Of course, the reverse is also true; one cannot infer the utility of variables for predicting or understanding individual differences in behavior when relationships have been established on the basis of aggregated data analyzed at a non-individual level of analysis.

The general utility of the global satisfaction indices as the single most consistent correlate of individual and organizational turnover

Table 16

Relationships Between Averaged Organization Turnover Intentions and Averaged Family and Career Variables

(N = 14)

	Correlation
Organization Impact on Family	
Time Constraints	.15
Activity Level	-.34
Security Concerns	.36
Organization Career Facilitation	-.50

intentions substantiate the continued finding that satisfaction will predict turnover. This conclusion seems to follow regardless of the level of analysis of the data and the present study extends the finding beyond work (organization, job, task) issues to consideration of satisfaction with the organization's impact on the family (but not on the career). However the findings from these organization level analyses fail to substantiate the utility of all facets of the JDI, and all facets of the work perception measures, as correlates of turnover intentions. Therefore, while one can argue that global satisfaction measures are consistent predictors of turnover, the lack of explanatory principles for understanding these predictions is underlined by the obtained variability in which factors predict turnover and which ones do not.

DISCUSSION

The major focus of this research effort was the explication of job stability and personnel retention within a social system framework. The framework views turnover in terms of people's perceptions and evaluations of their total environment, including their work environment, their family situation, and their subjective career.

This research represents two basic departures from traditional approaches to the study of job stability. First, non-work aspects of a person's life situation were considered in attempting to understand the process of retention decisions. Second, this project was not as concerned with the prediction of turnover as it was with the development of an understanding of the complexity of the turnover phenomenon. The main objectives of this research report were (a) to summarize the conceptual and methodological bases underlying the development of measuring instruments which

may yield a broader understanding of job stability and personnel retention, and (b) to report initial empirical results which describe some of the psychometric properties of these instruments. In other words, we wanted to know whether the measures which were developed on the basis of a variety of conceptual and methodological reconsiderations show any promise in providing new and reliable insights about employee turnover.

Review of Conceptual Issues

The development of the WFCQ was guided by the idea that it is not only important to establish the relationship between satisfaction and turnover intentions but that the bases for satisfaction also need to be explored. Following the arguments developed by Fishbein and Ajzen (1975), the WFCQ contained assessments of intentions, evaluations, and beliefs. In line with the ideas presented by Fishbein and Ajzen, the initial results reported herein indicate that perceptions of the environment, and evaluations of what is perceived, are separate but interdependent psychological issues. In addition, each seems to play a distinguishable role in the understanding of turnover.

A second conceptual issue of importance to the development of the WFCQ concerned the level of inclusiveness of environmental issues (cf. Schneider, 1975) that are assessed by people in considering turnover decisions. In other words, it is not at all clear in the existing literature whether very specific environmental issues or summarized representations (conceptions) of the environment are the important characteristics people attend to in making their turnover decisions. Moreover, is it the immediate work environment (what was called the job) with which a person has daily contact or more general issues about the organization in which the job

exists that are taken into account in considering turnover? The initial results obtained with the WFCQ indicate that turnover considerations can be understood in terms of summarized representations of the work environment at the organizational, job, task level. However, among these many different environmental aspects, at each level of inclusiveness, those issues which appear to be most closely related to a person's job seem to be most important for understanding turnover.

A third conceptual issue of concern in the development of the WFCQ was a person's career and person's family as important (and up to now largely neglected) aspects of an employee's total context for considering turnover. Among the various possible ways the concepts of career and family could be considered as determinants of turnover, the present research effort concentrated on the perceived interdependence between organizational and career issues, and between organizational and family issues. In other words, it was the perceived impact that the organization in general has on a person's work career and on a person's family that was the way in which career and family considerations were thought to impact turnover decisions. The initial results obtained with the WFCQ indicate that the perceived impact of a person's work organization on his or her career or family, but particularly the career, are clearly useful issues in furthering our understanding of job stability.

In summary then, the results obtained with the WFCQ, although exploratory in nature, suggest that an approach which conceptualizes turnover within a person's total life situation appears to be helpful in broadening our understanding of job stability and personnel retention.

Review of Methodological Issues

There were a number of methodological considerations that guided the development of WFCQ; these must be kept in mind when thinking about the results. Contrary to the cherished tradition of developing measures for a particular organization and a particular sample of people, the WFCQ was developed across a number of organizations and different samples of people. The purpose of this research was to develop a measure which was sensitive to variance in organizational and extra-organizational characteristics, as well as sensitive to variance in individual characteristics. If one wants to understand how perceptions of people's work and family situations form the context of turnover decisions, studies of single organizations are unlikely to provide the range and extremes of situational characteristics necessary to obtain reliable relationships. Similarly, if we assume that through the self-selection process people within an organization are relatively homogeneous with respect to many important characteristics, studies within one organization may not provide sufficient variance on personal characteristics to observe reliable relationships. While studies in single organizations clearly allow greater control and therefore greater predictive accuracy, from the point of view of understanding turnover multiple organization studies are more likely to uncover relationships which could not be observed in single organizations.

A second methodological focus for the WFCQ was the general response set provided for the respondents. Rather than having people respond to each of the numerous sections in the questionnaire in isolation of the other sections, the WFCQ asked people to think about all of the questions

as if they were actually considering turnover. Given the likely (but hardly researched) possibility that people respond to the "same" stimuli differently depending on their response set, we attempted to standardize the context and focus for responding.

