

AD-A103 893

MICHIGAN STATE UNIV EAST LANSING DEPT OF PSYCHOLOGY
SOME UNINTENDED CONSEQUENCES OF INTENTION TO QUIT.(U)
AUG 81 D E BOWEN

F/G 5/10

N00014-79-C-0781

UNCLASSIFIED

NL

1-1-1

AD-A103 893

■

END

DATA

FORMED

0 81

DTIC

LEVEL II



AD A103893

RESEARCH
REPORT
SERIES

SOME UNINTENDED CONSEQUENCES OF
INTENTION TO QUIT

David E. Bowen

Research Report No. 81-3
August 1981

The writing of this paper was supported by the Organizational Effectiveness Research Programs, Psychological Sciences Division, Office of Naval Research under Contract No. N00014-79-C-0781, Contract Authority Identification Number NR 170-894, Benjamin Schneider, Principal Investigator.

Reproduction in whole or part is permitted for any purpose of the United States Government. Approved for public release; distribution unlimited.

DTIC FILE COPY

INDUSTRIAL/
ORGANIZATIONAL
PSYCHOLOGY

DEPARTMENT OF PSYCHOLOGY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN 48824

DTIC
ELECTE
SEP 8 1981
S D D

30 2 00 2 20

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER Research Report No. 81-3 ✓	2. GOVT ACCESSION NO. AD-A103	3. RECIPIENT'S CATALOG NUMBER 893
4. TITLE (and Subtitle) Some Unintended Consequences of Intention to Quit	5. TYPE OF REPORT & PERIOD COVERED Interim Research	
	6. PERFORMING ORG. REPORT NUMBER	
7. AUTHOR(s) David E. Bowen	8. CONTRACT OR GRANT NUMBER(s) N00014-79-C-0781 ✓	
9. PERFORMING ORGANIZATION NAME AND ADDRESS Michigan State University	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR 170-894	
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research Programs Office of Naval Research (Code 452) Arlington, VA 22217	12. REPORT DATE July 1981	
	13. NUMBER OF PAGES 21	
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) 12 27	15. SECURITY CLASS. (of this report) UNCLASSIFIED	
	15a. DECLASSIFICATION/DOWNGRADING SCHEDULE	
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES In press, <u>Academy of Management Review</u> .		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Turnover; absenteeism; being fired; job performance; job search; intention to quit; job withdrawal behaviors; job dissatisfaction; employment alternatives; reactance theory; learned helplessness model.		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This paper analyzes the situation of employees who intend to quit, but do not, to see if intention to quit can be useful in explaining job behaviors other than quitting. Absenteeism and being fired are suggested as unintended consequences of intention to quit. The relationship between these unintended consequences and job performance is also examined. The analysis is guided by the theoretical premises of Mobley's models of the employee turnover process [Mobley, 1977; Mobley, Horner & Hollingsworth, 1978] and the author's model of job search as a two-cycle process.		

DD FORM 1473
1 JAN 73

EDITION OF 1 NOV 68 IS OBSOLETE

S. N 0102-LF-014-6601

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

405-507

18

Some Unintended Consequences of Intention to Quit^{1,2}

David E. Bowen

Michigan State University

Accession For	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By _____	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A	

DTIC
ELECTE
SEP 8 1981
S D
D

¹Special thanks to John P. Wanous for encouragement and comments. I wish to thank Gareth R. Jones, Janina C. Latack, Arnon Elaine Reichers, Benjamin Schneider, Richard M. Steers, and Kenneth N. Wexley for reviewing earlier versions of this paper.

²Portions of this paper were presented at the Midwest Academy of Management, 24th Annual Meeting, 1981.

Some Unintended Consequences of Intention to Quit

This paper analyzes the situation of employees who intend to quit, but do not, to see if intention to quit can be useful in explaining job behaviors other than quitting. Absenteeism and being fired are suggested as unintended consequences of intention to quit. The relationship between these unintended consequences and job performance is also examined. The analysis is guided by the theoretical premises of Mobley's models of the employee turnover process [Mobley, 1977; Mobley, Horner & Hollingsworth, 1978] and the author's model of job search as a two-cycle process.

The psychology of the withdrawal process has received considerable attention since Porter and Steers [1973] underscored its relevance for understanding the turnover decision. The relationship between intention to quit and quitting has been the focus of much of this attention. Mobley and his associates [Mobley, 1977; Mobley, Horner & Hollingsworth, 1978] present a model in which intention to quit immediately precedes quitting. A test of a simplified version of Mobley's model [Mobley et al., 1978] found a significant correlation ($r = .49$) between intention to quit and quitting. This finding supported earlier intention-quitting

research [as reviewed by Mobley, Griffeth, Hand & Meglino, 1979] and has, itself, been subsequently supported [e.g., Hom, Katerberg & Hulin, 1979; Miller, Katerberg & Hulin, 1979]. In brief, efforts to expand our knowledge of the withdrawal process by establishing a tie between employees intending to quit and employees quitting have been successful.

It is the purpose of this paper to analyze the situation of employees who intend to quit, but do not. That these employees "exist" is certainly one explanation for intention to quit-quit correlations falling far short of 1.00 (e.g., $r = .49$). Given this situation, the question becomes: can intention to quit be a useful variable in explaining job behaviors other than quitting? I think it can. This paper will explore the consequences of intention to quit by considering: (1) why an employee who intends to quit, does not; (2) the manner in which intention to quit can produce absenteeism and being fired as unintended consequences, and (3) how the job performance of employees intending to quit may be affected by their absenteeism and may affect their being fired.

