THE BEST OF INTENTIONS:

UNDERSTANDING THE MOTIVATIONAL FORCES INFLUENCING AN EMPLOYEE'S

INTENT TO LEAVE (OR NOT LEAVE) THE CURRENT ORGANIZATION

by

STACY M. CAMPBELL

(Under the Direction of Andrew J. Ward)

ABSTRACT

In making a major decision, like the voluntary decision to leave one's current organization, there are opposing forces that push us towards or pull us away from making the change. Traditional turnover models have focused mainly on the push (i.e., the desire to leave) and paid little attention to the pull (i.e., the ability to leave) or those factors influencing an employee to stay. Furthermore, prior research has not measured these variables separately from their predictors (i.e., desire to leave has been represented by satisfaction and ability to leave has been represented by perceived alternatives). Given the weak and inconsistent findings in prior turnover research, the current dissertation improves upon the explanatory and predictive capabilities of turnover models by establishing the independence of desire to leave and ability to leave and directly measuring these key constructs. In addition, I posit that ability to leave acts as a moderator to the relationship between desire to leave and actual intention to leave the organization.

The model developed here was tested using a two phased approach. First, in-depth interviews were conducted to establish the practical distinction between desire to leave and ability to leave the organization. This phase also explored the potential antecedents (i.e., job

satisfaction, organizational commitment, perceived alternatives, and elements of job embeddedness) to these two key variables. In the second phase, a survey was conducted and structural equation modeling was used to test the turnover model. Using 204 full-time employee respondents to the survey, I found that, as hypothesized, an individual's desire to leave had a direct and positive relationship with intent to leave, and that this relationship was moderated by ability to leave. In addition, findings suggest that while keeping employees satisfied and committed are important factors for organizations to consider, there are other factors such as providing a work-life balance and opportunities for personal growth, that are important factors driving both an employee's desire and ability to leave the organization.

INDEX WORDS: Employee retention and turnover, Desire to leave, Ability to leave, Intent
                to leave

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DEDICATION

To Keith and McKinley Grace,

whose love, support, and sacrifices, helped me to achieve this goal.

Now you get your wife and mommy back!

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Along this journey I have been blessed with support from all facets of my life. Whether it was guidance on how to run structural equation models in Mplus or the willingness to run with me on Sunday mornings, I have so many people to thank.

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not thank you enough – but I will try!

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CHAPTER I

INTRODUCTION

With the emergence of such concepts as "boundaryless careers" (Arthur & Rousseau, 1996) and "employability" (Fugate, Ashforth, & Kinicki, 2004; Leana & Rousseau, 2000), organizational behavior research has focused much attention on the ability of today's employees to make changes in their work environment (Hall, 2002; Higgins, 2001; Ibarra, 2003). Much of this research has focused on the departure of the traditional "organizational career" to the movement between multiple organizations and frequent job changes (Hall, 2002). However these changes are mostly among new entrants trying to take advantage of better opportunities during their early career (U.S. Department of Labor, 2006). When we look at the larger employee population, not everyone is making changes. In fact there is more job stability than might otherwise be expected. A survey found that 45% of all U.S. workers said they would want to change their career if they could despite the fact that statistics indicate that only about 10% of U.S. workers actually do (Bolles, 2002). This finding is further supported by organizational research that has shown that despite potential reasons to change work environments (i.e., not satisfied or committed to the organization, or better career alternatives), many individuals do not change (Hom & Griffeth, 1995; Griffeth, Hom, & Gaertner, 2000). Instead many individuals continue in jobs at organizations that they know are no longer right for them (Feldman, 2002). But why, despite the desire and the opportunity to leave, do many individuals stay? It has been suggested that while employment itself has become more flexible due to the increasing permeability of organizational boundaries (Arthur & Rousseau, 1996), individuals have not become less stable in employment (Bolles, 2002; Feldman, 2002; Gunz, Evans, & Jalland, 2000)

due to perceived individual boundaries that exist. The current paper focuses on this stability in today's workforce as a way to better understand both employee attachment and withdrawal from the organization.

Early research on employee withdrawal (i.e., turnover) focused on the content or the "why" factors associated with an individual's behavior. Much of this research has its roots in the seminal work of March and Simon (1958) that states that an individual's actual participation in a job change is determined by the "push" or *perceived desirability of movement* and the "pull" or *perceived ease of movement* (March & Simon, 1958). Over the years, the desirability of movement has come to be associated with work attitudes like job satisfaction and organizational commitment (Mobley, 1977; Steers & Mowday, 1981), whereas the perceived ease of movement has come to signify perceived alternatives and job search behavior (Hom & Griffeth, 1995). But the empirical evidence has shown that these work attitudes play a relatively small role overall in explaining employee turnover (Hom & Griffeth, 1995; Griffeth, Hom & Gaertner, 2000). Indeed findings using the traditional models have shown pervasive variability in the relationship between antecedents and turnover (Griffeth, et. al, 2000) with job satisfaction accounting as little as 5% - 6% (Lee & Mitchell, 1994; Maertz, 2004) to 19% in other studies (Griffeth, et al., 2000). Additionally weaker findings have been reported for the effect of perceived alternatives on leaving (Griffeth et al, 2000; Steel & Griffith, 1989). Furthermore, the effect sizes and directions of the effects vary widely across studies (Griffeth, et al., 2000). Thus, despite the rich body of research on employee turnover (e.g., Hom & Griffeth, 1995; Maertz & Campion, 1998; Steers & Mowday, 1981), the ability of these traditional models to explain and predict employee withdrawal has been inadequate (Aquino, Griffeth, Allen, & Hom, 1997). These findings suggest that something is missing from the traditional models.

As an alternative to looking at the reasons associated with turnover, other approaches have focused on "how" people decide to leave rather than "why". One such model, "the unfolding model of voluntary turnover" (Lee & Mitchell, 1994), examined turnover as the end result of a decision process. According to the unfolding model, turnover is not always a result of dissatisfaction, rather there are shocks or "external, unexpected or random events or non-work variables" (Lee & Mitchell, 1994) such as unsolicited job offers, change in marital status, or company mergers, that play a significant role in the turnover decision-making process (Lee, Mitchell, Holtom, McDaniel, & Hill, 1999; Lee, Mitchell, Wise & Fireman 1996). While this model offers an innovative way of looking at turnover by describing different decision paths people take when leaving, it still does not increase the predictive power of such models. Empirical support for the unfolding model is based on interviews with individuals who have already left the organization (Lee & Mitchell, 1994; Lee et. al., 1996; Lee, et al, 1999). Thus, it does not help predict who will leave but rather provides a classification of job leavers into decision paths. Additionally, it does not explain why individuals may stay after a "shock". Instead it is assumed that if a shock precipitates an individual to take a decision path that involves searching for alternatives (Lee & Mitchell, 1994), and those alternatives are better than the current organization, then the individual leaves. However statistics as well as our own experience tells us this is not always the case. Perceived alternatives and job search are not the only factors that influence an employee's ability to leave (Vandenberg & Nelson, 1999) and yet much of the past research, including the unfolding model (Lee, et. al, 1999; Lee, et. al., 1996), fails to account for other possible factors.

While *perceived ease of movement* is a visible construct in traditional models (Hom & Griffeth, 1995; March & Simon, 1958), it appears that researchers have simply assumed the ease

with which an individual can leave his/her job (Lee & Mitchell, 1994) or have not adequately

conceptualized the construct (Mobley, 1977; Steers & Mowday, 1981). Although the original

March and Simon (1958) framework described actual ease of movement as a function of general

economic conditions as well as individual factors, subsequent turnover models have focused on

job availability as the single determinant of actual ease of movement (Hom & Griffeth, 1995;

Mobley, 1982; Steers & Mowday, 1981). An individual's belief concerning how easy or

difficult it would be to leave the current organization is seldom measured beyond perceived job

alternatives and often this is based on external employment rates. However, merely looking at

perceived job opportunities does not account for differences in education and cognitive ability

(Trevor, 2001), individual differences in personality (Renn & Vandenberg, 1991), or possible

sacrifices and costs of making the change (Becker, 1992; Mitchell, Holtom, Lee, Sablynski, &

Erez, 2001). These are all examples of potential factors that can influence an individual's ease of

movement from the current organization and should be included in an overall model of turnover.

While there have been a few exceptions (e.g., Allen, 2004; Trevor, 2001), turnover researchers

rarely focus on the link between *perceived ease of movement* (or ability to leave) and turnover. It

is suggested however, that although ability to leave has been an overlooked and under-researched

component of traditional models, it plays a key role in employee turnover and merits further

attention.

    To address this gap, this dissertation focuses on the forces that not only push the

individual out of the organization (i.e., influence an employee's desire to leave) but also the

many forces that influence an employee's ability and inability to leave the current organization.