The final methodological issue that may be important for interpreting the results obtained with the WFCQ concerns the way that global satisfaction with different work characteristics, career issues, and family issues were measured. We assume that satisfaction is an emotional state resulting from a person's appraisal of the situation or experiences in a given situation (Locke, 1976). Thus, when people are asked about their satisfaction with relatively global aspects of their current situations, we usually do not know what characteristics of the global situational aspect they appraise as a basis for their evaluative response. In order to insure that people's expressed satisfaction with different global aspects of their current situation reflected their appraisal of that situational aspect, respondents were asked to first review the description of each aspect (organization, job, task, family, career) they had given earlier and then indicate their satisfaction with each facet. Note that the responses regarding evaluations of the family and career were responses regarding relationships rather than existing states. In other words, respondents were asked to indicate how satisfied they were with the way the perceived work events and conditions they had described earlier impacted their family and their career.

In summary then, the WFCQ was based upon a number of basic conceptual and methodological considerations which need to be taken into account when the collected data are interpreted.

Review of Results

Analyses of various global indices of satisfaction with the work setting indicated that work and career satisfaction were more strongly related to turnover intentions ($\underline{r}$'s = -.47 to -.60) than was satisfaction with the organization's impact on the family ($\underline{r}$ = -.31).

Additional analyses (see Tables 10, 11, 12 and 13) suggested that (1) organizational satisfaction was equally related to four of the five (all but Inflexibility) descriptive factors of the organization; (2) job satisfaction was related to three of the four (Staffing/Socialization was weakest) descriptive factors regarding the job; (3) task satisfaction was related to both of the descriptive factors regarding the task, especially to Responsibility/Complexity; and (4) family satisfaction was related to two of the three descriptive factors regarding the organizational impact on the family (all but Activity levels).

In essentially every case, the perceptions of specific facets of work and family were less strongly related to turnover intentions than to satisfaction. This seems to provide support for the assumption regarding the perception → satisfaction → turnover causal stream. While at this abstract level these findings do not differ from existing data in the literature, there were a number of specific findings to be noted:

1. Of the three sets of work factors, organization and job factors were more strongly related to turnover intentions ($\bar{\underline{r}}$'s $\tilde{=}$ .30) than task factors ($\bar{\underline{r}} \tilde{=}$ .23) were.

These findings were of interest because the research literature is not at all clear with respect to the comparative relationships of various work facets to turnover and turnover intentions. Thus, while essentially

all of the assessed work facets were related to turnover intentions, on the average the task dimensions were significantly less strongly related to turnover intentions than the job and organization factors were (McNemar, 1962, p. 140; $\underline{z} = 1.65$, $\underline{p} < .05$).

These data are in line with research results obtained in job enrichment experiments (e.g., Hackman, Pearce & Caminis, Note 5) which have found that, while enriched tasks affect internal motivation and productivity, they do not seem to affect turnover and absenteeism consistently, and may actually increase absenteeism. Thus, the specific task characteristics people are confronted with may be of secondary importance for turnover considerations in comparison to more macro and inclusive aspects of the work environment.

2. Work factors were more strongly related to turnover intentions than family factors, where $\bar{\underline{r}} \cong -.12$. While from a purely predictive point of view these results are not impressive, they at the very least indicate that the family considerations cannot be ignored in understanding the problem of job stability. It should be remembered that the three family factors were based on people's perceptions about the impact of the work world on different family issues. Apart from requiring a rather difficult judgment process from the respondents, a process about which very little is known, this research only began to explore what family issues might be of relevance to turnover consideration. In the absence of a specific literature on how family and organizational variables interact, the items on family generated for the WFCQ questionnaire were based on extensive interviews. However, it was not possible to develop clear conceptualization regarding family structures and processes that are most

relevant for turnover decisions. A number of additional analyses with the family items are planned to shed further light on this issue.

3. Organizational Career Facilitation was quite strongly related to turnover intentions with an $r = -.47$. Indeed in a post-hoc step-wise multiple regression analysis, regressing turnover intentions on the work, family and career factors, organizational career facilitation entered the equation first in both halves of a cross-validation analysis, accounting for about 25% of the variance in intentions. Adding the remaining eleven work and three family factors accounted for only an additional 8% of the variance.

This capability of organizational career facilitation to subsume other work and family considerations in relationship to turnover intentions supports Hall's (1976) view of the centrality of career issues with respect to life decisions. In Hall's view, the subjective career is an essential element in the way people view themselves. He notes (1976, p. 134): "From the point of view of the individual, identity is probably the most important of the four facets of career development. It is the person's sense of identity which, by definition, helps him evaluate himself. It tells him how he fits in his social environment." Apparently when individuals sense that the organization is not facilitating the personal career, the turnover intentions are high.

4. Analyses of the relationships between the satisfaction variables, and turnover intentions at the organizational level of analysis revealed that, apart from generally larger relationships using averaged variables, the patterns are somewhat different than those obtained at the individual level of analysis. Whereas all of the satisfaction variables were

significantly related to turnover intentions at the individual level of analysis, satisfaction with the impact the organization has on a person's career, pay satisfaction, and satisfaction with promotion opportunities were not significantly related to turnover intention at the organizational analysis level.

Similarly, all the perception factors of work facets were significantly related to turnover intentions at the individual level of analysis, but at the organizational level, only one each of the organizational and job facets, and only perceived responsibility/complexity of the task, were significantly related to turnover intentions, and none of the perceived family and career factors were significantly related to turnover intentions at the organizational level of analysis.

Given the exploratory nature of these findings there is little that can be said with great confidence about the differences between the individual and organizational levels of analysis. The great disparity in the sample sizes used in the two analyses makes an interpretation on the basis of statistical significance of the obtained correlations cumbersome. However, if one looks at the fact that the organizational level of analysis in many cases more clearly separated the different variables in terms of their interdependence with turnover intention rates across different organizations, it becomes clear that aggregated data across heterogeneous organizations and individuals might provide a clearer understanding of the general non-organization-specific issues which might explain job stability and personnel retention.