Unintended Consequences of Intention

to Quit: Proposed Relationships

The relationships between intention to quit-absenteeism (I/Q-A) and intention to quit-being fired (I/Q-F) are suggested to be the following:

I/Q-A: There will be a positive correlation for I/Q-A.

The strength of this correlation will be moderated by:
(1) whether or not absenteeism and quitting can serve a common purpose for the employee, in which case a correlation between absenteeism and quitting is to be expected, and (2) whether or not the absenteeism is under the control of the employee.

I/Q-F: There will be a positive, but small, correlation for I/Q-F. The size of the I/Q-F correlation will depend on the relationship between I/Q and job performance. In turn, the relationship between I/Q and job performance will be affected by: (1) the relationship between absenteeism and job performance, (2) the degree of control the employee can exercise over job performance, and (3) the degree to which the employee's job performance is visible to potential other employers.

Theoretical Background

A brief review of the theory underpinning the I/Q-Q turnover models by Mobley [1977] and Mobley et al. [1978] will be useful in analyzing these proposed relationships. Mobley acknowledges three earlier models as having guided his own efforts.

March & Simon [1958] modeled turnover as the outcome of the interaction between "perceived desirability of movement from the organization" and "perceived ease of movement from the

organization." However, subsequent turnover research has tended to consider only the first variable of this model and to ignore the second. Mobley's [1977] original turnover model is unique in explicitly recognizing the important role played by perceived ease of movement in the turnover process. This concept will also play a significant part in accounting for employees who intend to quit, but do not.

Fishbein's [1967] model of attitudes, intentions and behavior stated that the best predictor of a given behavior should be the individual's intention to engage in that behavior. The moderators of the relationship between intention and behavior include: (1) the degree to which the measures of behavioral intention and behavior correspond in their level of specificity, (2) the stability of the intention (e.g., over time), and (3) the extent to which realization of the intention is under the person's volitional control [Hom et al., 1979]. These three moderators determine how well intention to quit can predict quitting. They will also be useful in considering whether intention to quit might have some unintended consequences.

Locke's [1968] task motivation model theorizes that the most immediate motivational determinant of task performance and individual choice is an individual's conscious goal or intention. In this context, intention to quit is appropriately presented as the most immediate cause of quitting.

However, Locke also maintains that not every intention leads to the end specified by the intention:

It may be instructive in this context to discuss . . . types of "unintentional" behavior that occur . . . to see to what degree these might be explained in terms of conscious intent. The key point to recognize . . . is that all the actions in question . . . were or could be set in motion by a conscious goal or intention. In addition, the results or outcomes of the behaviors are ordinarily the ones intended or are correlated with those intended (the size of the correlation depending upon the individual's capacity, knowledge, ability, and the situation) [emphasis added; 1968, pp. 159-161].

Thus, an examination of possible correlations between quitting and other job behaviors might suggest additional consequences of intention to quit, even though they may be "unintended." Furthermore, the strength of these relationships will be moderated by the individual employee's situation, ability, etc. In sum, Locke, as well as Fishbein and March & Simon, provides useful theoretical direction for exploring the job behaviors of employees who intend to quit, but do not.

Why Employees Who Intend to Quit, Do Not:

The Role of Two-Cycle Job Search

Although there are numerous explanations for why an employee who intends to quit does not (e.g., resistance to change, fear of "what others might think"), only the inability to obtain an attractive job offer will be considered here. It is particularly relevant to an I/Q-Q model and clearly establishes a group of "I/Q-nonquitters" whose job behaviors are the focus of this paper.

Employees who intend to quit but are unable to obtain an attractive job offer may decide not to quit. This conclusion sets well intuitively, but does it fit with Mobley's I/Q-Q model? Mobley's [1977] model specifies the sequence of search for alternatives, evaluation of them, and finally, comparison of alternatives leading to one's intention to quit. If this sequence represents obtaining an attractive job offer, then Mobley's model is saying employees know they have an attractive job offer before intending to quit. Consequently, obtaining an attractive job offer could not be considered later in the model as a moderator of I/Q-Q that "creates nonquitters."

Mobley's [1977] model does not, however, include employee consideration of actual job offers. His model deals with job search among potentially available alternatives, not among actual job offers. In this regard, it is true to its theoretical origin--the "perceived ease of movement" concept [March & Simon, 1958]. The

relevant distinction here is one between what can be viewed as two cycles of job search. In the first cycle, the employee searches and assesses the perceived availability of "greener pastures," i.e., considering whether or not there are other jobs potentially available. In the second cycle, the employee searches and assesses the accessibility of those "greener pastures," i.e., receiving or not receiving a job offer. The first cycle is included in Mobley's model and precedes intention to quit, but the second cycle is not.

The ordering of a two-cycle job search process helps explain why I/Q-Q correlations are not higher. Employees intending to quit have not completed the second cycle. Upon doing so, some employees may be unable to obtain an attractive offer and, consequently, not quit. Stated in terms of the Fishbein model, since realization of the intention to quit is not under the employee's volitional control, intention to quit cannot always predict quitting. However, assuming that this employee sustains an intention to quit, there are some unintended consequences that can be expected.