Recent research has suggested that studying the reasons for staying as well as leaving enriches

our knowledge of both phenomena (Mitchell et. al, 2001). In addition, new attachment

constructs such as job embeddedness (Lee, Mitchell, Sabylnski, Burton & Holtom, 2004; Mitchell, et. al, 2001) have been proposed that highlight forces beyond attitudinal and financial factors, "that constrain people from leaving their current employment" and instead influence them to stay (Mitchell, et al., 2001, p. 1115). Unlike traditional attitude-driven variables such as job satisfaction and organizational commitment which focus on an employee's desire to leave, job embeddedness emphasizes factors other than job alternatives that influence the perceived ease of movement or ability to leave the current organization. It also draws attention to the importance of non-work factors as well as personal relationships and expectations that tie the individual to his/her work environment and why breaking these connections is often too difficult from an objective (e.g., skill-requirements, financial or physical constraints) as well as subjective (e.g., self-esteem issues, emotional, or psychological barriers) standpoint.

In this dissertation, I will attempt to tap into the specific variables influencing intent to leave. For example, a low intent to leave (or high intent to stay) could be driven by several factors. One individual may feel unable to leave because he doesn't perceive there are better alternatives to the current job, whereas another individual may feel unable to leave because of the potential sacrifices associated with leaving (i.e., giving up pension, high salary, tenure and status at company). Still another individual may feel unable to leave because all her friends work at the company and she has very strong ties within the company. Past research has shown that understanding these underlying sources accounts for additional variance in the relationship between intent to leave and actual turnover (Vandenberg & Nelson, 1999). Identifying the underlying reasons driving an individual's motives driving intent to leave, can provide some insight into the stability of these motives. For example, if low intent to leave is being driven by a perceived inability to leave that is due to the individual's low alternatives, then a job search may

increase these alternatives and thus increase ability and intent to leave. Alternatively, if low intent to leave is being driven by a perceived inability to leave that is due to the costs associated with leaving (i.e., giving up pension, specialized training, tenure) then increasing ability to leave may be less likely and thus intent to leave should remain relatively stable. As a result of "digging down to the details" of the motives driving intent to leave, the current paper attempts to improve our understanding of why individuals leave and why they stay with their organizations and our prediction of such outcomes based on individuals' intentions.

In the interest of developing a more complete view of both employee attachment and withdrawal behavior, I use both a qualitative and quantitative approach to study employee turnover. The first phase of the study uses interviews with employed individuals to identify what exactly is the key motive (i.e., desire to stay or ability to stay) and the factors (i.e., satisfaction, commitment, perceived alternatives, perceived fit with organization, financial factors, potential sacrifices or costs of leaving, etc.) driving an individual's overall intent to leave. In the past, motives underlying the participants' turnover intentions and job search behaviors have been inferred and failed to capture enough detail to accurately predict actual turnover behavior. Thus, a key step of phase one of the study, will be to first identify the content domain of these motives beyond job satisfaction and job alternatives influencing desire and ability to leave (Vandenberg & Nelson, 1999) through in-depth interviews. Past research also focused on information provided by the individuals with high intent to leave without considering those with low intent to leave. Given that not everyone is making these organizational changes, just focusing on individuals with a high intent to leave is an oversimplification of the phenomenon and neglects key information. By only focusing on the "why" for individuals who leave or have a high intent to leave, existing turnover models are not capturing the valuable information that can be derived

from knowing the motives behind those individuals who stay or have a low intent of leaving. Thus, another key step of phase one, is investigating the motives for both individuals with high intent and low intent to leave to provide for a more complete picture of employee turnover.

During these interviews I hope to capture the following information: the intent to leave (i.e., high or low), the motives driving the intent to leave (i.e., desire to and ability to leave), and the key forces or factors driving these motives. Identifying the critical "why" factors and understanding their relationship with intent to leave and confirming the importance of looking at desire to leave and ability to leave as different constructs influencing an employee's intent, is the primary goal of the first phase of the study. The primary goal of phase two is to test the proposed model and hypotheses and demonstrate its capability to account for additional variance in employees' intent to leave over previous models.

In sum, while this idea of a malleable career involving multiple organizational changes has become a part of conventional thinking (Arthur & Rousseau, 1996), not everyone is making these changes. The current study's emphasis on both the desire to leave and the ability to leave and the relationship between these factors and intent to leave will provide a framework to better understand employee turnover as well as why some individuals stay with their organizations despite the desire or the opportunities to leave. Evaluating both of these motives and identifying the various factors driving a high or low intent to leave, increases our understanding of the given intention and thus improves our prediction of the subsequent behavior (Ajzen & Fishbein; 1980; Fishbein & Ajzen, 1975). Furthermore, understanding the specific factors underlying both the desire to leave and the ability to leave may uncover sources that can be dealt with or changed and those that can not.

<u>Organization of Dissertation</u>

This dissertation is organized as follows: (a) Chapter II provides an overview of the employee turnover literature and identifies the push and pull factors that have been used in traditional models and highlights perceived 'ability to leave' as a key moderating factor in explaining an employee's intent to leave; (b) Chapter III describes the theoretical model and hypotheses to be tested; (c) Chapter IV describes the methodological procedures used for phase 1 (d) Chapter V presents the results obtained for phase 1; (e) Chapter VI describes the methodological procedures used for phase 2; (f) Chapter VII presents the results obtained for testing the theoretical model in phase 2; (g) Chapter VIII discusses the findings, contributions, and limitations of this dissertation.

CHAPTER II

REVIEW OF LITERATURE

In his book, *The Organization Man,* Whyte (1956) describes how employees not only *worked for* organizations but how they *belonged to* them. Consequently, early approaches of career development (Levinson, 1986; Super, 1957) failed to consider that people would change organizations. Instead one's career path was assumed to involve a sequence of jobs in a single large organization (Whyte, 1956). Essentially, one's career unfolded within one's organization and careers progressed in linear career stages (Levinson, 1978; Super, 1957). However, the downsizing and lay offs during the 1980s and 1990s signaled the end of an era where loyalty to an organization paid off in a lifetime of job security and precipitated a change in related research models. As a result modern career models are based on the premise that people define their own careers and these careers are characterized by multiple jobs across multiple organizations (Arthur & Rousseau, 1996: Hall, 2002). It has been suggested that careers are no longer bound or limited to one organization but include a general progression or series of jobs, roles, and other work-related activities that unfolds over the individual's lifetime (e.g., Arthur, Hall, & Lawrence, 1989; Arthur & Rousseau, 1996; Gunz, Evans, & Jalland, 2000). Given this change, understanding why employees leave organizations and how to manage this turnover, has been, and continues to be, a major focus in organizational research.

The purpose of this portion of the paper is to review and define the underlying theoretical foundation of traditional turnover models, recognize more recent developments and identify gaps and the direction this dissertation will take.

Traditional Employee Turnover Models

In making a major decision, like the voluntary decision to leave one's current organization, there are opposing forces that push us towards or pull us away from making the change (Ajzen & Fishbein, 1975; March & Simon, 1958; Zaltman & Duncan, 1977). One can consider the "push" as the desire to leave whereas the "pull" can be considered the perceived behavioral control or ability to leave (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975; March & Simon, 1958). It is suggested that the blending of push-pull processes produces the outcome so that a change is likely to occur when a desire to leave and a means to resolve that need are recognized at the same time (Ajzen & Fishbein, 1980). Thus, past research focused on employee turnover has included factors that influence both the "push" and the "pull" forces.

Push Factors

In traditional turnover models (Allen & Griffeth, 2001; Hom & Griffeth, 1995; Lee & Mitchell, 1994; Mobley, 1977; Mowday, Porter, & Steers, 1982; Muchinsky & Morrow, 1980), the "push" is typically represented in the literature by such attitudinal variables as job satisfaction and organizational commitment. Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997, p. 2). It has been understood as "one's affective attachment to the job viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction: e.g., supervision)" (Tett & Meyer, 1993, p. 261). Job satisfaction may be the most frequently measured organizational variable in both research and applied settings (Hackman & Oldham, 1980; Iaffaldano & Muchinsky, 1985; Spector, 1997) and plays a major role in all turnover models.

Commitment, as a potential predictor of employee turnover, gained momentum in the organizational behavior literature during the 1980's (Mowday, Steers, & Porter, 1979; Mowday,

Porter, & Steers, 1982). During this time, organizational commitment (OC) was conceptualized by researchers in numerous ways throughout the literature (Griffin & Bateman, 1986; Mathieu & Zajac, 1990). Similar to job satisfaction, commitment has been defined as "the employee's emotional attachment to the organization" (Mowday, et al., 1982). It is reflected in the employee's acceptance of organizational goals, willingness to work hard, and the desire to stay with the organization (Mowday et al., 1982). Several complementary definitions of organizational commitment have evolved and become well established over the years (Becker, 1960; Mowday et al, 1982; Porter et al, 1974). More recent models of commitment conceptualize it as a multidimensional construct (Meyer & Allen, 1991; O'Reilly & Chatman, 1986). Currently the most widely accepted model of commitment in the management field is Allen & Meyer's three component model (Allen & Meyer, 1990; Meyer & Allen, 1991). Under this model, organizational commitment is defined as "a psychological state, or mind-set, that increases the likelihood that an employee will maintain membership in an organization." (Allen & Meyer, 1991, p.63) In addition, this mind-set can take three different forms: affective commitment; continuance commitment; and normative commitment (Allen & Meyer, 1990: Meyer & Allen, 1991).