Interrelationships of Work, Family and Career Dimensions

A final problem that needs discussion is the interdependence of work, family and career issues. These are important relationships to explore because of the underlying assumption that events and experiences in each of these spheres of one's life interact and relate to each other (Kanter, 1977; Rapoport, et al., 1971). A goal here, then, is to explore what Kanter (1977, p. 8) refers to as the "myth of separate worlds" regarding the roles of work and family.

Table 17 reveals relationships among the perceptions of work, family and career issues. Focusing on the family dimensions in particular, one notes the following:

1. Relative to the strength of intra-work relationships, correlationships involving family issues are weak.

2. Of the three family dimensions, time constraints is the one most strongly and consistently related to the work factors and organizational career facilitation. Thus, if one accepts a correlation of .20 as bearing some practical significance, Table 17 indicates that employees perceive that their families have fewer time constraints attributable to the organization when: (a) the organization has an MBO orientation, effective personnel practices and positive status/image; (b) the job presents few goal constraints; (c) the task is high on autonomy/predictability; and (d) there exists high organizational career facilitation.

The only other family dimension to reach at least .20 correlation with the other perception factors is the perceived impact that the organization has on the activity level in the family. The higher the perceived impact of the organization on the activity level in the family, the more

Table 17

Interrelationships of Work, Family and Career Dimensions

(Minimum N = 743)

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
Organization																
MBO Orientation	(1)	-														
Personnel Practices	(2)	50	-													
Reward Orientation	(3)	47	31	-												
Status/Image (Org.)	(4)	49	39	35	-											
Inflexibility	(5)	05[a]	10	03[a]	13	-										
Job																
Supervision	(6)	60	45	42	38	08	-									
Goal Constraints	(7)	-47	-54	-30	-34	-06	-48	-								
Staffing/Socialization	(8)	15	25	12	26	26	37	-17	-							
Status/Image (Job)	(9)	27	27	18	36	04	39	-35	27	-						
Task																
Responsibility/Complexity	(10)	13	07	06[a]	17	08	30	-09	29	49	-					
Autonomy/Predictability	(11)	43	31	31	30	-04	44	-47	06	29	17	-				
Family																
Time Constraints	(12)	-23	-29	-17	-22	-05[a]	-14	27	-04	-10	09	-23	-			
Activity Level	(13)	06[a]	-02[a]	13	04[a]	-02[a]	12	03	08	15	24	08	19	-		
Security Concerns	(14)	-14	-16	-08	-11	-05[a]	-08	19	-10	-07	07	-18	48	28	-	
Organizational Career Facilitation	(15)	49	40	40	39	08	49	-44	30	31	24	32	-22	11	-15	-

Note: All correlations except those with [a] are significant at $p < .05$.

people perceive their tasks to involve issues regarding responsibility and complexity. Since there currently exists no a priori reason to expect either specific levels of relationships or relationships between specific kinds of variables these results are difficult to interpret. However, they do provide the initial impetus to generate inductively-derived hypotheses on the basis of which we can develop an understanding about the role of the family vis a vis turnover.

It should be remembered that the interrelationships between family issues and organizational and career issues are based upon people's perceptions about processes affecting what goes on in the family. Given the unexplored complexities that are likely to be involved in such judgements, the obtained statistical relationships could be considered to be quite high. On the other hand, it is precisely the lack of developed methodologies that allow observation of regularities in processes, rather than assumed steady states, which makes the interpretation of the obtained data so difficult. Whether the exploratary approach represented by the WFCQ to studying processes involved in turnover is a useful one will depend upon the extent to which data generated with this questionnaire can point to new explanatory frameworks of turnover.

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Appendix A

Interview Schedules

ORGANIZATIONAL WITHDRAWAL STUDY

INTERVIEW SCHEDULE - WORKERS

I. PERCEPTIONS OF TASK, JOB AND ORGANIZATION

1. Employee's perceptions of work

- what does s/he do?
- where does s/he work?
- what other jobs has s/he done?
- whom does s/he work with?

2. Perceptions of the organization

- co-workers
- pay
- security
- advancement

Summarize above and point towards feelings; e.g., satisfactions and dissatisfactions.

II. FEELINGS ABOUT TASK, JOB AND ORGANIZATION

3. Feelings about work

- what does s/he like about it?
- what does s/he dislike about it?

4. Feelings about the organization

- what does s/he like about it?
- what does s/he dislike about it?

5. Spouse and kids' knowledge of job, organization

- what do you tell your spouse about your job?
- what do you tell your kids about your job?

Summarize above by referencing various feelings and ask about the specific bases of the feelings.

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III. VALUES AND GOALS: RELATIONSHIPS BETWEEN V's AND G's AND PERCEPTIONS

6. Influence of job on outcome attainment

- What are some of the things that are most important to you?
  - working towards
  - goals
  - like to achieve
  - desire
- How does your job help attain these things?
- How does your job hinder the attainment of these things?

(Separate worker's goals from spouse's goals.)

- What are some of the things that are most important to your spouse (and family)?
- How does your job help attain these things?
- How does your job hinder?

7. Influence of company on you and family outcome attainment

- How does org. help attain your, and family, outcomes?
- How does org. hinder outcome attainment for you and family?

IV. AVAILABLE ALTERNATIVES

8. Alternatives to present job

- Have you ever thought about having a different job?
- What jobs, and why?
- Has your spouse ever thought about you having another job?
- What job, and why?
- Are there any other jobs which you reasonably could take?
- Which jobs, and why?
- Are these alternative job those which will get you and your family the things you want, more so than your present job?

9. Influence of spouse on worker

   - Do you talk with your spouse about your job?
   - What is it about your job that you tell your spouse?
   - Does it matter to you what your spouse feels about your job?
   - Has s/he ever tried to make you switch jobs?
   - When, how and why?

10. Influence of kids on worker

   - Same as above.