Absenteeism as an Unintended Consequence
of Intention to Quit

There will be a strong correlation for I/Q-A if: (1) absenteeism and quitting can serve a common purpose for the employee and, therefore, a correlation between absenteeism and quitting is to be expected, and (2) the absenteeism is under the control of the employee.

Considering the first moderator, the importance of an absenteeism-quitting correlation for an I/Q-A correlation follows from Locke's [1968] point that the behavioral consequences of an intention are ordinarily the ones intended or are correlated with those intended. In the present context, then, there will be a strong I/Q-A correlation for employees if: (a) there are situations in which quitting and absenteeism are correlated, and (b) employees who intend to quit, but do not, find themselves in those situations.

With respect to (a) above, Mobley [1980] suggested several situations in which absenteeism and quitting would be expected to be correlated because they would represent a common withdrawal process. This was seen by Mobley as most probable when: the consequences of absenteeism and quitting have high commonality, e.g., both serve to accommodate non-work roles or values; absenteeism represents avoidance of a dissatisfying or stressful job and alternative jobs are available; and an employee is absent to engage in job search. These situations, especially the latter two, in turn yield (b) above, since they could describe employees who intend to quit, are unable to obtain an attractive job offer, but continue second cycle job search. In other words, although the employees intend to quit, absenteeism is an unintended consequence and, therefore, there is a strong I/Q-A correlation.

The Fishbein model provides another basis for predicting absenteeism from intention to quit in situations where absenteeism

and quitting can be expected to be correlated. These situations, e.g., when an employee is absent to engage in job search [Mobley, 1980], present a view of absenteeism as a precursor of quitting on the withdrawal behavior continuum [Herzberg, Mausner, Peterson & Capwell, 1957]. Specifically, this view sees the employee as "quitting for a day" when absent. Given this view of "functional equivalence" between quitting and absenteeism, the Fishbein model supports predicting absenteeism from intention to quit since the model predicts actual behavior from intended behavior based largely on the level of correspondence between the two.

The second moderating variable in I/Q-A is the employee's ability to control absenteeism. The employees' control over their absenteeism will be influenced by whether or not their work situation has strong penalties for being absent, e.g., loss of pay, poor performance reviews, etc. In the face of such penalties, employees may decide they are simply unable to be absent, even if they have desires or intentions to withdraw from the job. Studies have confirmed the fact that the constraints of the employee's situation can moderate the strength of the relationship between job attitudes and absenteeism [e.g., Herman, 1973; Smith, 1977].

The role played by the employee's ability to control absenteeism in moderating I/Q-A is most clearly evident in the extreme case where employees decide they are entirely unable to be absent. Obviously, if a highly constrained situation results in no absenteeism, there is no I/Q-A. In sum, an I/Q-A correlation is suggested

for situations where absenteeism and quitting can serve a common purpose for employees, given that employees can control their absenteeism in those situations.

A consideration of the situation where absenteeism and quitting can not serve a common purpose for the employee completes the picture of I/Q-A. The situations Mobley [1980] cited as examples when correlations between absenteeism and quitting are not expected include: when the consequences of quitting and being absent have little in common; when absenteeism is a spontaneous or impulsive act; and when quitting is a function of the positive attraction of an alternative job rather than escape, avoidance, or withdrawal from an unsatisfying or stressful current job. In these situations, absenteeism and quitting are independent behaviors, not simply alternative manifestations of a common withdrawal process. Consequently, there is not the commonality between absenteeism and quitting that both the Locke and Fishbein models require as support for predicting absenteeism from intention to quit.

I/Q-A: Strong or Weak?

This discussion of I/Q-A does not, unfortunately, lead to a conclusion as to whether strong or weak I/Q-A correlations are the more likely. This would depend on a number of factors, including: (1) which combination of the moderating variables prevails, (2) the time lag between measuring intention to quit and measuring absenteeism and quitting (this involves whether the intention to quit is stable over time, the probability of ultimately obtaining an

attractive job offer, etc.), and (3) whether employees who intend to quit and have not obtained an attractive job offer may quit anyway if unemployment insurance is available, etc. Even this abbreviated list of considerations makes it impossible to establish a "typical" I/Q-A correlation.

Being Fired as an Unintended Consequence
of Intention to Quit

The small positive correlation expected for I/Q-F assumes that job performance may suffer once employees intend to quit, and that this declining job performance can lead to being fired. Whether or not this occurs depends upon a number of conditions. Three of the most relevant are considered here.

Employee Ability to Control Job Performance

If employees intending to quit are performing tasks where they have a great deal of control over their productivity, then I/Q may lead to lower job performance. This is consistent with Herman's [1973] findings that a relationship between job attitudes and job performance can be expected when the employee's work is relatively unstructured and free of external constraints. She mentions outdoor advertising salesmen, insurance agents, piece rate workers, and bus and truck drivers as examples of employees where poor job attitudes, when present, might result in lowered performance. The job dissatisfaction of the employee who intends to quit could be expected to lead to poorer job performance, given a similar

working situation. Actually, since the employee who intends to quit also has the perception acquired in first cycle job search that there are greener pastures available, s/he may view the present work situation as all the more free of constraints. This perception would further increase the likelihood of a relationship between I/Q and lowered job performance, the latter possibly leading to being fired.

