

AD-A157 736

Organizational Behavior Research

Department of Management

Department of Psychology

Final Report on Transition
Socialization Effectiveness:
Year Three

Cynthia D. Fisher
James B. Shaw
Richard W. Woodman

June, 1985

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Prepared for:
Office of Naval Research
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Arlington, Virginia 22217

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM	
1. REPORT NUMBER TR-ONR-10	2. GOVT ACCESSION NO. A157736	3. RECIPIENT'S CATALOG NUMBER	
4. TITLE (and Subtitle) FINAL REPORT ON TRANSITION SOCIALIZATION EFFECTIVENESS: YEAR THREE		5. TYPE OF REPORT & PERIOD COVERED Technical Report	
		6. PERFORMING ORG. REPORT NUMBER	
7. AUTHOR(s) Cynthia D. Fisher, James B. Shaw, and Richard W. Woodman		8. CONTRACT OR GRANT NUMBER(s) N00014-83-K-0388	
9. PERFORMING ORGANIZATION NAME AND ADDRESS Departments of Management and Psychology Texas A&M University College Station, TX 77843		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR-475-019	
11. CONTROLLING OFFICE NAME AND ADDRESS Office of Naval Research Department of the Navy Arlington, VA 22217		12. REPORT DATE June, 1985	
		13. NUMBER OF PAGES 18	
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		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) <i>Summary 5</i>			
18. SUPPLEMENTARY NOTES Supported by the Office of Naval Research, Manpower R&D Program			
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Transfer, relocation, mobility, socialization, satisfaction, adjustment.			
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This report summarizes our third year of research into transition socialization effectiveness. The center piece of this research has been a longitudinal study of the adjustment of the 143 NCOs to a geographical transfer (TRs 4, 5, 7, and 9). This report summarizes the study and related work, then presents recommendations for facilitating transfer adjustment. These suggestions come from both the NCO research and a study of a Marine Corps unit rotation to Okinawa, completed during the first two years of this project.			

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S/N 0102-LF-014-6601

Unclassified

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This research program, initiated in October 1980, deals with the processes by which individuals are successfully (or unsuccessfully) socialized during their transition across various organizational boundaries. The transitions of particular interest are entry into the organization and transfer to a new position, unit, and/or location. These transitions are endemic to formal organizations, including the military.

The original proposal suggested a three-year research program. This report summarizes the third and final year of this program. A list of technical reports issued during the third year is contained in Table 1.

Introduction

Organizations continuously bring in new recruits or employees and move employees to new positions, units, and/or locations. With these transitions comes the need for the individual to learn and adapt to the new role requirements. The organization must provide means for communicating and reinforcing the role requirements and, within limits, adapting to the new member. This learning-communicating-adapting process is what is meant by the socialization process.

To the extent the socialization process is successful, individuals learn their new role, perform effectively in it, and within limits, may even modify the role to the mutual advantage of individual and organization (Van Maanen & Schein, 1979). To the extent the socialization process is not successful, individuals may behave in unacceptable ways, reject the organization and leave, or withdraw psychologically (Manous, 1980). The lack of effective role behavior and excessive turnover in some organizations may well be linked to inadequacies in the socialization process. Given this premise, it becomes important for

Table 1
Technical Reports Issued During the Third Year
Contract #N00014-83-K-0388

TR-ONR-1 Shaw, J.B., Fisher, C. D., and Woodman, R.W. A Predictive Model of Transfer Adjustment in the U.S. Marine Corps . ADA 132113, August, 1983.