ORGANIZATIONAL WITHDRAWAL STUDY

INTERVIEW SCHEDULE - SPOUSE

I. FAMILY VALUES

A. Family (together) activities - Impact of organization

1. What are the family activities - camping, seeing places, visiting (with each other), playing with kids
2. Does worker's work interfere with these activities? How much?
3. Does org. do anything to facilitate worker taking part in these activities?
4. Does org. actively block worker from participating in these activities?
5. Would worker be able to participate in these things more than s/he is now if had a different job?
6. Do you actively encourage your spouse to seek such a job?
7. How *important* is it to you that your spouse be able to participate in family activities?
8. How important do you feel it is to your spouse that s/he be able to take time out from work for family affairs and family responsibilities?

B. Children and Schooling

1. How many children of school age (nursery, kindergarten, etc.) and how old?
2. How often in the past have they changed schools? How do you feel about the children changing schools frequently?
3. How does your spouse's org. take into consideration the presence of school age children in a family when deciding to move their employees around? Should it?

II. OWN VALUES

A. Personal Career Development (especially for wives)

1. Do you work - aside from caring for family?
   If yes - what do you do?
   Full time or half time?
2. Why do you work? To supplement family income, get away from house and kids, desire to develop or maintain a profession?
3. Do you like your present job (are you satisfied with it)?
4. Do you feel your opportunities for a career in <u>(present job)</u> are impaired as a function of your spouse's work?
   If yes - how much, and how?
5. Which is more important to you, your own career, your spouse's, or are they equally important?
6. Do you feel the org. takes the wife's career into account in deciding on transfers for husband?
7. Would your own career be any consideration in your husband's plans for the future (in terms of remaining on job, or looking for other employement)?

B. Uprooting of Social Ties

1. Are you involved in any community activities at present? Like what? PTA, church groups, bridge clubs, political org.? Do you hold any offices in these organizations?
2. Do you have close friends in the community you live in now (friends gained as a function of participating in community activities or gained vicariously)?
3. How long has it taken you to reach the stage of involvement in community affairs which you are at now? (Did you get involved in these things right away, or over a period of months, years?)
4. How would you react to having to leave your commitments and activities in this area? (Or, how important to you is your involvement in these activities?)

5. If you were to leave this area to move to another community, would you get involved in similar activities there?
6. Does your spouse take part in any of these activities? (PTA, church, political org.)

APPENDIX B

WORK, FAMILY, CAREER QUESTIONNAIRE

WORK, FAMILY, CAREER

QUESTIONNAIRE



b. schneider
h. peter dachler

industrial psychology



General Directions For This Questionnaire

This survey is an attempt to find out some of the kinds of things people like yourself might consider when they are thinking about whether they are going to stay with the organization they are currently with. The questions we are asking will help us understand some things about people, like yourself; how you see things that happen in your organization, in your job, in your family and career, and how you feel about these things in terms of remaining with your present organization.

Thus, we want you to answer the following questions as if you were considering whether to stay or leave your present organization and you were just sitting back to sort of take stock of all the kinds of conditions that exist for you in your present work situation.

Note that we do not want you to tell us how much you like things, or how satisfied you are. It is important that you describe the actual conditions that you perceive exist for you, and therefore the conditions you might experience by remaining with your present organization.

There are several sections in this questionnaire. Read each set of directions carefully so you will understand exactly what we are asking. Throughout the survey we want you to try to give us your most typical thought or feeling. We realize that people have "good days" and "bad days" which cause variations in the way they see their worlds. However, it would help us most if you can answer in terms of your most frequent, most customary reaction.

The beginning of the questionnaire deals with a description of your organization (in terms of the entire organization's general characteristics), your job (your immediate work surroundings, including the people you work with, your supervisor, and other aspects of your work surroundings), and your task (the specific activities you engage in, your duties, and the materials and equipment you use). Later sections will ask you about your family and your career.

We feel that trying to understand what issues are involved when people think about whether they are going to remain with an organization, may help to create more meaningful work environments in terms of all of the interests and goals people have. We are indebted to you for your help and we hope that you will give this questionnaire your most serious consideration.

Thank you for your cooperation.

SECTION ONE: DESCRIPTION OF YOUR ORGANIZATION. First we would like you to tell us about what conditions exist in your whole organization. Do this by indicating the frequency with which each event or condition listed below occurs in your organization. Please remember to give us your description in terms of how you ordinarily view your organization, not only in terms of how you perceive conditions to be today.

Very Infrequently	Infrequently	Sometimes	Frequently	Very Frequently
A	B	C	D	E
☐	☐	☐	☐	☐

EXAMPLE Take the following statement:

This company rewards its employees.

If your organization rewards its employees frequently you would fill in the box under D on your answer sheet; if rewards are made very infrequently then you would fill in the box under A on your answer sheet.

ON YOUR ANSWER SHEET INDICATE, BY FILLING IN THE APPROPRIATE BOX, HOW FREQUENTLY EACH CONDITION OCCURS IN YOUR ORGANIZATION

1. This organization encourages supervisors to consider employee ideas in making decisions.
2. This organization is considered by others in the field to be a leader.
3. This organization seeks the best possible people for the jobs it has open.
4. People who work in this organization do not refer to themselves as company people.
5. This organization emphasizes getting the work done.
6. This organization provides employees the opportunity to develop themselves.
7. The general public considers this organization to be a high status organization.
8. New employees find out what this organization is all about.
9. This organization provides opportunities for professional training.
10. This organization provides conditions which give employees security.
11. New people in this organization do not receive a specified amount of supervised experience before they are required to work on their own.
12. This organization directly relates rewards to the employee's performance.
13. This organization has conditions which keep people from getting their jobs done.
14. This organization is flexible (it does not "go by the book") in the way it makes decisions.
15. This organization improves the fringe benefit plans it provides its employees.
16. This organization rewards its employees.
17. People in the organization get ahead on who they know not what they know.
18. This organization's personnel practices result in people who are unable to handle the job.
19. This organization enforces rules and regulations.
20. Promotions in this organization are made on a seniority basis.
21. People at different levels in this organization are informed about what is going on.
22. This organization takes an interest in the well-being of its employees.
23. This organization encourages supervisors to communicate the organization's goal to employees.
24. There is open communication (up and down) between interacting organizational units.
25. People outside the organization think that the people who work here are high caliber people.
26. Work groups (units, departments) in this organization have conflicting goals and objectives.
27. People outside this organization do not think much of what this organization is trying to accomplish.