Visibility of Job Performance to Potential Employers¹

If the job performance of employees who intend to quit is visible to potential employers, their intention to quit may actually lead to an increase in job performance. An example best illustrates this condition. A university professor may intend to quit because of dissatisfaction with the present job and perceived greener pastures elsewhere. The work situation for the professor is in the unstructured category just described where a relationship between I/Q and lowered job performance could be expected. However, the success of second cycle job search for an attractive job offer will depend, in large measure, on the professor's job performance remaining constant or even improving. This is because the professor's job performance, as measured by publications, for example, is easily visible to potential employers. Thus, even though the professor intends to quit, job performance is unlikely to decline. In fact,

¹I thank John Wanous for his insight on this point.

it might even increase if the professor believes an attractive job offer is contingent upon improved job performance.

The Relationship between Absenteeism and Performance

Since absenteeism can be an unintended consequence of I/Q, it must be determined whether this absenteeism leads to lower job performance. Findings by Staw & Oldham [1978] suggest that absenteeism, when it is an unintended consequence of I/Q, would probably not diminish job performance, and might even enhance it.

The condition of "psychological incompatibility" between the employee and the job that Staw & Oldham [1978] found produced a positive relationship between absenteeism and performance can be expected to characterize employees who are absent as an unintended consequence of I/Q. Staw & Oldham define employees as being in psychologically incompatible situations when their jobs do not provide opportunities they value and highly desire. For these employees, absenteeism serves predominantly a maintenance function that may increase their ability to cope and perform on the job. The employee who intends to quit, but is instead absent, is very likely also an employee who is psychologically incompatible with his/her work. This seems probable given that the situations in which I/Q-A is expected include when absenteeism represents avoidance of a dissatisfying or stressful job and when the employee is absent to engage in job search. Consequently, absenteeism may serve a maintenance function for employees who intend to quit that results in their job performance remaining constant or even improving.

Predicting I/Q-F

The interaction of these three conditions (employee ability to control job performance, visibility of job performance to potential employers, and the relationship between absenteeism and performance) suggests a small positive correlation for I/Q-F. Consider the outdoor salesperson who is able, in terms of the work situation, to express an I/Q in lower job performance. In the initial stages of second cycle job search, the salesperson may maintain his/her previous performance level since potential employers can easily "see" the resulting sales record and hold him/her personally responsible. However, if second cycle job search continues to be unsuccessful, job attitudes could come to dominate job performance. This would particularly be the case if the salesperson began to think the real solution was not to just change jobs, but to change careers. If this were the case, s/he would be less concerned about maintaining a good, visible sales record. The salesperson's declining job performance could lead to being fired.

Other scenarios could be presented in which I/Q leads to being fired as an unintended consequence. However, the moderators seem to suggest that intention to quit would only infrequently lead to declining job performance and being fired.

A concluding point of insight on the I/Q-F relationship is derived from the Locke and Fishbein models. Overall, these models offer little support for predicting being fired from an intention

to quit. The commonality between behaviors the models require for predicting the one from an intention to do the other is largely missing. However, quitting and being fired do have withdrawal from the organization in common. In this vein, one can conceptualize I/Q as an intention to withdraw which, in turn, may lead to being fired as the resulting withdrawal behavior. This linkage "creates in theory" the possibility of employees who: intend to quit, then perform their jobs poorly, and are fired as a "consequence." These employees can be viewed as victims of an ironic self-fulfilling prophecy in which an intention to withdraw sets in motion employee actions that do, indeed, result in withdrawal--but the withdrawal comes from being fired, not by quitting. In sum, the two models support predicting a positive, but small, correlation for I/Q-F.

Concluding Remarks

This paper considered the behavior of employees who intend to quit, but do not. It appears that the intention to quit, itself, can provide useful clues as to how these employees will behave. A number of relationships were proposed stating just what these clues might tell us about employee absenteeism, job performance and firings. Research on these proposed relationships would be an appropriate starting point for thoroughly exploring the important issues of what happens to the employee who intends to quit, but does not. This research should, at a minimum, address two

considerations not covered in this paper, but that are relevant to predicting the consequences of intention to quit.

First, individual difference variables will certainly moderate the relationships proposed for I/Q-A and I/Q-F. For example, employees with a high need for achievement or strong work ethic values may very likely continue to attend work and maintain their job performance despite an intention to quit. Another relevant variable might be the employee's level of self-esteem as s/he undertakes second cycle job search. As Steers & Mowday [1979] note, the employee may experience decreased self-esteem as a result of his or her failure to find another job. Furthermore, this decreased self-esteem may ultimately influence performance on the job [Korman, 1977], which, in turn, could lead to being fired. Both the employee's need for achievement and self-esteem could be relevant variables in predicting, for example, whether or not the unsuccessful second cycle job search of the earlier discussed outdoor salesperson would indeed lead to declining job performance and being fired. Certainly there are other variables upon which employees differ that will affect their behavior in situations where they intend to quit, but do not.

Finally, additional unintended consequences of intention to quit should be assessed. The present analysis focused on absenteeism and being fired and the relationship of each to job performance. These behaviors, like quitting, are relatively easy to observe and,

therefore, represent a convenient starting point for identifying unintended consequences of intention to quit. However, other possible unintended consequences, be they less obvious behaviors or only psychological machinations, need to be considered also.

The examination by Steers & Mowday [1979] of "dissatisfied stayers" within organizations suggests some additional unintended consequences of intention to quit. For example, they mention that employees may turn to forms of withdrawal such as alcoholism or drugs when other means of withdrawal are unavailable [Staw & Oldham, 1978].