The first type or component, affective commitment (AC), is said to occur as a result of a strong emotional attachment that leads the individual to desire to remain a part of the organization (Allen & Meyer, 1990; Meyer & Allen, 1991, 1997). It is characterized by an employee '*wanting to stay*'. The second component, normative commitment (NC), is said to involve a perceived or moral obligation to stay with the organization because the individual '*ought to stay*' (Allen & Meyer, 1990; Meyer & Allen, 1991, 1997). Based on normative pressures that can develop as a result of cultural norms or organizational socialization, the

individual believes that staying with the organization is the right and moral thing to do (Allen & Meyer, 1990; Meyer & Herscovitch, 2001; Wiener, 1982). Continuance commitment (CC), the third type, is said to result from the perceived costs associated with leaving the organization such that the individual stays because he/she '*needs to stay*' (Allen & Meyer, 1990; Meyer & Allen, 1991, 1997). Based on investments accumulated over time and a perceived lack of alternatives, the individual is committed to stay as long as the benefits of staying are more than the costs of leaving the organization. (Allen & Meyer, 1990; Meyer & Allen, 1991). While all three forms of commitment have been found to be significantly and positively related to employee retention (Allen & Meyer, 1990; Meyer & Herscovitch, 2001), affective commitment has the strongest relationship with intent to leave and is the most similar to satisfaction. As such, most turnover research focuses on affective commitment as the measure of commitment in the model (Allen, 2006; Allen, Weeks & Moffit, 2005; Mitchell, et al., 2001; Vanderberghe, Bentein, Stinglhamber, 2002).

Together these work attitudes, satisfaction and commitment, are said to indicate a person's general feeling of favorableness or unfavorableness (Fishbein & Azjen, 1975) and are based on an individual's comparison level (Thibaut & Kelley, 1959) to what he/she expects from the work environment. The less the work environment meets these expectations, the more unfavorable the individual should feel towards the current organization and thus the more likely he/she will want to leave. Past research has found a negative or inverse relationship between both job satisfaction and organizational commitment and employee intent to leave. High satisfaction is related to a low intent to leave, whereas low satisfaction is related to a high intent to leave. Similarly, strong organizational commitment is related to low intent to leave, whereas

weak organizational commitment is consistent with high intent to leave (Hom & Griffeth, 1995; Steers & Mowday, 1981).

Pull factors

While most models focus their attention on the push factors (i.e., employee's dissatisfaction with current organization) driving turnover, individuals must consider the ease or ability to leave their current organization. If there are no alternatives, the individual may feel that ability is low and be pulled back in despite the desire to leave. The "pull" or the perceived ability or ease of movement has received much less attention than the desirability of movement (Trevor, 2001). When it is included, perceived ability to leave has been represented by the ease of movement based on perceived alternatives (Allen & Griffith, 2001; Bretz, Boudreau & Judge, 1994; Hulin, Roznowski, & Hachiya, 1985; Lee & Mitchell, 1994; March & Simon, 1958) which are often measured by the external job market or unemployment rates (Trevor, 2001). When an individual compares the current organizations to other organizations (Thibaut & Kelley, 1959) and perceives that there are low alternatives, the individual is more likely to perceive leaving as difficult. A lack of attractive alternatives "pulls" the individual into the current organization and away from making the change. Research has supported this positive relationship between perceived alternatives and employee intent to leave and actual turnover (Mobley, Tett & Meyer, 1993). In addition to perceived alternatives, turnover models have also emphasized the importance of job search-related activities on an employee's ability to leave (Mobley et al, 1978). Typically, job search behavior is considered to influence intent to leave through its influence on perceived alternatives.

Figure 2.1 illustrates the variables included in traditional models of employee turnover that are based on the tradition of March and Simon's original model (e.g., Hom & Griffeth,

1995; March & Simon, 1958; Mobley, 1977; Mowday, Porter & Steers, 1982; Muchinsky & Morrow, 1980). As discussed, there are the two major categories of predictor variables for intent to leave, those focused on desire to move (such as satisfaction and commitment) and those emphasizing ease of movement (reflected in perceived alternatives and job search behavior). In other words, *Job Attitudes* (commitment + satisfaction[1]) plus *Job Alternatives* (perceived alternatives + job search) predict intent to leave which is a direct antecedent to turnover.
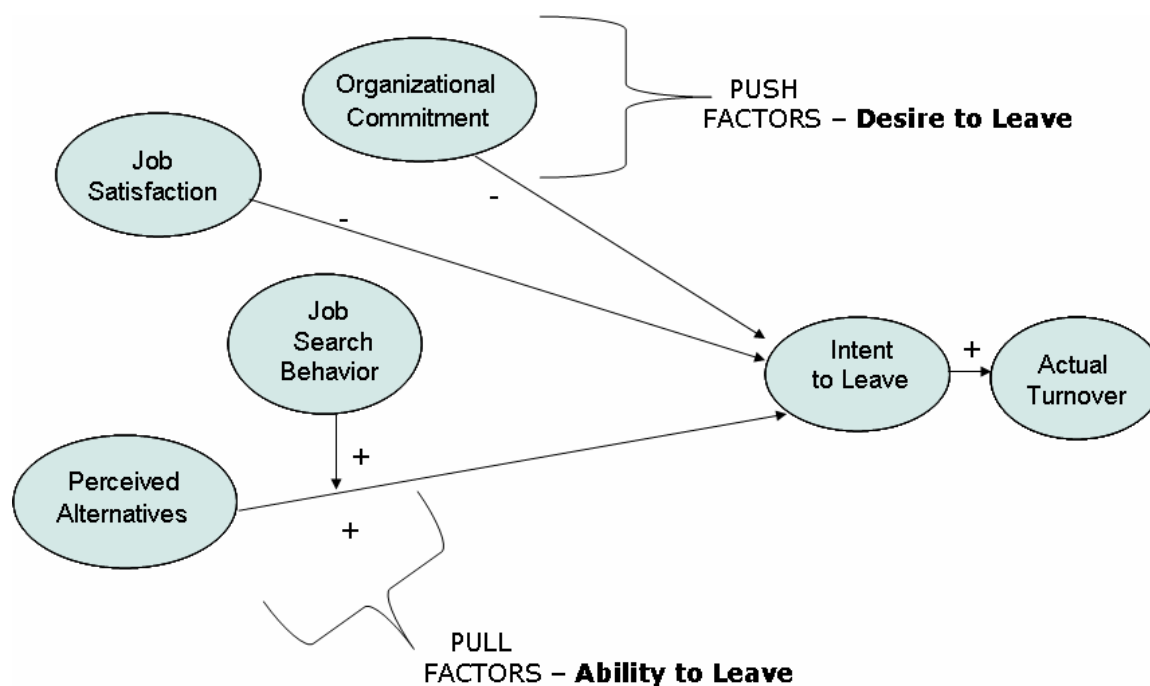
Figure 2.1: Traditional Model of Employee Turnover

Despite being the object of research for almost a century (Crab, 1912), there continues to be questions surrounding the explanation and prediction of employee turnover. Contrary to what

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[1] Note: Research indicates that satisfaction and commitment are highly correlated to each other (e.g., Hom & Griffeth, 1995). However, whether satisfaction influences commitment, or whether commitment to the organization results in job satisfaction, is an area of contention among researchers (Tett & Meyer,1993; Vandenberg & Lance, 1992). For the purposes of the current paper, the causal order and interplay between these variables will not be addressed. I only consider (and illustrate) the relationships between the traditional predictors and intent to change.

the traditional models suggest, much of the research demonstrates that these work attitudes play a relatively small role in explaining why an employee leaves (Hom & Griffeth, 1995; Griffeth, Hom & Gaertner, 2000; Steel & Griffeth, 1989). In their meta-analysis, Griffeth and colleagues (2000) reported modest findings for many of the traditional antecedents such as job satisfaction. Even weaker findings were reported for the effect of perceived alternatives on leaving as well as a weak association between job search behavior and turnover (Griffeth et al, 2000) supporting previous studies (Kopelman, Rovenpor, & Millsap, 1992; Steel & Griffeth, 1989). In fact, research has shown that job search behavior is not a direct antecedent but rather it has a weak association with turnover through its influence on perceived alternatives (Bretz, Boudreau & Judge, 1994). These weak relationships raise some doubt regarding the importance of these variables in the turnover process. Overall "our meta-analysis revealed the limits to generalizations for causes of turnover" and provides support for greater theoretical attention to other factors or potential moderators of the antecedent-turnover relationship (Griffeth, et al., 2000, p.486).