98 SECTION TWO: DESCRIPTION OF YOUR JOB. In this section, we would like you to describe what conditions exist for you on the job you hold. Again, you can do this by filling in the box on your answer sheet that indicates how frequently each of these conditions or events generally occur on your job.

Very Infrequently	Infrequently	Sometimes	Frequently	Very Frequently
A	B	C	D	E
[]	[]	[]	[]	[]

ON YOUR ANSWER SHEET INDICATE THE FREQUENCY WITH WHICH THE CONDITION OCCURS ON YOUR JOB

Please be sure you are at space 28 on your answer sheet

28. More applicants apply for the kind of jobs I have than the organization can hire.
29. Supervisors I have contact with help people get their work done; supervisors facilitate, rather than hinder work accomplishment.
30. Supervisors I work with use the rewards they have (praise, performance appraisals) to let people know when they've done a fine job.
31. People outside the organization have respect for the kind of job I have.
32. People coming on the job get special training that helps them get started.
33. In their job behavior, people I have contact with take into account what their co-workers want them to do.
34. Employees on the job are informed about how their job fits in with other jobs.
35. The kind of jobs that I am involved in attract people with little skill.
36. People on my job are assigned involuntary overtime.
37. People help each other out on the job.
38. In the job I have, people fail to set their own work goals.
39. Supervisors I have contact with discuss employee job behaviors with them.
40. The employees I work with on the job have a wide range of interests.
41. Each job is given certain specified goals to be attained.
42. Conditions on my job do not permit people to reach their work goals.
43. New employees on the job are assigned to a specific person who helps them get used to the job.
44. The job I am involved in requires people with rare skills.
45. People on the job lack the opportunity to develop new skills and abilities.
46. There exists definite "in" and "out" groups on the job.
47. Supervisors I deal with explain to employees the things they can expect from performing in different ways.
48. In supervising people, bosses I work with take into account how people feel from one day to another.
49. Conditions on my job are confusing.
50. Supervisors I work with share with subordinates information about what is happening in the company.
51. People on the job establish personal friendships.
52. Employees are not given the opportunity to get special training to help them do their job.
53. Supervisors I work with do not know what their people want.
54. People on the job overstate and exaggerate their accomplishments.
55. The job environment allows people to interact.
56. People around here talk about the pride they have in their job.
57. Supervisors I deal with are experts at the jobs they supervise.

SECTION THREE: DESCRIPTION OF YOUR TASK(S). You have already described the organization and the immediate job situation. For this section of the survey we want a description of the specific tasks and duties you perform in your job. Please use the same scale as shown below to indicate how frequently each condition or event occurs.

Very Infrequently	Infrequently	Sometimes	Frequently	Very Frequently
A	B	C	D	E
☐	☐	☐	☐	☐

ON YOUR ANSWER SHEET INDICATE THE FREQUENCY WITH WHICH THE CONDITION OCCURS IN PERFORMING YOUR TASK(S)

Please be sure you are at space 58 on your answer sheet

58. People can tell from the outcomes of my tasks and duties that I have performed them rather than some other person.
59. The tasks I work at require me to make different kinds of decisions.
60. Getting my task done in this company requires coordinating the efforts of a number of people.
61. I perform tasks which not many people I work with could accomplish.
62. Supplies needed for my job are available.
63. My task is set up so that I get to see the finished product as the final outcome of what I do.
64. My task requires me to do pretty much the same things over and over.
65. I have to learn difficult skills and abilities in performing my task.
66. The tasks I do require updating of skills and abilities.
67. There is only one way to get my tasks accomplished.
68. My task is set up so that I can determine the procedures for getting the work done.
69. My task does not allow me to find out how I am doing on the job.
70. I find out very quickly whether my task performance is appropriate.
71. I have advance warning (enough time to get ready) before being moved to a new task.
72. The duties I have are set up so that I make decisions about what I will be working at.
73. Tasks are set up here so that from day-to-day I know what I will be working at.
74. The tasks I work at are set up so that I do not work with others.
75. I have responsibility for doing more than one specific task.
76. The equipment and procedures I use in getting my tasks done break down.
77. Performing my duties requires all the skills I have.
78. Other people in this company very much depend on how I accomplish my tasks.
79. I schedule my own work.
80. Making an error in performing my tasks has grave consequences.
81. An important part of accomplishing my task is working with others.
82. I am moved from task to task before being able to completely learn any one task.
83. My general health affects how well I can perform my tasks.

100

SECTION FOUR (a): DESCRIPTION OF CAREER. Another consideration people might take into account when thinking about whether they will remain with their present organization is their career. A person's career consideration might take two forms: (1) their own personal planning of a career, as well as where they feel they are in their career progress, and (2) the extent to which conditions within their organization and in their job affect their career.

First, we would like you to tell us what you think about your career and your job as an aspect of your career. To do this, indicate on your answer sheet how accurate each statement is as a description of your career planning and your career progress.