More generally, Steers & Mowday suggest that reactance theory and the learned helplessness model [Wortman & Brehm, 1976] may be useful in analyzing the situation of employees who are dissatisfied with the job but unable to leave it due to the lack of alternatives. From the perspective of reactance theory, Steers & Mowday [1979] predict that these "dissatisfied stayers" will intensify and continue their job search behavior as a way to reassert their freedom of action. If these employees must be absent to intensify their job search, then the dynamics of reactance theory further support the possibility that absenteeism may be an unintended consequence of intention to quit. However, if these "dissatisfied stayers" are unable to be absent, then the learned helplessness model can suggest how employees might respond to this uncontrollable outcome of being trapped in the organization. For example, employees in this

situation may experience decreased self-confidence and self-esteem [Steers & Mowday, 1979]. The possibility of these outcomes, e.g., alcoholism, heightened search activity, decreased self-confidence, etc., emphasize the need to identify other unintended consequences of I/Q in addition to absenteeism, changes in job performance, and being fired.

In sum, I suggest that research on the unintended consequences of intention to quit will, in general terms, enhance our understanding of the psychology of the withdrawal process and, more specifically, increase our awareness of what happens to employees who intend to quit, but do not.

References

- Fishbein, M. Attitude and the prediction of behavior. In M. Fishbein (Ed.), Readings in Attitude Theory and Measurement. New York: Wiley, 1967.
- Herman, J. Are situational contingencies limiting job attitude-job performance relationships? Organizational Behavior and Human Performance, 1973, 10, 208-224.
- Herzberg, F., Mausner, B., Peterson, R. O., & Capwell, R. F. Job attitudes: Review of research and opinions. Pittsburgh, PA: Pittsburgh Psychological Services, 1957.
- Hom, P. W., Katerberg, R., & Hulin, C. L. Comparative examination of three approaches to the prediction of turnover. Journal of Applied Psychology, 1979, 64, 280-290.
- Korman, A. K. Organizational behavior. Englewood Cliffs, NJ: Prentice-Hall, 1977.
- Locke, E. A. Toward a theory of task motivation and incentives. Organizational Behavior and Human Performance, 1968, 3, 157-189.
- March, J. G., & Simon, H. A. Organizations. New York: Wiley, 1958.
- Miller, H. E., Katerberg, R., & Hulin, C. L. Evaluation of the Mobley, Horner and Hollingsworth model of employee turnover. Journal of Applied Psychology, 1979, 64, 509-517.
- Mobley, W. H. Intermediate linkages in the relationship between job satisfaction and employee turnover. Journal of Applied Psychology, 1977, 62, 237-240.

- Mobley, W. H. Some unanswered questions in turnover and withdrawal research. Paper presented at the National Academy of Management annual meeting, Detroit, 1980.
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. Review and conceptual analysis of the employee turnover process. Psychological Bulletin, 1979, 86, 493-522.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. An evaluation of precursors of hospital employee turnover. Journal of Applied Psychology, 1978, 63, 408-414.
- Porter, L. W., & Steers, R. M. Organizational, work and personal factors in employee turnover and absenteeism. Psychological Bulletin, 1973, 80, 151-176.
- Smith, F. Work attitudes as predictors of attendance on a specific day. Journal of Applied Psychology, 1977, 62, 16-19.
- Staw, B. M., & Oldham, G. R. Reconsidering our dependent variables: A critique and empirical study. Academy of Management Journal, 1978, 21, 539-559.
- Steers, R. M., & Mowday, R. T. Employee turnover and post-decision accomodation processes. Technical Report No. 22, Office of Naval Research, Arlington, 1979.
- Wortman, C. B., & Brehm, J. W. Responses to uncontrollable outcomes: An integration of reactance theory and the learned helplessness model. In L. Berkowitz (Ed.), Advances in Experimental Social Psychology. New York: Academic Press, 1976.

Distribution List

Mandatory

- 12 Defense Technical Information Center
ATTN: DTIC DDA-2
Selection & Preliminary Cataloging Section
Cameron Station
Alexandria, VA 22314
- 1 Library of Congress
Science & Technology Division
Washington, DC 20540
- 3 Office of Naval Research
Code 452
300 N. Quincy Street
Arlington, VA 22217
- 6 Naval Research Laboratory
Code 2627
Washington, DC 20375
- 1 Office of Naval Research
Director, Technology Programs
Code 200
300 N. Quincy Street
Arlington, VA 22217
- 1 Office of Naval Research
Code 450
300 N. Quincy Street
Arlington, VA 22217
- 1 Office of Naval Research
Code 458
300 N. Quincy Street
Arlington, VA 22217
- 1 Office of Naval Research
Code 455
300 N. Quincy Street
Arlington, VA 22217

ONR Field

- 1 ONR Western Regional Office
1030 E. Green Street
Pasadena, CA 91106
- 1 Psychologist
ONR Western Regional Office
1030 E. Green Street
Pasadena, CA 91106
- 1 ONR Regional Office
536 S. Clark Street
Chicago, IL 60605
- 1 Psychologist
ONR Regional Office
536 S. Clark Street
Chicago, IL 60605