So where does this leave us? If measuring work attitudes and perceived alternatives is insufficient, then what other factors should be included in the model of employee turnover? Moreover, how can we explain why individuals who desire a change in their work environment and seem to have opportunities to leave their organizations, stick around? To answer such questions, researchers have broadened their scope of organizational attachment by focusing on the turnover process (Lee & Mitchell, 1994) as well as other forces that may be more meaningful and were missing from the traditional models (Maertz & Campion, 1998).

Recent Trends in Turnover Literature

Traditional turnover models had a somewhat limited view of withdrawal in that it was viewed as a decision to leave a current job and it was assumed that dissatisfaction initiated most turnover decisions (Hom & Griffeth, 1995; Mobley, 1977; Price & Mueller, 1981; Mowday, et. al., 1982). But more recent models of turnover highlight the fact that there is indeed something beyond job satisfaction and organizational commitment that keeps employees at their company. Modern withdrawal models, such as the "unfolding model of turnover" (Lee & Mitchell, 1994), emphasize that leaving a job often involves moving to another work situation and thus the current and new work environment need to be considered. In addition, not everyone who leaves is dissatisfied or engages in a job search. Thus, while leaving can occur over time as a result of accumulated job dissatisfaction, the unfolding model suggests that the turnover process can follow different decision paths (Lee & Mitchell, 1994). For example, precipitating events or "shocks" can cause individuals to leave without doing a job search. Furthermore, these shocks are often not related to factors on the job but may involve non-work or family issues (Lee & Mitchell, 1994). An individual may have a spouse that gets relocated or get an unsolicited offer from outside the organization that precipitates him/her to quit. Such ideas have moved the literature away from dissatisfaction induced models and provided some insight into the turnover process including the emphasis on non-work or off-the-job factors (Lee & Mitchell, 1994).

Building on the concepts suggested in the unfolding model as well as sociological and economic research on social networks (Granovetter, 1985; Lewin, 1951), Lee and Mitchell and their colleagues have broadened the scope of attachment variables and introduced the concept of job embeddedness (Mitchell, et. al, 2001). Job embeddedness describes the feeling of being connected or attached to one's job as a result of on-the-job and off-the-job factors (Mitchell et al,

2001). It is the "embedding forces that keep a person on a job" (Mitchell, et. al., 2001, p. 1109).

It highlights this idea of "feeling stuck" as a result of factors that might limit one's ability to

leave. Unlike traditional attitude-driven variables such as job satisfaction and organizational

commitment which focus on an employee's desire to leave, job embeddedness emphasizes

factors other than job alternatives that influence the perceived ease of movement or ability to

leave the current organization. It also draws attention to the importance of non-work factors as

well as personal relationships and expectations that tie the individual to his/her work

environment and why breaking these connections is often too difficult. Research has shown that

job embeddedness contributes to the prediction of voluntary turnover above and beyond job

satisfaction, organizational commitment, job alternatives and job search (Allen, 2006; Lee, et. al,

2004; Mitchell et al, 2001). While job embeddedness and traditional turnover variables have

strong correlations with one another (Mitchell, et al, 2001), it has been argued that it provides

some unique insight. For a complete comparison of the embeddedness construct with other

variables in the literature refer to Yao, Lee, Mitchell, Burton, and Sablynski (2004).

According to Mitchell et al, (2001), job embeddedness is a multi-dimensional construct

that consists of three main elements, *fit*, *links*, and *sacrifices*, that firmly secure or embed an

individual to his/her work environment (Lee et al, 2004; Mitchell et al, 2001). *Fit* is defined as

an employee's perceived compatibility with the existing job and focuses on the fit between the

individual's skills, values, and interests with the job. *Links* are broadly defined as the formal or

informal connections with the job and focus on social relationships on and off the job that

connect the individual to that job. *Sacrifices* are defined as those things an individual would

have to give up (i.e., pension, salary, perks, tenure) as well as those things he/she must invest or

reinvest in (i.e., specialized training, organizational knowledge) upon leaving the current organization.

Together these three elements (i.e., fit, links, and sacrifices) represent an overall measure of job embeddedness and reflect "the totality of embedding forces that keep a person on a job rather than the negative attitudes that prompt a person to leave" (Mitchell, et al, 2001, p. 1109). The importance of the job embeddedness construct to this current paper is three-fold. First, it emphasizes and focuses on the role of non-affective factors on employee turnover. By breaking away from attitude and alternative models, we can increase explanation and predictive potential of a model of employee turnover. Job embeddedness focuses on employee retention and has been called an "anti-withdrawal" construct, supporting the importance of looking at why individuals continue to stay with, as opposed to leave, their organizations. Finally, while not explicitly stated, job embeddedness emphasizes the role of ability to leave as a critical component of turnover models. The idea of "being stuck" as described by job embeddedness (Lee, et al., 2004; Mitchell et al., 2001) clearly puts the focus on an individual's ability or rather inability to leave the current organization.

Chapter Summary

In sum, traditional turnover models consider turnover an attitude-driven process and presume that most turnover is a result of an employee's strong desire to leave driven by some dissatisfaction or low commitment (Hom & Griffeth, 1995; Mobley, 1977; Mowday, Porter & Steers, 1982). Very little attention has been paid to the link between ability to leave and intent to leave. This dissertation suggests that to better understand turnover, 'ability to leave' needs to be a key factor in any model of employee turnover.

CHAPTER III

CURRENT STUDY

While research has shown that the relationships between job attitudes and job alternatives and intent to turnover are relatively weak (Hom & Griffeth, 1995; Griffeth, Hom & Gaertner, 2000) they are still key constructs in explaining employee turnover (Lee & Mitchell, 1994; Maertz, 2004) and should be included in any viable model of employee turnover. Additionally, recent factors such as job embeddedness, have shown to account for additional variance in turnover. Thus a comprehensive model of employee turnover will need to include both sets of variables.

Consistent with the idea that intent to leave is influenced by the blending of push-pull processes (Ajzen & Fishbein, 1980), the current model, Figure 3.1, includes traditional variables (i.e., job satisfaction, organizational commitment, perceived alternatives and job search behavior) based on early turnover research (i.e., Mobley, 1977; Mowday, Porter, & Steers, 1982) as well as the elements of job embeddedness (i.e., fit, links and sacrifices) based on more recent research (Mitchell, et. al, 2001; Lee et al, 2004). Additionally, much of the past research has focused on intent to leave as the outcome variable. Intention refers to "a person's subjective probability that he (she) will perform some behavior" (Ajzen & Fishbein, 1980, p. 288). In the case of turnover, we are trying to understand the probability that a person will leave the organization. According to the Theory of Planned Behavior (Ajzen, 1991; Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) an individual's intent to perform a given behavior is the immediate determinant of behavior. It has been argued that behavioral intent is a direct antecedent to turnover (Mobley, Horner & Hollingsworth, 1978) and research continues to show

that it is the most important determinant of turnover behavior. This has been supported in meta-analyses looking at various predictors of turnover (Griffeth, et al., , 2000; Hom& Griffeth, 1995). Thus turnover research has consistently used a common model that includes intentions to leave as the immediate precursor to actual turnover behavior (Bentein, et al, 2005; Griffeth et al, 2000; Maertz & Campion, 1998; Steel et al, 1990). This model is adopted for the current study as well.

It is suggested that factors such as job satisfaction influence actual turnover through its influence on the motives driving intent to leave (i.e., desire to leave and ability to leave). Furthermore they influence these motives differently and thus should be considered and measured as distinct constructs rather than merely "represented" in the model (i.e., job satisfaction represents one's desire to leave). In particular, ability to leave has been over-looked and under-researched. It is suggested that its absence from models of employee turnover explains some of the weak findings often found in past research (Hom & Griffeth, 1995; Griffeth et al., 2000). In the current model, ability to leave plays a key moderating role in employee turnover. By including both desire to leave and ability to leave as the key constructs in the proposed model, this dissertation makes a distinct theoretical contribution to the existing literature on employee turnover. A summary of hypotheses is presented in Table 3.1. The methods used to test the model and hypotheses are provided in Chapter VI.

Model Overview

While traditional models highlight the two categories of predictor variables, the '*desire to leave*' and '*ability to leave*', they are not considered or measured as separate constructs in traditional models (refer to Figure1). Instead it is assumed that these two motives driving intent to leave are being captured or represented by the identified "push" and "pull" factors. The current model suggests that desire to leave and ability to leave have different relationships with

the predictor factors and the outcome, intent to leave. Thus, they are distinct constructs which should be measured separately. This is a key distinction of the current model from traditional models.

When both motives, desire to leave and ability to leave, are congruent with each other, the intent to leave and subsequent behavior is typically straightforward. But when these motives are not congruent, the end-result is more complex. For example, a woman may not like her job at a certain organization (high desire to leave) but yet can not leave because the flexibility and benefits that she receives makes her perceive that she would not be able to find an acceptable alternative (low ability). Conversely another individual may love his job and not want to leave (low desire), but be highly skilled and highly mobile due to no family constraints (high ability). If individuals can have a combination of these two forces, knowing an individual's desire as well as ability to leave enables us to better explain and predict turnover behavior. It is suggested that by not measuring ability to leave independent of desire to leave and intent to leave, traditional models have missed key information which may explain the weak or inconsistent relationships between predictor (e.g. job satisfaction) and outcome (e.g., intent to leave) in past research.