Not at all Accurate	Marginally Accurate	Somewhat Accurate	Generally Accurate	Very Accurate
A	B	C	D	E
▯	▯	▯	▯	▯

INDICATE HOW ACCURATE EACH STATEMENT IS CONCERNING YOUR CAREER

Please be sure you are at space 84 on your answer sheet

84. I think of my job as being a "stepping stone" to another job.
85. I have realistically planned what I will be doing in the future.
86. I don't give career issues much attention.
87. My job is one I have for reasons beyond my control.
88. The choice of my present job had nothing to do with any career plans.
89. I don't think I have much control over what job(s) I hold in the future.
90. I am just about where I want to be in my career.
91. I have chosen my present job in terms of how much it contributes to my career.
92. I have seriously considered pursuing a number of careers.
93. I pick my jobs as they come, not in terms of any career program.
94. The job I have has little to do with my career.
95. I am not sure what my career plans are.
96. I don't think I will actively continue to pursue the career I am in.
97. I know what training and/or experience I need to advance in my career.

SECTION FOUR (b): DESCRIPTION OF CAREER, CONTINUED. As a second step in understanding how your career may affect your considerations about whether to remain with your present organization, we would like you to indicate the frequency with which organizational and job conditions affect your career. Please do this again by using the response scale provided below and filling in the appropriate space on your answer sheet.

Very Infrequently	Infrequently	Sometimes	Frequently	Very Frequently
A	B	C	D	E
▯	▯	▯	▯	▯

ON YOUR ANSWER SHEET INDICATE THE FREQUENCY WITH WHICH THE ORGANIZATIONAL CONDITION AFFECTS YOUR CAREER

Please be sure you are at space 98 on your answer sheet

98. There are opportunities for me to pursue my career interests in this organization.
99. This organization provides information about how different jobs fit into different career programs.
100. The organization provides information and counseling about my career.
101. This organization helps me achieve my personal career goals.
102. This organization does not take people's career interests into consideration when placing them in various positions.
103. Supervisors I work for inhibit my career progress.
104. The organization makes it difficult for me to change into a different career.
105. This organization exposes people to jobs that fit into various career patterns.

SECTION FIVE (a): DESCRIPTION OF YOUR FAMILY. In order to understand how some non-job related things may affect people's decisions about whether to remain with their present organization, we would like to first ask you to describe some aspects of your family. In the second part of this section we will then ask you to indicate to what extent your organization, including your job and task affect conditions and events in your family.

Very Infrequently	Infrequently	Sometimes	Frequently	Very Frequently
A	B	C	D	E
☐	☐	☐	☐	☐

PLEASE INDICATE THE FREQUENCY WITH WHICH THE CONDITIONS OR EVENTS OCCUR IN YOUR FAMILY BY FILLING IN THE APPROPRIATE BOX ON THE ANSWER SHEET

Please be sure you are at space 106 on your answer sheet

106. My family worries about (real or possible) expenses for family sickness.

107. My family and I take vacation trips.

108. My family entertains friends.

109. I do not have time to do things with my family.

110. There is no time to take care of personal family business.

111. My family gets together with relatives.

112. Activities of my spouse are interfered with.

113. My family discusses things about my job.

114. My wife (or husband) participates in community and/or other social or religious activities.

115. My family moves from one area of the country to another.

116. My family worries about the schools our child(ren) is (are) in.

117. My family is not free to decide when to do things they want to do.

118. My family lets others know what organization I work for.

119. My wife (or husband) is more involved with raising the children than I.

120. My family pursues leisure time activities.

121. My family puts money in the bank or invests for the future.

122. My family asks to visit my workplace.

123. My family and I work around the house.

124. There are things my family needs that we are not able to afford.

125. My family is restricted in what they can do in this area.

126. My family meets interesting people.

127. My family is isolated from people they enjoy being with.

128. My family tells me I am moody.

129. My wife (or husband) makes important decisions affecting the family by herself (himself).

130. My family discusses moving to another area.

131. My family participates together in leisure and/or community activities.

132. My family discusses with others what I do for a living.

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SECTION FIVE (b): You have just described how frequently various events and conditions occur in your family. We would like you to indicate now to what extent your organization, *including your job and* the tasks you perform, affect the frequency with which the above-mentioned events or conditions occur in your family.

On your answer sheet indicate how much impact your organization (including your job and tasks) has on the frequency of occurrence of each event or condition. Please read the example.

Not at All	Somewhat	Moderate	Considerable	To a great Extent
A	B	C	D	E
☐	☐	☐	☐	☐

EXAMPLE:

Eat lunch at home.

Suppose that you infrequently eat lunch at home. If this is "to a great extent" <u>because of your work</u>, you would fill in the box under <u>E</u> on your answer sheet. However, if your work has a "moderate" affect on how frequently you eat lunch at home, you would fill in the box under <u>C</u> on your answer sheet.

ON YOUR ANSWER SHEET INDICATE THE IMPACT OF YOUR ORGANIZATION, JOB, AND TASKS ON CONDITIONS OR EVENTS IN YOUR FAMILY

Please be sure you are at space <u>133</u> on your answer sheet

133. My family worries about (real *or possible*) expenses for family sickness.
134. My family and I take vacation trips.
135. My family entertains friends.
136. I do <u>not</u> have time to do things with my family.
137. There is no time to take care of personal family business.
138. My family gets together with relatives.
139. Activities of my spouse are interfered with.
140. My family discusses things about my job.
141. My wife (or husband) participates in community and/or other social or religious activities.
142. My family moves from one area of the country to another.
143. My family worries about the schools our child(ren) is (are) in.
144. My family is not free to decide when to do things they want to do.
145. My family lets others know what organization I work for.
146. My wife (or husband) is more involved with raising the children than I.
147. My family pursues leisure time activities.
148. My family puts money in the bank or invests for the future.
149. My family asks to visit my work-place.
150. My family and I work around the house.
151. There are things my family needs that we are not able to afford.
152. My family is restricted in what they can do in this area.
153. My family meets interesting people.
154. My family is isolated from people they enjoy being with.
155. My family tells me I am moody.
156. My wife (or husband) makes important decisions affecting the family by herself (himself).
157. My family discusses moving to another area.
158. My family participates together in leisure and/or community activities.
159. My family discusses with others what I do for a living.