This report describes a study of transfer socialization processes in a sample of 91 U.S. Marines transferred from Camp Pendleton, California to Camp Hansen, Okinawa in November, 1981. Using data collected both at Camp Pendleton and Camp Hansen, an attempt was made to develop a predictive model of transfer adjustment. Data concerning four major indices of transfer adjustment were obtained: (1) organizational commitment, (2) the use of positive and negative coping behaviors while in Okinawa, (3) attitude toward social and environmental aspects of life in Okinawa, and (4) self-ratings of overall Okinawa adjustment. Predictors used in the model were: (1) pre-transfer expectations concerning Okinawa and the amount and perceived accuracy of information received prior to transfer, (2) pre-transfer satisfaction and commitment, (3) personal and demographic characteristics including past life experiences, length of service, education, and ability, (4) attitudes of significant others, and (5) pre-transfer behavioral coping styles. Results indicated the existence of a "personal adjustment style" which may have influenced transfer adjustment. Results also indicated a potentially strong effect upon transfer adjustment processes of the "unit rotation" procedures now used by the U.S. Marine Corps. Implications of the results are discussed along with suggestions for future research.

TR-ONR-2 Goretsky, C.H., Shaw, J.B., and Sarabia, E. The Effects of Social Information, Co-Worker Credibility, and Social Cue Unanimity on Task Perceptions, Satisfaction, and Performance. ADA 134164, September, 1983

This study assessed the effects of socially-provided task information, the credibility of the influence agents and the amount of agreement between the influence agents on the task perceptions and satisfaction of individuals learning a new job. A 2X2X2 factorial design was utilized, with a sample of 174 undergraduate females. The levels of the three independent variables were: (1) positive versus negative social cues, (2) high versus low model credibility, and (3) unanimous versus deviant cue presentation. Results indicated no effect of social cues upon either perceptions or satisfaction, although differences were in the predicted direction for perceptions. A significant social cues X cue unanimity interaction was found for the overall satisfaction measure, albeit in a manner contrary to that anticipated. While model group credibility had no appreciable effect on the dependent measures, social cues had significant effects on both quantitative and qualitative indices of performance. All results are discussed in terms of prior research, and implications for future research are considered.

TR-ONR-3 Nasif, E.G., Mobley, W.H., and Reynolds, J.I. Toward A Definition and Model of Expatriate Success. ADA 134225, October, 1983.

Expatriates in Turkey were interviewed about success, selection, training, compensation, and expectations-satisfaction-adjustment. Success of an expatriate was defined as effective performance of the assignment, personal satisfaction, and adjustment to local conditions. Some important determinants of expatriate success were identified and a model proposed.

TR-ONR-4 Shaw, J.B., Fisher, C.D., and Woodman, R.W. Attitudes Toward Making a Transfer: A Predictive Model. ADA 134189, October, 1983.

This report presents the results of a study of U.S. Air Force personnel who had been notified that they would be making a Permanent Change of Station (PCS). Participants were 143 N.C.O.'s (staff sergeant through chief master sergeant) at seven USAF bases in three states. Data were collected concerning their attitude toward the upcoming PCS as well as eight major independent variables that were thought to predict PCS attitude. The eight independent variables were: (1) the relative similarity/dissimilarity between their present and future assignments in terms of climate, city size, culture, job duties, and level of job responsibility; (2) the frequency of past transfers; (3) the extent to which the individual saw the new assignment as a career advance; (4) the attractiveness of the new assignment; (5) the attractiveness of the present assignment; (6) the extent to which the individual had adjusted to previous transfers successfully; (7) the amount of notice time given prior to the transfer; and (8) the ratio of preferred assignments to total career PCS's. All data were collected using a survey/interview format. Five of the eight independent variables correlated significantly and in the predicted direction with PCS attitude. Regression analyses using data on the independent variables to predict PCS attitude yielded a multiple correlation of $R=.68$ ($R^2 = .46$).

TR-ONR-5 Attitudes Toward Making a Transfer: Factors Related to Reenlistment Intentions, Over-all Satisfaction, Attitude Toward Future Moves, and an Analysis of Qualitative Data Relevant to Transfer Attitudes. ADA 137352, December, 1983.