Figure 3.1, illustrates the relationships between an individual's intent to leave and desire to leave and ability to leave as well as the key variables[2] (job satisfaction, commitment, perceived alternatives, and elements of job embeddedness) driving desire to leave and ability to leave. Note, while job search is included in the current model, it is not used as an outcome variable in the analyses tested in phase 2. In the past there has been some question as to the role job search played in the model (Bretz, et al., 1994) and although recent research has suggested

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[2] Note: Again for the purposes of the current paper, the causal order and interplay between these variables will not be addressed and I only consider (and illustrate) the direct relationships between the factors and ability to and desire to leave and intent to leave.

that measures of job search are relatively accurate turnover predictors, the researchers suggest that it is because "job search behaviors reflect the latter cycle" (Hom & Griffeth, 2001). The latter cycle that Hom & Griffeth refer to is the cycle after an employee has made the decision to leave (i.e., high intent to leave) and engages in job search to determine accessibility of alternatives or "greener pastures" (Blau, 1993; Griffeth et al., 2000). In this dissertation I was focused on the "first cycle" where the individual's intent to leave was the key outcome variable. Thus, job search is not included in analyses. The relationships between turnover intent and the other study variables will be discussed in detail on the next pages.
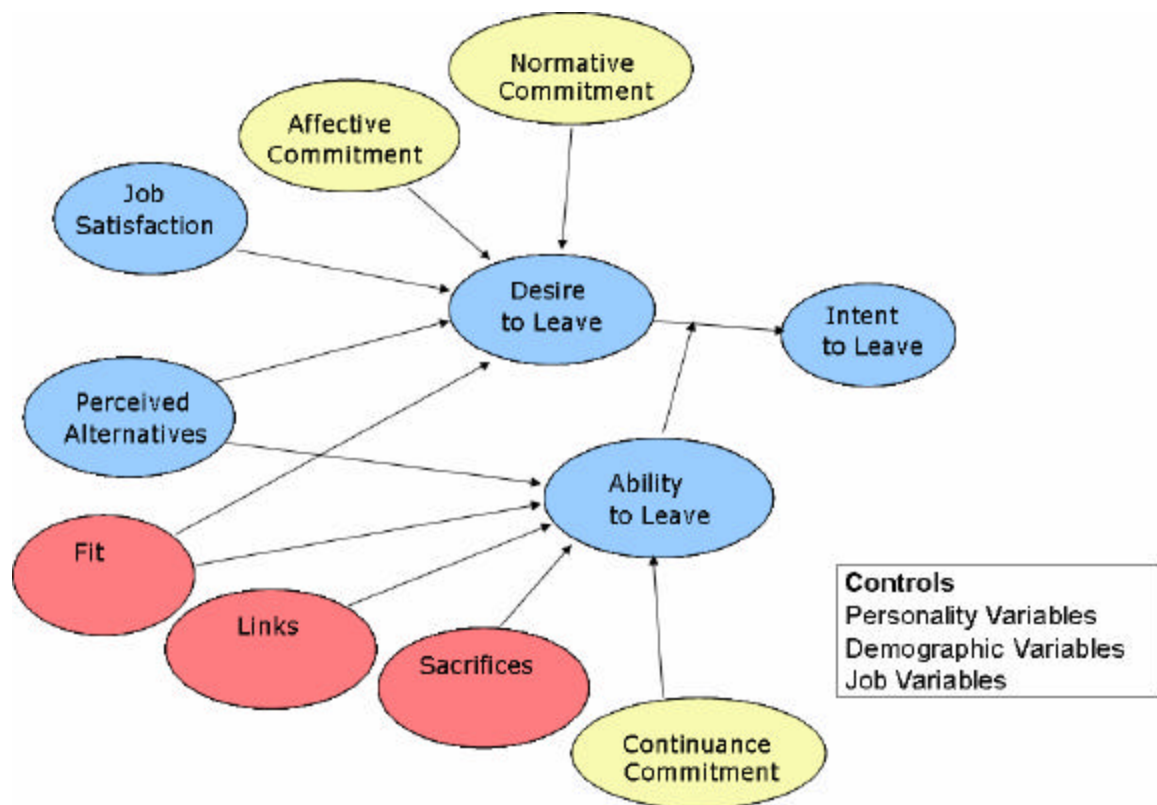
Figure 3.1: Proposed Model of Employee Turnover

Hypotheses

Traditional Variables

The first set of hypotheses focuses on the relationship between the traditional variables used in turnover research (job satisfaction, organizational commitment, and perceived alternatives) and the two motives driving intent to leave, desire to leave and ability to leave. In past research, satisfaction and commitment were used to represent the desire to leave whereas perceived alternatives signified an individual's ability to leave. In the current model, it is predicted that these variables influence intent to leave through their impact on desire and ability to leave.

The relationship between job satisfaction and important variables such as life satisfaction, family satisfaction, work-family conflict, performance, and withdrawal behaviors have been well established (Hackman & Oldham, 1975; Iaffaldano & Muchinsky, 1985; Spector, 1995). Job satisfaction plays a major role in virtually all turnover theories (Lee et al., 1999) and numerous studies have concluded that job satisfaction is negatively related to voluntary turnover (e.g., Mobley et al., 1979; Price, 1977; Tett & Meyer, 1993). Given it is described as "one's affective attachment to the job" (Spector, 1995), it is expected that job satisfaction will influence one's desire to leave rather than ability to leave. As with past research, job satisfaction is therefore predicted to have a negative relationship with desire to leave so that as an individual becomes more dissatisfied with the organization, his/her desire to leave will increase. Or said differently, the more satisfied, the less likely someone will want to leave (low desire to leave). Thus, the first hypothesis states:

H1: Satisfaction will have a negative relationship with desire to leave.

While the link between organizational commitment and turnover has been well established (Mathieu & Zajac, 1990; Mowday et al., 1982), understanding how the different types of commitment influence turnover needs further study. While there is strong agreement in the field that organizational commitment is a multidimensional construct (Allen & Meyer, 1990), and past research has shown that various types of commitment are differentially related to organizational outcomes (Becker et al., 1996; Bentein, Vandenberg, Vandenberghe, & Stinglhamber, 2005) much of the turnover literature has included uni-dimensional measures of commitment (Mowday et al., 1979) or just the affective dimension of the three-component model (Allen, Weeks & Moffit, 2005; Cunningham, Finley & Sagas, 2005; Mitchell et al, 2001; Vandenberghe, et al., 2002). Perhaps this is due to the fact that research consistently finds a stronger correlation for affective commitment and turnover compared to normative commitment and continuance commitment (Bentein, et. al., 2005; Meyer and Allen, 1991). Thus, although research indicates that turnover is related to all three types of commitment, the unique relationships between the three types of commitment and turnover needs further clarification. It is expected that the three components will have different relationships with turnover intention through the desire to leave or the ability to leave, providing additional support for the multi-dimensional construct.

To start, affective commitment (AC), also known as attitudinal commitment (Porter et al, 1974), involves emotional attachment and identification. An example of an item used to measure AC is "I would be very happy to spend the rest of my career with this organization." Normative commitment (NC) also involves emotional attachment based on feelings of obligation (e.g., "I would feel guilty if I left this organization"). AC and NC share many common antecedents and outcomes and are often highly correlated with each other (Allen, Smith & Meyer, 1993; Meyer

& Allen, 1997; Meyer & Herscovitz, 2001). They both have been associated with positive work experiences that foster a strong affective attachment or sense of obligation or both to the organization. As a result, it is expected this affective attachment is likely to tap into an individual's desire rather than perceived ease of movement and therefore influence an individual's desire to leave. Thus, it is expected that AC and NC will influence intent to leave through its negative relationship with desire to leave, so that the stronger the AC or NC, the less likely the individual would want to leave the current organization.

H2a: Affective Commitment will have a negative relationship with desire to leave.

H2b: Normative Commitment will have a negative relationship with desire to leave.

In contrast, continuance commitment (CC) is considered a behavioral component and reflects the process by which individual links themselves to the organization. It develops as the individual makes investments into the organization and then must assess the costs and benefits of giving up these investments if he/she were to leave the organization (Allen, Smith & Meyer, 1993). Thus, CC influences whether or not an individual "can" rather than "wants" to leave the organization. In addition to providing additional information about the motives driving the individual's intention to leave, this distinction provides further support for the multi-dimensionality of commitment. It also highlights the importance of including all three measures of commitment in order to examine how these three components are distinctly related to intent to leave. It is expected that CC influences intent to leave through its negative relationship with ability to leave.

H2c: Continuance Commitment will have a negative relationship with ability to leave.