SECTION SIX (a): SATISFACTION WITH CONDITIONS. In this section we would like you to tell us how satisfied or dissatisfied you are with the conditions you have described for the organization, your job, your tasks and duties, your family, and your career.

First go back to Section ONE, DESCRIPTION OF YOUR ORGANIZATION, and look at the conditions and events you described. Then tell us how satisfied or dissatisfied in a really general sense those conditions and events make you, and indicate this on your answer sheet. Do the same for Section TWO, DESCRIPTION OF YOUR JOB, for Section THREE, etc.

Highly Dissatisfied	Moderately Dissatisfied	Neither Satisfied Nor Dissatisfied	Moderately Satisfied	Highly Satisfied
A	B	C	D	E
☐	☐	☐	☐	☐

INDICATE ON YOUR ANSWER SHEET HOW SATISFIED OR DISSATISFIED YOU ARE WITH THE CONDITIONS IN EACH AREA

Please be sure you are at space 160 on your answer sheet

160. How satisfied I am with the organization (Section ONE).
161. How satisfied I am with my job (Section TWO).
162. How satisfied I am with my task(s) (Section THREE).
163. How satisfied I am with my career (Section FOUR a).
164. How satisfied I am with organizational conditions for my career (Section FOUR b).
165. How satisfied I am with my family (Section FIVE a).
166. How satisfied I am with the organizational conditions affecting my family (Section FIVE b).
167. How satisfied I am with my life in general.

SECTION SIX (b): IMPORTANCE. You have given us a description and indicated your satisfaction for your organization, job, tasks, family and career. Now we would like you to indicate on your answer sheet how important each of these aspects of your work life are to you when you think about whether to stay with or leave your present organization.

Not at all Important	Somewhat Important	Important	Very Important	Extremely Important
A	B	C	D	E
☐	☐	☐	☐	☐

INDICATE ON YOUR ANSWER SHEET HOW IMPORTANT EACH AREA IS IN DECIDING WHETHER TO REMAIN WITH YOUR PRESENT ORGANIZATION

Please be sure you are at space 168 on your answer sheet

168. Organization conditions
169. Job conditions
170. Task conditions
171. Your career considerations
172. Organizational conditions for your career
173. Considerations concerning your family conditions

SECTION SIX (c): In this section we would like to ask a number of questions about your plans or intentions to remain in your present job, and what you would do if you were to leave your present organization.

174. Indicate on your answer sheet how strongly you feel at present about leaving or staying in your organization.

Strongly inclined to leave	Inclined to leave	Don't know whether I want to stay or leave	Inclined to stay	Strongly inclined to stay
A	B	C	D	E
☐	☐	☐	☐	☐

175. Now indicate how much longer you think you will actually stay with your present organization.

1 year or less	1-2 years	3-4 years	5-10 years	10 years +
A	B	C	D	E
☐	☐	☐	☐	☐

176. If for some reason you were to leave your present organization, how many alternative positions which are at least as desirable as the present position, do you realistically expect you could get. Mark the appropriate box on your answer sheet.

ZERO	ONE	TWO	THREE	FOUR or more
A	B	C	D	E
☐	☐	☐	☐	☐

177. If for some reason you wanted to quit your present job, how many alternative jobs within your present organization which are at least as desirable as your present job, do you realistically expect you could get. Mark the appropriate box on your answer sheet.

ZERO	ONE	TWO	THREE	FOUR or more
A	B	C	D	E
☐	☐	☐	☐	☐

178. Now we would like you to indicate to what extent your special skills and abilities would help or hinder you in obtaining an acceptable alternative job. Indicate on your answer sheet by filling in the box that is closest to your feelings.

Greatly hinder	Somewhat hinder	Neither hinder nor help	Somewhat ~~hinder~~ help	Greatly ~~hinder~~ help
A	B	C	D	E
☐	☐	☐	☐	☐

179. How does your family feel about the organization you work for? Indicate this on your answer sheet.

My family definitely wants me to leave my present organization	My family prefers that I leave my present organization	My family does not care whether I stay or leave	My family prefers that I stay in my present organization	My family wants me to stay with my present organization
A	B	C	D	E
☐	☐	☐	☐	☐

180. If you think about everything you know about your organization and job and the possible events in the foreseeable future, and assuming you want to remain with your present organization, what are your chances of being able to stay with your present organization?

Extremely poor chance of staying	Poor chance of staying	Fair chance of staying	Good chance of staying	Extremely good chance of staying
A	B	C	D	E
☐	☐	☐	☐	☐

SECTION SEVEN: SATISFACTION WITH SPECIFIC JOB CHARACTERISTICS. In this section we are interested in your feelings about specific aspects of your job. First think about your WORK. What is it like most of the time?

On your answer sheet fill in the appropriate box:

If it describes your work	If you cannot decide	If it does NOT describe your work
A	B	C
[]	[]	[]

Please be sure you are at space 181 on your answer sheet

WORK ON PRESENT JOB

181. Fascinating
182. Routine
183. Satisfying
184. Boring
185. Good
186. Creative
187. Respected
188. Hot
189. Pleasant
190. Useful
191. Tiresome
192. Healthful
193. Challenging
194. On your feet
195. Frustrating
196. Simple
197. Endless
198. Gives sense of accomplishment

Think of the PAY you get now. How well does each of the following words describe your present PAY?