Survey and interview data were collected from a sample of 143 NCO's who had recently been notified that they would be transferred to a new assignment. Quantitative and qualitative data were collected concerning six research questions: (1) what factors relevant to transfer situations are predictive of career intentions, intent to reenlist, overall USAF satisfaction and attitude toward future moves; (2) what factors affect the "adjustment time - profitable time" ratio in job transfer situations; (3) are individuals given sufficient notice of transfers to allow adequate preparation; (4) what factors were cited as affecting attitude toward transfers and subsequent transfer adjustment; (5) what job-related factors affect attitude towards transfers; and (6) how do pre-transfer expectations affect transfer attitudes and what are the sources of those expectations. Correlation, regression and various qualitative data analysis techniques were used to answer these questions. Implications for transfer policies and future research needs are discussed.

TR-ONR-6 Skivington, J.E., and Woodman, R.W. Effects of Confirmed and Disconfirmed Expectations: A Naturally Occuring Experiment. ADA 141857, May, 1984.

The existence of a naturally occurring event (the selection of students for an honors program) permitted a test of cognitive dissonance theory through falsification. Affective reactions to confirmed and disconfirmed expectations were measured using both quantitative and qualitative approaches. Support for dissonance reduction through affective displacement is discovered but the results raise questions about the predictive ability of cognitive dissonance theory. Methodological issues and attributionally based extensions to dissonance theory are discussed.

TR-ONR-7 Shaw, J.B., Fisher, C.D., and Woodman, R.W. Predictors of Transfer Adjustment: A Longitudinal Study. ADA 152462, January, 1985

143 NCO's who had been notified of an upcoming Permanent Change of Station (PCS) were interviewed prior to moving. Three months after moving, 99 of the individuals returned follow-up questionnaires. Hypotheses were tested concerning premove, move, and post move determinants of post move adjustments to both the job and the location. Adjustment was found to be predicted by pre-move attitude toward the move, adjustment and satisfaction with previous moves, number of dependents, unmet expectations, perceived job advancement, and amount of information about the new location received prior to moving.

TR-ONR-8 Jones, G.R., and Fisher, C.D. The Relationship Between Performance and Satisfaction: A Utility Analysis. ADA 152342, March, 1985.

A utility analysis suggests that the performance-satisfaction relationship is curvilinear. Total utility (satisfaction) is expected to rise as performance increases, but at a diminishing rate. After some point total utility will decline with increases in performance, as the marginal utility associated with the last unit of performance becomes negative. This decline in satisfaction occurs because of the satiation of both intrinsic and extrinsic needs, and because the utility of leisure increases as it becomes increasingly scarce when more time and effort is devoted to work performance. Thus, satisfaction and performance may be negatively related for high to very high levels of performance. Implications for encouraging and maintaining performance at the margin are presented.

TR-ONR-9 Shaw, J.B., Fisher, C.D., and Woodman, R.W. Making a Transfer: An Analysis of Qualitative Data Relevant to Transfer Attitudes and Adjustment. May, 1985

143 NCO's who had been notified of an upcoming Permanent Change of Station (PCS) were interviewed prior to moving. Three months after moving, 99 of these individuals returned follow-up questionnaires. This report contains analyses of responses to eight open-ended questions asked on the post move survey. Responses are compared to pre-move answers to the same questions. In addition, the impact of pre and post move job similarity on time to adjust to social and technical aspects of the job was explored. Following a move to a dissimilar job, time to adjust to the job was more than twice as long as following a transfer to a similar job.

organizations, be they military, private sector, or public sector, to have a good understanding of the socialization process and the mechanisms available for facilitating successful socialization. While the organizational and behavioral sciences have provided a good foundation for understanding socialization processes in organizations (e.g., Graen, 1976; Louis, 1980; Wanous, 1980), a great deal remains to be learned about such processes. (Fisher & Weekley, 1982).

The objective of this research program was to further contribute to the body of knowledge on socialization processes by focusing on transitions, particularly intraorganizational transfers. To this end, we have conducted two major longitudinal studies of transfer adjustment, and numerous other studies of related processes. The transfer research is described in the next section of this report. A third section includes summary findings and recommendations for facilitating transfer adjustment. The final section lists the researchers' other activities during the contract period.