Again, in traditional turnover models perceived alternatives is often considered to be the single determinant of actual ease of movement (Hom & Griffeth, 1995; Mobley, 1982; Steers &

Mowday, 1981). However, merely looking at perceived job opportunities does not account for all the other factors that might be influencing one's perceived ability to leave (Trevor, 2001; Renn & Vandenberg, 1991; Becker, 1992). Thus, in the current study, perceived alternatives and perceived ability to leave are considered separate but related constructs. An individual's perceived alternatives are typically measured as the perceived availability of job opportunities. Research has shown that if an individual perceives that there are other opportunities in the market, than he/she perceives ease of movement or ability to leave to be higher. Although a weak relationship is typically found (Hom et al., 2001), tt is expected that perceived alternatives will have a positive relationship with ability to leave. That is, high alternatives will be associated with high ability to leave and low alternatives will be associated with low ability.

　　H3a: Perceived alternatives will have a positive relationship with ability to leave.

　　While most traditional models presume that turnover is a result of an employee's strong desire to leave due to dissatisfaction (Hom & Griffeth, 1991; Hom & Kinicki, 2001), the unfolding model (Lee & Mitchell, 1994) suggests that the turnover process can follow different decision paths. There can be precipitating events or "shocks" that can cause individuals to leave without doing a job search. For example, an individual may be approached by other organizations that offer higher salary, status and responsibilities. Although this individual is not dissatisfied with the current organization, these attractive alternatives may lead to the individual wanting to leave. So in this case, perceived alternatives influence the individual's desire to leave and may actually "push" the individual out of the current organization. A consideration of such a relationship between perceived alternatives and desire to leave provides even more support for the current argument that desire to leave is not the same as job satisfaction or commitment and ability to leave is not the same as perceived alternatives. While traditional models do not

consider this relationship, recent research has moved away from considering dissatisfaction as the key trigger for an individual wanting to leave (Lee & Mitchell, 1994; Mitchell et al., 2001). Thus, it is predicted that perceived alternatives, when they are high, can also influence intent to leave through its positive relationship with desire to leave.

H3b: Perceived alternatives will have a positive relationship with desire to leave.

Job Embeddedness

The second set of hypotheses focuses on the elements of job embeddedness (Fit, Links and Sacrifices). Job embeddedness is considered a web of restraining forces that influence employee retention (Mitchell et al., 2001) and reflects some current thinking about why people leave and why people stay. Job embeddedness moves us away from a focus on attitudinal factors suggested by traditional models and although not explicitly stated, moved us toward factors that influence an individual's ability to leave.

Job embeddedness captures non-affective and off the job factors influencing turnover. Thus, when Mitchell, Lee and colleagues (Lee et al, 2004; Mitchell et al, 2001) looked at JE and turnover they used the composite of six dimensions: Fit-community, Fit-organization, Links-community, Links-organization, Sacrifices-community and Sacrifices-organization. However, analyses indicated that off-the-job factors did not have a significant relationship with intent to leave (Mitchell et al, 2001). A review of the items used to measure off-the-job fit (e.g., I really love the place where I live), off-the-job links (e.g., Do you own the home you live in?) and off-the-job sacrifices (e.g., My neighborhood is safe?) highlights the fact that these off-the-job dimensions assess issues that would be most salient for people considering alternatives involving a move. This has been suggested recently by Allen (2004), "off-the-job embeddedness only influences turnover decisions that involve geographic relocation" (p. 252). Thus, factors like

community ties may only influence job change decisions involving relocation (Allen, 2006; Ostroff & Clark, 2001). In reality, a majority of the turnover decisions involve a switch from one organization to the next and do not require individuals to make a geographic relocation and leave their community. Given this and for the purposes of the current study, only "on-the job" dimensions were considered here.

In addition to focusing on only the "on-the-job" factors, I also varied from the existing measurement of job embeddedness (Mitchell et al., 2001) by looking at all three elements of job embeddedness separately. Despite the acknowledgement that individuals can be embedded in different ways (Lee, et al., 2004; Mitchell et al., 2001), the focus has been on the totality of embedding forces and to date, job embeddedness has been measured as an overall aggregate construct formed by fit, links, and sacrifices (e.g., Allen, 2005; Cunningham, et al., 2005; Holtom & O'Neill, 2004; Lee, et al, 2004; Mitchell, et. al, 2001). But looking at these dimensions separately is critical to better understanding how these variables are related to intent to leave (or not leave). It is suggested here that the elements of job embeddedness have different relationships with intent to leave through their influence on desire to leave, ability to leave, or both. Thus, by using an aggregate measure of job embeddedness, valuable information that may improve our understanding of turnover, is discarded. As such, the three elements of job embeddedness, fit, links and sacrifices, are considered separately in this dissertation.

Fit, the first element of job embeddedness, is not a new concept in organizational research (Schneider, 1987; Chatman, 1989; Kristof, 1996). In fact, the JE-fit measure "incorporates a number of the separate fit ideas" (Mitchell et al., 2001, p. 1107) proposed in the literature. Research on fit has shown that individuals will have a positive work experience when the work environment is congruent or compatible with whom they are or want to be (Kristof,

1996; Ostroff, Shin, & Kinicki, 2005). The person-environment fit literature has addressed the congruence between individual desires (i.e., goals, interests, values, needs) and environmental supplies (i.e., salary, bonuses, benefits of work environment) and the fit between individual abilities (i.e., skills, experiences, intelligence) and environmental demands (i.e., workload, task requirements and ability requirements). (Kristof, 1996; O'Reilly, Chatman, & Caldwell, 1991) Regardless of how fit is achieved, the assumption is that individuals who are aligned with their work environment will obtain positive outcomes for themselves as well as the organization including greater satisfaction, commitment, performance, longer tenure, and reduced turnover (O'Reilly, Chatman, & Caldwell, 1991; Schneider, Kristof, Goldstein, & Smith 1997: Vandenberg & Scarpello, 1990). Thus, the better the fit the more an individual will want to stay. Based on findings from the fit literature it is hypothesized that fit will be positively related to intent to leave through its influence on desire to leave.

H4a: J-E fit will have a positive relationship with desire to leave.

While achieving a strong person-organization fit is a desired state (Kristof, 1996; Ostroff, Shin, & Kinicki, 2005) it can also be a double-edged sword. As time passes and the employee's experience and knowledge regarding the current organization becomes more and more a part of "who he/she is" it becomes more difficult to leave because they are so strongly rooted or "embedded" to the organization. Additionally, an individual who perceives that the current job fits with his/her life by providing a work-life balance, will also cause individuals to become more embedded (Mitchell et al., 2001). Thus, a strong match between person and environment can also lead to an individual feeling more "stuck". The fit element of job embeddedness highlights how achieving better fit with the job can also make it more difficult to leave (Austin & Hanish,

1990). Thus, it expected that fit will also influence intent to leave through its negative relationship with ability to leave.

H4b: J-E fit will have a negative relationship with ability to leave.

The second element, *links*, are broadly defined as the formal or informal connections with the current work environment (Mitchell et al., 2001) and focuses on the ties that an individual forms with the organization and the people in the organization. Research has shown the critical role social ties play in helping individuals succeed in achieving goals such as those related to one's career (Granovetter, 1985; Raider & Burt, 1996). A strong tie is characterized by frequent interactions and closeness and typically includes coworkers in the immediate environment (i.e., department, organization). Strong ties are likely to move in the same social circles (Burt, 1992) and are often considered the individual's close friends outside of work. Having these close ties at work often helps build a person's sense of belonging at the organization (Allen, 2004). While social ties have been associated with increased compensation, promotions and career satisfaction (Higgins & Kram, 2001; Forret & Dougherty, 2004; Ibarra, 1993), job embeddedness suggests that these links can also prevent the individual from leaving the organization (Mitchell et al., 2001). That is, changing organizations often requires the breaking of existing ties and the seeking out of new ties, which some individuals may perceive is very difficult. Thus, the links element of job embeddedness highlights how strong relationships and ties at work can make it more difficult to leave the current organization (Mitchell, et. al, 2001). It is predicted that links will influence intent to leave through its negative relationship with ability to leave.

H5: J-E links will have a negative relationship with ability to leave.

Turnover is rarely a decision without potential obstacles to overcome, costs, and sacrifices. The third element of job embeddedness, *sacrifices*, focuses on the tendency to stay at

the current organization given the costs associated with leaving. While the sacrifices element of

JE is similar to Allen and Meyer's (1990) continuance commitment and Becker's (1960) side-bet

theory, it focuses on the specific material as well as psychological costs of leaving one's

organization (Mitchell et al., 2001).