- 1 Psychologist
ONR Eastern/Central Regional Office
Bldg. 114, Section D
666 Summer Street
Boston, MA 02210
- 1 ONR Eastern/Central Regional Office
Bldg. 114, Section D
666 Summer Street
Boston, MA 02210

OPNAV

- 1 Deputy Chief of Naval Operations (Manpower, Personnel, & Training)
Head, Research, Development, & Studies Branch (Op-115)
1812 Arlington Annex
Washington, DC 20350
- 1 Director
Civilian Personnel Division (Op-14)
Department of the Navy
1803 Arlington Annex
Washington, DC 20350
- 1 Deputy Chief of Naval Operations (Manpower, Personnel, & Training)
Director, Human Resource Management Plans & Policy Branch (Op-150)
Department of the Navy
Washington, DC 20350
- 1 Deputy Chief of Naval Operations (Manpower, Personnel, & Training)
Director, Human Resource Management Division (Op-15)
Department of the Navy
Washington, DC 20350
- 1 Chief of Naval Operations
Head, Manpower, Personnel, Training & Reserves Team (Op-964D)
The Pentagon, 4A478
Washington, DC 20350
- 1 Chief of Naval Operations
Assistant, Personnel Logistics Planning (Op-987H)
The Pentagon, 5D772
Washington, DC 20350

NAVMAT

- 1 Program Administrator for Manpower, Personnel & Training
MAT 0722
800 N. Quincy Street
Arlington, VA 22217
- 1 Naval Material Command
Management Training Center
NAVMAT U9M32
Jefferson Plaza, Bldg. 2, Rm. 150
1421 Jefferson Davis Highway
Arlington, VA 20360
- 2 Naval Material Command
NAVMAT-00K & NAVMAT-00KB
Washington, DC 20360
- 1 Naval Material Command (MAT-03)
Crystal Plaza #5, Rm. 236
2211 Jefferson Davis Highway
Arlington, VA 20360

NPRDC

- 5 Commanding Officer
Naval Personnel R&D Center
San Diego, CA 92152
- 1 Navy Personnel R&D Center
Washington Liaison Office
Bldg. 200, 2N
Washington Navy Yard
Washington, DC 20374

BUMED

- 1 Commanding Officer
Naval Health Research Center
San Diego, CA 92152
- 1 CDR William S. Maynard
Psychology Department
Naval Regional Medical Center
San Diego, CA 92134
- 1 Naval Submarine Medical
Research Laboratory
Naval Submarine Base
New London, Box 900
Groton, CT 06349
- 1 Director, Medical Service Corps
Bureau of Medicine & Surgery
Code 23
Department of the Navy
Washington, DC 20372

BUMED (cont.)

- 1 Naval Aerospace Medical Research Lab
Naval Air Station
Pensacola, FL 32508
- 1 Program Manager for Human Performance
Naval Medical R&D Command
National Naval Medical Center
Bethesda, MD 20014
- 1 Navy Medical R&D Command
ATTN: Code 44
National Naval Medical Center
Bethesda, MD 20014

NAVAL ACADEMY & NAVAL POST-GRADUATE SCHOOL

- 1 Naval Postgraduate School
ATTN: Dr. Richard S. Elster
Department of Administrative Sciences
Monterey, CA 93940
- 1 Naval Postgraduate School
ATTN: Professor John Senger
Operations Research & Administrative Science
Monterey, CA 93940
- 1 Superintendent
Naval Postgraduate School
Code 1424
Monterey, CA 93940
- 1 Naval Postgraduate School
ATTN: Dr. James Arima
Code 54-Aa
Monterey, CA 93940
- 1 Naval Postgraduate School
ATTN: Dr. Richard A. McGonigal
Code 54
Monterey, CA 93940
- 1 U.S. Naval Academy
ATTN: CDR J. M. McGrath
Department of Leadership & Law
Annapolis, MD 21402
- 1 Professor Carson K. Eoyand
Naval Postgraduate School,
Code 54EG
Department of Administrative Sciences
Monterey, CA 93940
- 1 Superintendent
ATTN: Director of Research
Naval Academy, U.S.
Annapolis, MD 21402

HRM

- 1 Officer in Charge
Human Resource Management Detachment
Naval Air Station
Alameda, CA 94591
- 1 Officer in Charge
Human Resource Management Detachment
Naval Submarine Base New London
P.O. Box 81
Groton, CT 06340
- 1 Officer in Charge
Human Resource Management Division
Naval Air Station
Mayport, FL 32228
- 1 Commanding Officer
Human Resource Management Center
Pearl Harbor, HI 96860
- 1 Commander in Chief
Human Resource Management Division
U.S. Pacific Fleet
Pearl Harbor, HI 96860
- 1 Officer in Charge
Human Resource Management Detachment
Naval Base
Charleston, SC 29408
- 1 Commanding Officer
Human Resource Management School
Naval Air Station Memphis
Millington, TN 38054
- 1 Human Resource Management School
Naval Air Station Memphis (96)
Millington, TN 38054
- 1 Commanding Officer
Human Resource Management Center
1300 Wilson Boulevard
Arlington, VA 22209
- 1 Commanding Officer
Human Resource Management Center
5621-23 Tidewater Drive
Norfolk, VA 23511
- 1 Commander in Chief
Human Resource Management Division
U.S. Atlantic Fleet
Norfolk, VA 23511
- 1 Officer in Charge
Human Resource Management Detachment
Naval Air Station Whidbey Island
Oak Harbor, WA 98278