Transfer Transition Research

Our work on socialization and adjustment following transfer had four components. The first was a literature review, followed by two longitudinal studies of actual transfers and one cross-sectional study of recently transferred expatriate employees.

Literature Review. A literature review focusing specifically on geographical transfers was prepared during the first part of the project (Transfer Transitions, Fisher, Wilkins, & Eulberg, February 1983). Foreign and domestic transfers were discussed from the point of view of both the organization and the employee. The primary finding of this review was that very little is known about individual and family adjustment to organization sponsored

moves, and that a great deal of research is still needed. Past research was especially lacking in the area of employee adjustment to a new job within the same organization.

U.S. Marine Corps Unit Rotation Study. A longitudinal study of military transition effectiveness was begun in August 1981 with Marine Corps personnel. Major issues addressed in the study were (a) sources of information about new assignments, (b) the impact of realistic expectations on subsequent socialization and performance, and (c) specifications of effective and ineffective coping behaviors.

Preliminary interviews with personnel recently returned from unit or individual rotation to Okinawa were conducted at Camp Pendleton in August, 1981. These interviews were used to develop and refine the questionnaires and interview guide used in later data collection. In October, of 1981, eighty-eight individuals who were about to be rotated to Okinawa completed questionnaires and were interviewed. Follow-up interviews were conducted with seventy-three of these people in May of 1982 during the last month of their stay in Okinawa. Results of this research are contained in TR-ONR-9 of contract N00014-81-K-0036 and TR-ONR-1 of contract N00014-83-K-0388.

Turkish Expatriate Adjustment Study. The transition of expatriate employees to firms in Turkey was studied by one of our Turkish Ph.D. students during the summer of 1982. Although this study was not directly funded by the current contract, the conceptual basis for the study comes from our ongoing work on transition socialization and the results are relevant to our research goals.

The study involved in-depth structured interviews with 28 managerial and technical employees of non-Turkish firms who were stationed in Turkey. Expatriates were interviewed about success, selection, training, compensation, expectations, satisfaction, and adjustment. Success on a foreign assignment was

defined by interviewees as effective performance of the assignment, personal satisfaction, and adjustment to local conditions. While all interviewees felt reasonably successful in adjusting to their new job and location, they were able to pinpoint factors which tended to hinder adjustment. These were: (1) family related problems, either adjustment and schooling problems when families were present, or problems stemming from separation when the family had not accompanied the employee, 2) problems with governmental and organizational bureaucracy, 3) language and communication barriers, and 4) lack of recreation and entertainment. Interestingly, Marines transferred to Okinawa mentioned many of the same factors.

Although the sample size was small, simple correlations analysis were conducted and a very preliminary model of the contributors to expatriate adjustment was developed. A complete report of this research is contained in TR-ONR-3.

Individual Transfer of NCOs Study. The Marine Corps Study had focused on the adjustment of predominantly lower ranking (E4 and below), single, first term personnel to a unit rotation overseas. In order to learn more about transfer, we undertook a second longitudinal study utilizing quite different people -- Senior NCOs (E5 and above) making individual transfers. Most of the NCOs were married, and some were being transferred overseas, while others were making domestic moves. The sample included 143 individuals from bases in Texas, Louisiana, and Arkansas who were scheduled to change duty stations between June 1983 and November 1983. An effort was made to select individuals who had a history of either high (6 or more moves) or low (3 or fewer moves) rotation frequency. All individuals were administered a questionnaire and an interview prior to moving, in May 1983. A follow-up questionnaire was mailed to each participant three months after arrival at the new location. The study had two

aims: 1) to develop a model of the individual and situational determinants of reluctance to move, and 2) to develop a model of the individual and situation predictors of adjustment following transfer. The role of previous transfer frequency was investigated as a part of both models. Results of the premove interviews are contained in TR-ONR-4 and TR-ONR-5. Full longitudinal results appear in TR-ONR-7 and TR-ONR-9.