While today's employees may not be so dependent on organizations for career movement

and success, (Arthur & Rousseau, 1996), individuals still "put in their time" to climb their way

up the corporate ladder. In addition, while staying with the same organization may not be

rewarded with job security, long-term employment is still often required to reap the true value of

organizational benefits. Often employees must stay at the same organization for a period of time

in order to vest in their 401k or receive a pension. Additionally, the more benefits and perks

provided by the current organization, the more an employee would have to sacrifice if he/she left

the current organization. The more sacrifice required, the more embedded the individual, and the

more difficult it would be to leave the current organization (Mitchell, et. al, 2001; Shaw, Delery,

Jenkins, & Gupta, 1998). It is expected that sacrifices will influence intent to leave through its

negative relationship with ability to leave.

H6: J-E sacrifices will have a negative relationship with ability to leave.

Moderator Hypothesis

Despite predictions, traditional models have shown that the relationships between job

attitudes and job alternatives and intent to turnover although significant, are relatively weak and

inconsistent (Hom & Griffeth, 1995; Griffeth, et. al. 2000; Steel & Griffeth, 1989). Recently

Hom & Kinicki (2001) called for more research attention focused on looking for potential

moderators influencing the antecedent – intent to leave relationship. Given the inconsistent

results in the literature, it seems appropriate to search for a moderator or intervening variable influencing the relationship between an individual's desire to leave and actual turnover.

In the current model, it is suggested that ability to leave plays a moderating role in employee turnover. That is, when an individual has a high desire to leave, the effect of desire to leave on intent to leave depends on the level of ability to leave. When an individual has a high ability to leave then the relationship between desire to leave and intent to leave will remain strong. However, individuals with a high desire to leave but a low ability to leave will be less likely to report a high intent to leave and thus be less likely to actually leave the organization. Conversely, a high ability to leave will not necessarily increase an individual's intent to leave. If an individual has a low desire to leave and a high ability to leave, it is likely that intent to leave will be low. However, having a high ability leaves the "gate" open or makes an employer susceptible to dissatisfaction so that if it occurs, (e.g., the individual does not get the promotion or raise that he/she expected) it is easier for the individual to make the change and thus intent to leave will increase. In considering both the desire to leave and the ability to leave, it is expected that desire to leave will have a positive relationship with intent to leave, however this relationship will be moderated by ability to leave. Thus:

> **H7:** *Desire to leave will have a direct and positive relationship with intent to leave.*
>
> **H8:** *An individual's ability to leave will influence intent to leave through its moderating effect on the relationship between the desire to leave and intent to leave where a low ability to leave will weaken the relationship between desire to leave and intent to leave.*

Control Variables

Attitudes and beliefs about jobs and organizations can also vary according to individual differences such as age. For example, older employees who have more family responsibilities

are less likely to leave their organization and this is more likely for those individuals who are risk adverse (Allen, Weeks, & Moffit, 2005). Previous studies have identified other variables that may predict whether an employee stays or leaves the current organization (Griffeth, et. al, 2000; Mathieu & Zajac, 1990; Scandura & Lankau, 1997). These variables can be categorized into a broad range of employee, job or organizational characteristics, and environmental/external factors (Scandura & Lankau, 1997).

Individual/employee characteristics include demographics (i.e., age, education, race, and gender), family responsibilities (i.e., marital status, number of children) and personality traits such as conscientiousness (Barrick & Mount, 1991), locus of control (Renn & Vandenberg, 1991; Spector, 1982), and risk aversion (Allen, Weeks, & Moffit, 2005). Job characteristics can include job level or job type (i.e., professional, blue-collar) and environmental variables can include external market conditions (i.e., economy, unemployment rate). It has been suggested that these variables are not directly related to withdrawal intentions but are either mediated through other more proximal antecedents like job satisfaction (Day, Bedeian, & Conte, 1998) or moderate the relationship between intent to leave and actual turnover (Blau, 1987). Either way, it is suggested that these other variables play important roles in explaining additional variance in the intention-behavior relationship (Mathieu & Zajac, 1990; Vandenberg & Nelson, 1999) and thus should be considered in an overall model of employee turnover.

In terms of potential individual differences, this paper includes demographics variables (i.e., gender, race, age, and education level), family responsibilities (i.e., marital status, dependent children), and personality traits (i.e., locus of control, self-efficacy) as potential controls in the current model. A recent meta-analysis (Judge & Bono, 2001) based on 274

correlations suggested that generalized self-efficacy and internal locus of control were among the best dispositional predictors of job attitudes (i.e., job satisfaction).

Self-efficacy and locus of control are part of what researchers have termed a person's "core self-evaluation" (Chen et al, 2004; Judge et al, 1997). It is suggested that these evaluations capture people's evaluations of themselves and their world and are related to job attitudes, motivation and performance and thus, were included as controls in the current study. Specifically, *locus of control* is a personality trait that suggests individuals vary in their expectancies regarding their ability to control events or outcomes. Those with internal locus of control (internals) have high expectancies of their ability to control events whereas those with external locus of control (externals) have low expectancy of their ability to control events and outcomes associated with their lives (Rotter, 1966). Research has shown that internals report greater job satisfaction and lower turnover intention (Renn & Vandenberg, 1991) and externals are more likely to remain even when they are dissatisfied with the job (Spector, 1982). Furthermore, Griffeth and Hom (1988) suggested that internals are more strongly affected by job alternatives while externals are more strongly affected by job satisfaction.

S*elf-efficacy* has received much attention in the management field as it is included in motivational models examining behavior such as career development and turnover (Ajzen, 2002; Betz, 2004; Betz & Luzzo, 1996). According to Bandura (1977, 1997), self-efficacy refers to "people's beliefs about their capabilities to exercise control over their own level of functioning and over events that affect their lives" (Bandura, 1997, p. 257). An individual's level of self-efficacy has been associated with individual choices, goals, level of effort, skill acquisition, emotional reactions, coping, persistence in the face of real or perceived obstacles and pressures, and intrinsic interest (Bandura, 1982; Gist & Mitchell, 1992). It has been found to be related to a

variety of outcomes such as better athletic performance (Mathieu, Martineau & Tannenbaum, 1993), occupational life path choices (Betz & Hackett, 1986) and job search behaviors and re-employment (Caplan, Vinokur, Price, & van Ryn, 1989).

Chapter Summary

This dissertation tests the relationships proposed in Figure 3.1. Briefly it is expected that the desire to leave and the ability to leave are both key variables influencing an individual's intent to leave and should be measured separately from intent to leave. The current model represents a distinct empirical contribution to the turnover literature through the proposed functioning of ability to leave. It is expected that the relationship between an individual's desire to leave and his/her intent to leave is moderated by his/her ability to leave so that the relationship between high desire to leave and intent to leave will be the strongest for those individuals that also have a high ability to leave the current organization. To the extent that ability to leave plays such a significant role, it is beneficial for organizational behavior scholars to understand the ability to leave construct so as to improve the explanation and prediction of why people leave and why they stay. A summary of hypotheses is presented in Table 3.1. The specific methods used to test these hypotheses are discussed in Chapter VI.

TABLE 3.1: *Summary of Hypotheses*

Hypothesis 1	Satisfaction will have a negative relationship with desire to leave.
Hypothesis 2a	Affective commitment will have a negative relationship with desire to leave.
Hypothesis 2b	Normative commitment will have a negative relationship with desire to leave.
Hypothesis 2c	Continuance Commitment will have a negative relationship with ability to leave.
Hypothesis 3a	Perceived alternatives will have a positive relationship with ability to leave.
Hypothesis 3b	Perceived alternatives will have a positive relationship with desire to leave.
Hypothesis 4a	JE-Fit will have a negative relationship with desire to leave.
Hypothesis 4b	JE-Fit will have a negative relationship with ability to leave.
Hypothesis 5	JE-Links will have a negative relationship with ability to leave.
Hypothesis 6	JE-Sacrifices will have a negative relationship with ability to leave.
Hypothesis 7	An individual's desire to leave will have a direct and positive relationship with intent to leave.
Hypothesis 8	An individual's ability to leave will have a moderating effect on the relationship between the desire to leave and intent to leave where a low ability to leave will weaken the relationship between desire to leave and intent to leave.

CHAPTER IV

PHASE 1 METHOD

Data were collected in two phases. The first phase used interviews as a qualitative

approach to making the distinction between desire to leave and ability to leave and refining the

survey instrument to be used in the second phase. The second phase was used for testing

hypotheses and the model in Figure 3.1. In this chapter, the data collection, sample, measures,

and analytical procedures used for phase 1 are described. Chapter V presents the results for

phase 1.

<u>**Data Collection and Sample**</u>

A major theme throughout this dissertation is that individuals can have different motives

for stating a high (or low) intent to leave their organization. One individual can state low intent

because he/she is extremely happy at the organization and wants to stay while another individual

can state low intent to leave as a result of not having the ability to leave despite the strong desire

to leave. Therefore an important first step in improving the prediction of employee turnover

models is to identify what exactly is the key motive (i.e., desire to stay or ability to stay) driving

an individual's intent to leave or stay and understand what factors are driving these motives.

Thus, the objective of phase one was to first establish that desire to leave and ability to

leave are indeed distinct constructs with different relationships with intent to leave.