- 1 Commanding Officer
Human Resource Management Center
Box 23
FPO New York 09510
- 1 Commander in Chief
Human Resource Management Division
U.S. Naval Force Europe
FPO New York 09510
- 1 Officer in Charge
Human Resource Management Detachment
Box 60
FPO San Francisco 96651
- 1 Officer in Charge
Human Resource Management Detachment
COMNAVFORJAPAN
FPO Seattle 98762

NAVY MISCELLANEOUS

- 2 Naval Military Personnel Command
HRM Department (NMPC-6)
Washington, DC 20350
- 1 Naval Training Analysis & Evaluation Group
Orlando, FL 32813
- 1 Commanding Officer
ATTN: TIC, Bldg. 2068
Naval Training Equipment Center
Orlando, FL 32813
- 1 Chief of Naval Education & Training (N-5)
Director, Research Development, Test, & Evaluation
Naval Air Station
Pensacola, FL 32508
- 1 Chief of Naval Technical Training
ATTN: Dr. Norman Kerr, Code 017
NAS Memphis (75)
Millington, TN 38054
- 1 Navy Recruiting Command
Head, Research & Analysis Branch
Code 434, Room 8001
801 North Randolph Street
Arlington, VA 22203
- 1 Commanding Officer
USS Carl Vinson (CVN-70)
Newport News Shipbuilding & Drydock Company
Newport News, VA 23607

USMC

- 1 Headquarters, U.S. Marine Corps
Code MPI-20
Washington, DC 20380
- 1 Headquarters, U.S. Marine Corps
ATTN: Dr. A. L. Slafkosky,
Code RD-1
Washington, DC 20380
- 1 Education Advisor
Education Center (E031)
MCDEC
Quantico, VA 22134
- 1 Commanding Officer
Education Center (E031)
MCDEC
Quantico, VA 22134
- 1 Commanding Officer
U.S. Marine Corps
Command & Staff College
Quantico, VA 22134

DARPA

- 3 Defense Advanced Research
Projects Agency
Director, Cybernetics
Technology Office
1400 Wilson Blvd., Rm. 625
Arlington, VA 22209
- 1 Mr. Michael A. Daniels
International Public Policy
Research Corporation
6845 Elm Street, Suite 212
McLean, VA 22101
- 1 Dr. A. F. K. Organski
Center for Political Studies
Institute for Social Research
University of Michigan
Ann Arbor, MI 48106

OTHER FEDERAL GOVERNMENT

- 1 Dr. Douglas Hunter
Defense Intelligence School
Washington, DC 20374
- 1 Dr. Brian Usilaner
GAO
Washington, DC 20548
- 1 National Institute of Education
ATTN: Dr. Fritz Mulhauser
EOLC/SMD
1200 19th Street, N.W.
Washington, DC 20208

- 1 National Institute of Mental
Health
Division of Extramural Research
Programs
5600 Fishers Lane
Rockville, MD 20852
- 1 National Institute of Mental
Health
Minority Group Mental Health
Programs, Rm. 7 - 102
5600 Fishers Lane
Rockville, MD 20852
- 1 Office of Personnel Management
Office of Planning & Evaluation
Research Management Division
1900 E Street, N.W.
Washington, DC 20415
- 1 Office of Personnel Management
ATTN: Ms. Carolyn Burstein
1900 E Street, N.W.
Washington, DC 20415
- 1 Office of Personnel Management
ATTN: Mr. Jeff Kane
Personnel R&D Center
1900 E Street, N.W.
Washington, DC 20415
- 1 Chief, Psychological Research
Branch
ATTN: Mr. Richard Lanterman
U.S. Coast Guard (G-P-1/2/TP42)
Washington, DC 20593
- 1 Social & Developmental Psychology
Program
National Science Foundation
Washington, DC 20550

ARMY

- 1 Headquarters, FORSCOM
ATTN: AFPR-HR
Ft. McPherson, GA 30330
- 1 Army Research Institute
Field Unit - Leavenworth
P.O. Box 3122
Fort Leavenworth, KS 66027
- 1 Technical Director
Army Research Institute
5001 Eisenhower Avenue
Alexandria, VA 22333
- 1 Director
Systems Research Laboratory
5001 Eisenhower Avenue
Alexandria, VA 22333

- 1 Director
Army Research Institute
Training Research Laboratory
5001 Eisenhower Avenue
Alexandria, VA 22333
- 1 Dr. T. O. Jacobs
Code PERI-IM
Army Research Institute
5001 Eisenhower Avenue
Alexandria, VA 22333
- 1 COL Howard Prince
Head, Department of Behavior
Science & Leadership
U.S. Military Academy, NY 10996

AIR FORCE

- 1 Air University Library/LSE 76-443
Maxwell AFB, AL 36112
- 1 COL John W. Williams, Jr.
Head, Department of Behavioral
Science & Leadership
U.S. Air Force Academy, CO 80840
- 1 MAJ Robert Gregory
USAF/DFBL
U.S. Air Force Academy, CO 80840
- 1 AFOSR/NL (Dr. Fregly)
Bldg. 410
Bolling AFB
Washington, DC 20332
- 1 LTCOL Don L. Presar
Department of the Air Force
AF/MPXHM
Pentagon
Washington, DC 20330

ARMY

- 1 Technical Director
AFHRL/MO(T)
Brooks AFB
San Antonio, TX 78235
- 1 AFMPC/MPCYPR
Randolph AFB, TX 78150

MISCELLANEOUS

- 1 Australian Embassy
Office of the Air Attache (S3B)
1601 Massachusetts Avenue, N.W.
Washington, DC 20036
- 1 British Embassy
Scientific Information Officer
Rm. 509
3100 Massachusetts Avenue, N.W.
Washington, DC 20008

MISCELLANEOUS (cont.)