On your answer sheet fill in the appropriate box:

If it describes your pay	If you cannot decide	If it does NOT describe your pay
A	B	C
[]	[]	[]

Please be sure you are at space 199 on your answer sheet

PRESENT PAY

199. Income adequate for normal expenses
200. Satisfactory profit-sharing
201. Barely live on income
202. Bad
203. Income provides luxuries
204. Insecure
205. Less than I deserve
206. Highly paid
207. Underpaid

Think of the OPPORTUNITIES FOR PROMOTION that you have now. How well does each of the following words describe these?

On your answer sheet fill in the appropriate box:

If it describes your promotion opportunities	If you cannot decide	If it does NOT describe your promotion opportunities
A	B	C
[]	[]	[]

Please be sure you are at space 208 on your answer sheet

OPPORTUNITIES FOR PROMOTION

208. Good opportunity for advancement
209. Opportunity somewhat limited
210. Promotion on ability
211. Dead-end assignment
212. Good chance for promotion
213. Unfair promotion policy
214. Infrequent promotions
215. Regular promotions
216. Fairly good chance for promotion

Think of the kind of SUPERVISION that you get on the job. How well does each of the following words describe this SUPERVISION?

On your answer sheet fill in the appropriate box:

If it describes your supervision	If you cannot decide	If it does NOT describe your supervision
A	B	C
☐	☐	☐

Please be sure you are at space 217 on your answer sheet

SUPERVISION ON PRESENT JOB

217. Asks my advice	223. Up-to-date	229. Knows job well
218. Hard to please	224. Doesn't supervise enough	230. Bad
219. Impolite	225. Quick-tempered	231. Intelligent
220. Praises good work	226. Tells me where I stand	232. Leaves me on my own
221. Tactful	227. Annoying	233. Around when needed
222. Influential	228. Stubborn	234. Lazy

Think of the majority of the PEOPLE THAT YOU WORK WITH now or the people you meet in connection with your work. How well does each of the following words describe these people?

On your answer sheet fill in the appropriate box:

If it describes the people you work with	If you cannot decide	If it does NOT describe the people you work with
A	B	C
☐	☐	☐

Please be sure you are at space 235 on your answer sheet

PEOPLE ON YOUR PRESENT JOB

235. Stimulating	241. Fast	247. Unpleasant
236. Boring	242. Intelligent	248. No privacy
237. Slow	243. Easy to make enemies	249. Active
238. Ambitious	244. Talk to much	250. Narrow interests
239. Stupid	245. Smart	251. Loyal
240. Responsible	246. Lazy	252. Hard to meet

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NOW PLEASE REMOVE SECTION EIGHT (PERSONAL DATA) FROM THE ENVELOPE AND COMPLETE IT.

PLEASE ANSWER THESE QUESTIONS ON THIS SHEET

SECTION EIGHT:

QUESTIONNAIRE NO. 1084

(6-7) AGE:____

(8) SEX (check one)

____Male
____Female

(9) MARITAL STATUS (check all that apply)

____Married
____Single
____Divorced, Separated or Widowed

(10-11) ENTER THE AGE OF YOUR YOUNGEST CHILD (if applicable)_____

(12-13) NUMBER OF CLOSE RELATIVES (UNCLES, COUSINS, ETC.) SEEN ON A REGULAR BASIS_____

(14-15) NUMBER OF YOUR DEPENDENTS (INCLUDE YOURSELF, SPOUSE, CHILDREN, PARENTS, ETC.)_____

(16) RACE (check one)

____Black
____Indian
____Spanish-American
____Oriental
____White
____Other (please specify_____

(17) DO YOU OWN OR RENT WHERE YOU LIVE? (check one)

_____Own _____Rent

(18-19) EDUCATION: CIRCLE THE NUMBER INDICATING THE TOTAL YEARS OF SCHOOLING YOU HAVE OBTAINED:

1 2 3 4 5 6 7 8 — grade school
9 10 11 12 — high school
13 14 15 16 17 18 19 20 — technical school, business school, college

(20-23) HOW LONG HAVE YOU WORKED IN YOUR PRESENT JOB? ____years ____months

(24-27) HOW LONG HAVE YOU WORKED IN YOUR PRESENT ORGANIZATION? ____years ____months

(28-29) NUMBER OF ORGANIZATIONS YOU PREVIOUSLY WORKED FOR_____.

(30) NUMBER OF COMMUNITY ACTIVITIES/ORGANIZATIONS YOU ARE ENGAGED IN_____.

(31) HAVE ANY OF YOUR RELATIVES HAD A CAREER IN YOUR ORGANIZATION? (check one)

____yes ____no

(32) HOW LONG DOES IT TAKE YOU TO GET TO WORK FROM WHERE YOU LIVE (check one):

____less than 10 minutes
____between 10 and 20 minutes
____between 20 and 30 minutes
____more than a half hour but less than 45 minutes
____45 minutes or more

(33) DO YOU WORK (check one)

____Full time
____Part-time

(34) DO YOU GO TO SCHOOL (check one)

____Full-time
____Part-time —not at all

(35-37) WHAT PERCENT OF YOUR FAMILY INCOME DO YOU PROVIDE BY WORKING (specify percent)_____

(38) WHICH OF THE FOLLOWING CATEGORIES BEST DESCRIBE YOUR JOB (check one):

___Upper Management
___Middle Management
___First-line Management
___Clerical/Administrative
___Skilled Worker
___Other (specify)_____

(39) WHICH OF THE FOLLOWING IS THE BEST ESTIMATE OF THE SIZE OF YOUR ORGANIZATION (check one):

___less than 10
___between 10 and 99
___between 100 and 499
___between 500 and 999
___between 1000 and 4999
___between 5000 and 14999
___more than 15,000

(40-45) IN THIS SPACE WRITE YOUR JOB TITLE_____

_____

(46) IN THIS SPACE WRITE WHAT YOUR ORGANIZATION DOES (please be specific)_____

_____

Thank you very much for your time. If you have any comments about the questionnaire or if anything in it was unclear to you, please feel free to note those on the back of this page.