Transfer Adjustment: Conclusions and Recommendations

Two of the major studies conducted as part of our ONR research grant were the longitudinal studies of transfers in the U.S. Marine Corps and U.S. Air Force. The specific focus of each study was somewhat different as were the samples involved and the type of transfer. In the case of the U.S. Marine sample, the transfer studied was a unit transfer of an entire battalion of Marines from California to Okinawa. In the U.S. Air Force sample, NCOs were making individual transfers to a variety of U.S. and overseas locations. Some of what we learned about transfers from these two investigations is unique to the particular study. Other things were found to be consistent in both research locations.

Expectations. In both the USMC and USAF studies one of the more striking findings was the role that expectations played in determining attitudes about the transfer (both pre and post move). Much of the literature on expectations suggests that the realism of expectations plays a major role in subsequent attitudes and behaviors. Our studies did not support the realism hypothesis. In the USAF sample measures of pre-move attitudes and expectations were more predictive of post-move attitudes and behavior than were several measures of "surprise" (the difference between expectations and the actual reality of the

transfer situation). At least in our samples, it may be more fruitful to set positive attitudes about the transfer situation than to ensure an absolutely correct picture of the transfer location and duties. In other words, we suggest creating a positive self-fulfilling prophecy. For instance, in the Marine study, it may have been that Marines who had been shown the positive aspects of living in Okinawa were more likely to seek out these positive aspects and benefit from them. For example, a marine who was told that there are many beautiful beaches in Okinawa may have, upon arrival, sought out those beaches (and enjoyed them) more actively than a Marine who was told that there are many beautiful beaches, but (realistically) they were difficult to get to.

Reluctance. Reluctance to move was a major dependent variable in the NCO study. Using five independent variables, we were able to predict 46% of the variance in reluctance to make the upcoming move. These variables were: expected match of new location to one's "ideal" location, match of present location to ideal location, ratio of preferred assignment locations to total moves, expected satisfaction with the new location, and number of weeks it had taken to adjust to the present assignment. If the new location was expected to be near ideal and/or satisfying, people were less reluctant to move. However, if their present assignment was near ideal, they were reluctant to leave it. If individuals had taken a long time to adjust to their present location, they were reluctant to leave it and face another potentially long adjustment period. Finally, people were less reluctant to move if through out their military careers they had received an equitable number of preferred locations. Those that had received a high percentage of non-preferred locations tended to develop poor attitudes toward moving.

Data from open ended questions shed more light on the determinants of reluctance to move. NCOs reported that they were reluctant to move because of a

loss of stability in the family, loss of friends and valued activities, financial losses, and because they did not expect to like the new location or job assignment. On the other hand, people were eager to move in order to experience adventure and see the world, to get a better life, to gain new friends or regain old friends, and to improve their living standard.

Reluctance to move measured prior to the move was a significant predictor of several outcomes following the move. Specifically, individuals who were more eager to move subsequently experienced less role ambiguity and greater job and assignment satisfaction. They also adjusted more quickly and easily to the new assignment.

Demographic/personality characteristics. In both samples our interviews indicated that there seemed to be some individuals who were "good movers." They could be transferred anywhere, to any place, with any amount of notice, any number of times, and would find some way to enjoy and adjust to the transfer. Extensive personality and demographic data were not collected in either the USAF or USMC studies. The nature of the personal/demographic differences between easy movers and difficult movers was not obvious. It certainly was not as simple as married vs. single or children vs. no children. Research to identify personality and demographic factors which predict transfer attitude and adjustment would be very useful for both military and non-military organizations. The selection of individuals into high transfer frequency jobs based upon some set of personal/demographic variables could be a very effective means of reducing the negative consequences often associated with transfers in organizations. Interestingly, the number of previous moves had no impact on attitudes toward an upcoming move or adjustment following the move.

Information. In both the USAF and USMC studies, the providing of adequate amounts of pre-transfer information was important. However, information prior

to transfer seemed to act in a way that is similar to Herzberg's (Herzberg et al. 1959) idea of a hygiene factor. That is, if adequate information was not provided, this caused considerable dissatisfaction among transferees prior to the move. Amount of information in general did not, however, seem to be a critical factor in determining post-transfer attitude and adjustment. A caution on the previous sentence is warranted. Particularly in the USAF sample, individual interviews indicated that information on housing and the financial costs of the move was extremely important in making the move go smoothly.