- 1 Canadian Defense Liaison Staff,
Washington
ATTN: CDRD
2450 Massachusetts Avenue, N.W.
Washington, DC 20008
- 1 Commandant, Royal Military
College of Canada
ATTN: Department of Military
Leadership and Management
Kingston, Ontario
CANADA K7L 2W3
- 1 National Defence Headquarters
ATTN: DPAR
Ottawa, Ontario
CANADA K1A 0K2
- 1 Mr. Luigi Petruccio
2431 North Edgewood Street
Arlington, VA 22207
- 1 Dr. Paul S. Goodman
Graduate School of Industrial
Administration
Carnegie-Mellon University
Pittsburgh, PA 15213
- 1 Dr. J. Richard Hackman
School of Organization & Management
Box 1A, Yale University
New Haven, CT 06520
- 1 Dr. Lawrence R. James
School of Psychology
Georgia Institute of Technology
Atlanta, GA 30332
- 1 Dr. Allan Jones
Naval Health Research Center
San Diego, CA 92152
- 1 Dr. Frank J. Landy
The Pennsylvania State University
Department of Psychology
417 Bruce V. Moore Bldg.
University Park, PA 16802
- 1 Dr. William G. Ouchi
University of California-LA
Graduate School of Management
Los Angeles, CA 90024
- 1 Dr. Irwin G. Sarason
University of Washington
Department of Psychology, NI-25
Seattle, WA 98195
- 1 Dr. Benjamin Schneider
Department of Psychology
Michigan State University
East Lansing, MI 48824
- 1 Dr. Saul B. Sells
Texas Christian University
Institute of Behavioral Research
Drawer C
Fort Worth, TX 76129
- 1 Dr. Edgar H. Schein
Massachusetts Institute of Technology
Sloan School of Management
Cambridge, MA 02139

CURRENT CONTRACTORS

- 1 Dr. Richard D. Arvey
University of Houston
Department of Psychology
Houston, TX 77004
- 1 Dr. Arthur Blawes
Human Factors Lab., Code N-71
Naval Training Equipment Center
Orlando, FL 32813
- 1 Dr. Joseph V. Brady
The Johns Hopkins University
School of Medicine
Division of Behavioral Biology
Baltimore, MD 21205
- 1 Dr. Stuart W. Cook
Institute of Behavioral Science
University of Colorado
Box 482
Boulder, CO 80309
- 1 Dr. L. L. Cummings
Kellogg Graduate School of
Management
Northwestern University
Nathaniel Leverone Hall
Evanston, IL 60201
- 1 Dr. Henry Emurian
The Johns Hopkins University
School of Medicine
Department of Psychiatry &
Behavioral Science
Baltimore, MD 21205
- 1 Dr. John P. French, Jr.
University of Michigan
Institute for Social Research
P.O. Box 1248
Ann Arbor, MI 48106
- 1 Dr. Bibb Latane
The Ohio State University
Department of Psychology
404 B West 17th Street
Columbus, OH 43210
- 1 Dr. Edward E. Lawler
University of Southern California
Graduate School of Business
Administration
Los Angeles, CA 90007
- 1 Dr. Edwin A. Locke
College of Business & Management
University of Maryland
College Park, MD 20742
- 1 Dr. Fred Luthans
Regents Professor of Management
University of Nebraska - Lincoln
Lincoln, NB 68588
- 1 Dr. R. R. Mackie
Human Factors Research
Santa Barbara Research Park
6780 Cortona Drive
Goleta, CA 93017
- 1 Dr. William H. Mobley
College of Business Administration
Texas A&M University
College Station, TX 77843
- 1 Dr. Thomas M. Ostrom
The Ohio State University
Department of Psychology
116E Stadium
404C West 17th Avenue
Columbus, OH 43210
- 1 Dr. H. Wallace Sinaiko
Program Director, Manpower
Research & Advisory Services
Smithsonian Institution
801 N. Pitt Street, Suite 120
Alexandria, VA 22314
- 1 Dr. Richard M. Steers
Graduate School of Management
University of Oregon
Eugene, OR 97403
- 1 Dr. Gerald R. Stoffer
Aerospace Psychologist
LT, Medical Service Corp.
Code N-712
NAVTRAEQUIPCEN
Orlando, FL 32813
- 1 Dr. Siegfried Streufert
The Pennsylvania State University
Department of Behavioral Science
Milton S. Hershey Medical Center
Hershey, PA 17033
- 1 Dr. James R. Terborg
University of Oregon
Department of Management
Eugene, OR 97403
- 1 Dr. Harry C. Triandis
Department of Psychology
University of Illinois
Champaign, IL 61820
- 1 Dr. Howard M. Weiss
Purdue University
Dept. of Psychological Sciences
West Lafayette, IN 47907
- 1 Dr. Philip G. Zimbardo
Stanford University
Department of Psychology
Stanford, CA 94305

**N
DAT**