Another aspect of information is the source of the information. Both the USAF and USMC samples indicated that the more direct the source of the information was to the transfer location, the better. USAF personnel gave particularly high marks to programs which allowed the individual to visit the transfer site prior to the move. Books, manuals and other publications were less likely to be rated as accurate in their description of the transfer location and were also less likely to be attended to regardless of perceived accuracy.

Unit rotation. In our USMC study we were able to watch a transfer process that was somewhat unique, i.e. unit transfers. In this unit transfer, one striking feature was the consistency of norms and subsequent norm related behavior during the transfer process. One argument for unit transfers is that by moving an intact group of individuals, one is able to maintain the social structure of the group and thus make transfers less threatening to individuals. Our data certainly supported the idea that unit transfers help to maintain group social structure. However, we also noted that groups which had negative group norms (i.e. norms detrimental to the overall goals of the USMC) maintained these negative behavioral patterns in the new location. Thus, unit transfers are effective to the extent that positive group behaviors exist prior to the

transfer. Otherwise, unit transfers simply transport existing problems to a new location.

Job Factors. A final major finding of our studies was the importance that the job played in determining the success of a transfer. Data most directly related to job factors and transfers came from the USAF study. Two important findings stand out. First was the high relationship between transfer attitudes and the extent to which a transfer was perceived as providing the individual with a better, higher status job. The benefits of a job advancement helped considerably to offset many of the other costs associated with transfers.

A second finding in our USAF study was the role that job similarity played in determining transfer adjustment. Individuals moving into very different jobs required approximately twice as long to adjust to the new job as did individuals moving into similar jobs. This represents a considerable loss of productivity for the organization, particularly when individuals are transferred frequently.

Some Recommendations

From our USMC and USAF studies a number of recommendations concerning transfer processes can be made. Some of these recommendations relate to more research that needs to be done while other are more direct in their application.

1. When possible, fairly positive expectations about the new location should be established.
2. Development of procedures to identify individuals who are "easy movers" should be encouraged and utilized in placing personnel in jobs which require frequent transfers.
3. Programs which allow individuals to visit transfer locations prior to the move should be encouraged and strengthened where they already exist. Information about transfer locations should be provided to the individual about to move by sources who are presently at or recently have been at the transfer site.

4. Unit transfers should be conducted only if productive norms already exist within the unit. Otherwise existing problems are simply transferred intact to a new location. If productive norms do not exist in a unit, a transfer of individuals may well serve to "unfreeze" negative aspects of behavior and provide the opportunity to develop more positive behavioral patterns.
5. Particularly in the case of individual transfers, efforts should be made to encourage the perception (and where possible the reality) of a transfer as a job advancement.
6. Job similarity should be taken into account in transfer situations. When moving individuals into dissimilar jobs additional efforts at pre-transfer job-related training should be made so that adjustment to the new job will be enhanced. Also, individuals should be left in dissimilar job transfer sites longer than when they move to similar jobs. This allows for the overall "percent of time productive" in a location to be kept reasonably comparable across transfers.

Other Research Activities

A list of the publications and presentations of the three principal investigators during the contract period can be found in Table 2. Masters theses supported directly or indirectly during this period are also listed.

In our discussions with Marine Corps representatives during the third year, we found that performance appraisal and feedback had become much more pressing subjects than socialization. Thus, we shifted our emphasis somewhat to provide advice and developmental research related to a proposed new Fitness Reporting System. We prepared three in-house reports for MMPE on these issues (see Table

2) and initiated a three phase study to develop prototype anchored rating scales for the proposed new system. This study will be completed in the Fall of 1985 under contract N00014-85-K-0289, "Applied research on performance feedback and appraisal systems: Development, implementation, and evaluation." We have also been involved in advising NMCE with regard to a new feedback and goal setting program. Most recently, we have provided detailed suggestions for training program development on the subject of performance counseling. This work will continue over the next two to three years.

Table 2

Activities of Investigators During Grant Period

JOURNAL ARTICLES

- Bierman, L. and Fisher, C.D. Anti-Nepotism rules applied to spouses: Business and legal viewpoints. Labor Law Journal, 1984, 35, 634-642.
- Fields, M.W. and Shaw, J.B. Transfers without trauma. Personnel Journal, 1985 (May) 58-63.
- Fisher, C.D. and Gitelson, R. A meta-analysis of the correlates of role conflict and ambiguity. Journal of Applied Psychology, 1983, 68, 320-333.
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- Fisher, C.D. Social support and adjustment to a new job: A longitudinal study. In Press, Journal of Management.
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- Rubinstein, D. & Woodman, R.W. Spiderman and the Burma raiders: Collateral organization theory in action. Journal of Applied Behavioral Science, 1984, 20, 1-16.
- Rubinstein, D. & Woodman, R.W. Reply to Professor Shadish. Journal of Applied Behavioral Science, 1984, 20, 19-21. (Critical Commentary)
- Shaw, J.B. and Riskind, J.H. Predicting job stress using the Position Analysis Questionnaire. Journal of Applied Psychology, 1983, 68, 253-261.
- Shaw, J.B. and Weekley, J.A. The effects of objective workload variations on psychological strain and post-workload performance. Journal of Management, 1985, 11, 87-98.
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- Woodman, R.W. & Wayne, S.J. An Investigation of positive-findings bias in organization development evaluation. Academy of Management Journal; in press.
- Woodman, R.W. & Sherwood, J.J. Response to Linda Carter-Jessop. Journal of Applied Behavioral Science, 1983, 19, 542-545. (Critical Commentary)

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- Fisher, C.D. Personnel management and the staffing process. Chapter in Management, by Ricky W. Griffin. Boston: Houghton Mifflin, 1984, 630-665.
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- Taylor, M.S., Fisher, C.D., and Ilgen, D.R. Individual's reactions to performance feedback in organizations: A control theory perspective. In Research in Personnel and Human Resources Management, Volume II, JAI Press, K.M. Rowland and G.R. Ferris (Eds.), 1984, 81-124.
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PRESENTATIONS

- Allen, W.K. and Shaw, J.B. Sex-related wage differentials: A job analytic approach. Presented at the Annual Meeting of the Academy of Management, Boston, 1984.
- Fisher, C.D. The role of social support in organizational socialization. Paper presented at the 43rd Annual Meeting of the Academy of Management, Dallas, 1983.
- Fisher, C.D. Dysfunctional affective and behavioral reactions to negative feedback: A control theory explanation and implications for structuring organizational feedback environments. Paper presented at the 43rd Annual Meeting of the Academy of Management, Dallas, 1983.
- Fisher, C.D. A control theory explanation of responses to feedback. Paper presented at the Texas Psychological Association Annual Meeting, November, 1983.
- Fisher, C.D. and Bierman, L. Anti-nepotism rules applied to spouses: Business and legal viewpoints. Presented at the 44th Annual Meeting of the Academy of Management, Boston, August, 1984.
- Jones, G. and Fisher, C.D. The relationship between satisfaction and performance: A utility analysis. Presented at the 44th Annual meeting of the Academy of Management, Boston, August 1984.
- Molleston, J.L., Lyon, M.L., Woodman, R.W. and Youngblood, S.A. Career backgrounds and patterns of senior executives of independent oil and gas producing firms. Paper presented at the 43rd annual meeting, Academy of Management, Dallas, Texas, August 1983.

- Shaw, J.B., Woodman, R.W. and Fisher, C.D. A predictive model of transfer adjustment. Southern Management Association, New Orleans, 1984.
- Shaw, J.B., Fisher, C.D., and Woodman, R.W. Attitudes toward making a transfer: A predictive study. Presented at the Ninth Symposium on Psychology in the Department of Defense, Colorado Springs, April 1984.
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