Additionally, desire to leave and ability to leave are influenced by different factors. In the past,

these factors and the motives underlying intention to leave an organization have been inferred

and the same measures (i.e., job satisfaction, commitment, alternatives) have been used over and

over without following up to determine why a certain response was given on these scales

(Cummings & Worley, 1993). Through this interview phase, I hoped to overcome the shortcomings of previous research by capturing the content domain of reasons rather than just extrapolating from past research (Vandenberg & Nelson, 1999). This kind of qualitative research will aid in understanding the different factors, how they are related and how they influence the turnover decision process, which will help to advance theoretical development of this model going forward.

Phase 1 data collection and analysis was conducted during December 2006 and January 2007. The sample included twenty-four individuals, ranging in ages from twenty-three to fifty-eight years old (mean=34.13, SD=8.89) who volunteered to be interviewed regarding their career intentions. The sample was predominantly Caucasian (70.8%), twelve (50%) individuals were male and thirteen (54.2%) were married. Participants had to be employed full-time (≥ 40 hrs per week) at their current organization, for at least six months. Additionally this organization could not be their own company (i.e., self-employed). On average the participants had been with their current organization for 4.7 years. While a majority of the sample (n=19; 73%) were enrolled in an evening MBA program at a large southeastern university, a range of industries was represented in this sample including manufacturing, IT, insurance, and healthcare.

Semi-structured interviews were conducted over the phone, or face to face when possible, using a standard list of questions. The use of these standard questions for all participants allows for replication and generalization. On average, the interviews took approximately 20 minutes depending on the length of the individual responses. To ensure accurate and complete transcription of these interviews, interviews were also tape recorded.

Measures

During the interview, each individual was asked a standard list of questions starting with items drawn from existing scales used in previous turnover research. Refer to *Appendix A* for a copy of the interview tool used in this phase of the study.

Intention to leave: Intent to leave refers to the employee's stated intent of changing work environments at some point in time. While research has shown that there is a relationship between an individual's intent and actual behavior, the strength of the intent-turnover relationship is questionable (Vandenberg & Nelson, 1999). But it has been argued that the more specific the target of the intention, the more likely it will be associated with behavior that is consistent with the intention (Pinder, 1998). Thus, participants were asked to focus on the likelihood of their changing their organization in the next year by responding to the item, "What is the probability that you will leave the organization in the next 12 months?" The response was based on an anchored scale: (1) 0-20%, (2) 21-40%, (3) 41-60%, (4) 61 – 80%, and (5) 81-100%. This item has been used in past research to operationalize turnover intention (e.g., Vandenberg & Nelson, 1999; Vandenberg & Scarpello, 1990).

Desire to Leave: In addition to intent to leave, individuals were also asked about their desire and ability to leave separately. First, they were provided with a definition of the construct. "Desire to leave is associated with job satisfaction and commitment, whether you like or dislike the organization. The attachment here is based on wanting to stay." Then they were asked to use a 7 point Likert scale ranging from (1) strongly disagree to (7) strongly agree, to rate the statement: *"I want to leave this organization."*

Ability to Leave: Individuals were provided with a definition of the construct. "Ability to leave is associated with the ease of movement and can be related to several factors. The

attachment here is based on having to stay" Using the same 7 point Likert scale as above, individuals were then asked to rate the statement: *" I feel it would be easy for me to leave this organization.".*

Job search behavior index: The likehood of individuals changing their organization was also determined by measuring actual job search activity. Job search behavior, which is typically included in turnover research, was measured using five items from the Kopelman, Rovenpor, and Millsap's (1992) scale. Participants were asked to respond 'yes' or 'no' to the following questions: During the past year have you: 1) revised your resume, 2) sent copies of your resume to a prospective employer, 3) searched the classified advertisements in the newspaper or browsed online job search sites (i.e., HotJobs, MonsterJob.com), 4) gone on a job interview (outside of the current organization), 5) talked to friends or relatives about getting a new job? In addition to these active job search behaviors, potential passive job search behavior was assessed by asking participants. During the past year have you: 6) been contacted by headhunters? and 7) followed up with the headhunters?

Interview questions*:* Interview questions were designed to assess the key motives and the factors influencing each individual's intent to leave (or stay) at the current organization. Past research has simply measured satisfaction, organizational commitment and alternatives and analyzed the relationships with an individual's stated intent to leave. Rather than assuming the factors related to intent to leave, it has been suggested (Vandenberg & Nelson, 1999) that future research focus on identifying the reasons driving intent to leave The current paper attempted to "dig into the details" through the interview process. Thus, based on the interviewee's response to intent to leave and job search behavior, the questions followed a certain path. An example of the interview tool can be found in *Appendix A*.

To identify the specific forces driving intent to leave, the following question was asked: "You responded that there was a _____probability of you leaving the organization in the next year, indicating a _____intent to leave. What are the top two or three key reasons for your response to intent to leave?" The next question asked: "What are the top two or three key reasons for why you stay?" For those with low intent to leave, these were typically the same factors as those factors they listed for the above question.

To identify the factors influencing desire to leave or ability to leave, each individual was asked the following: "Would you say these sources/factors are related to your desire to leave or your ability to leave? (That is, can you categorize factors in question 2?). To assess the strength or stability of the stated intent to leave, individuals were asked the following questions: a)"What key factors would change the intent to leave (from high to low and low to high)?"; b)"How would it change intent to leave? (i.e., What would the new probability be?); and c)"How likely would it be for key factors to change within the next 12 months? (i.e., Are there any factors that will definitely change or not change?")

As part of the interview, participants were asked to indicate demographic information (i.e., age, gender, race, marital status, as well as the number and age of children) and job information (i.e., number of years at current job, title, number of organization changes since entering the work force) through single self-report items. Refer to Table 4.1 for demographic information for the sample of participants used for the interview phase.

Coding Procedures

Categorization of Interview Responses

As mentioned, rather than infer the factors driving an individual's intent to leave, each participant, regardless of whether he/she indicated a high or low intent to leave, was asked to

identify the top two or three factors influencing his/her reported "intent to leave." Once the interviews were completed and transcribed, the underlying factors reported by each participant was pulled out of each interview and examined. After removing duplicate responses, a total of fifty-three unique reasons or factors remained. A list of these responses can be found in *Appendix B.*

This list of responses was analyzed by eight independent raters according to specific theoretical content categories. These categories were drawn from traditional turnover models (Griffeth & Hom, 1995, 2001; Mobley, 1977; Steers & Mowday, 1981) as well other approaches to employee attachment and withdrawal (i.e., Lee & Mitchell, 1994; Maertz & Campion, 1998; Maertz, 2001). Recently Maertz (2001) developed a typology that attempted to capture and describe the "why factors" driving turnover decisions. Based on analysis of traditional turnover research, Maertz (2001) identified several potential categories for these "why factors". Using Maertz's typology as a starting point, the following categories were used to code responses in the current study: 1) affective factors; 2) relational factors (labeled 'constituent' in Maertz's typology); 3) alternatives; 4) financial factors (labeled 'calculative' in Maertz's typology); and 5) normative factors. A definition of these categories can be found in *Appendix C*.

In addition to these initial categories, the following groups were also used to code responses: 6) organizational environment factors; 7) personal growth; and 8) work-life balance factors. According to the person-environment fit literature, individuals tend to stay with environments that are congruent or compatible with whom they are or want to be (Kristof, 1996; Ostroff, Shin, & Kinicki, 2005). A vast amount of research has been done in the specific area of person-organization fit. Broadly defined as the compatibility between the person and the organization, P-O fit emphasizes the extent to which a person and organization share similar

characteristics and/or meet each other's needs (Kristof, 1996). Research has shown that greater

P-O fit leads to higher job satisfaction, organizational commitment and lower turnover (Bretz &

Judge, 1994; Chatman, 1991; O'Reilly, Chatman, & Caldwell, 1991). Fit is also an element of

job embeddedness (Mitchell, et al. 2001). Thus, a category was needed to capture responses that

included general or specific statements about the organization itself, the general work

environment and/or how the individual fit with the organization.

The last two categories represent changes in the nature of employment and employee

needs/desires from the employment relationship (Arthur & Rousseau, 1996). Individuals have

become more self-directed about obtaining work experiences and knowledge and as a result there

is an increased need for personal growth. Thus having the opportunity for personal growth has

become a more important factor in determining employees' job attitudes and behavior (Lankau

& Scandura, 2002; Ng et al, 2006). Individuals are choosing to stay with jobs that emphasize

opportunities for personal growth and intrinsic rewards compared to just jobs with higher salaries

or greater status. In addition to this personal growth, individuals have a stronger concern for

balancing work and their non-work lives (Arthur & Rousseau, 1996). Indeed work-life balance,

which may be achieved by such things as alternative work schedules, flextime, or short

commutes, is a characteristic of work favored by today's employees. Greenhaus and

Parasuranman (1999) discuss how work-family integration can have positive effects through

increased role experiences, involvement, and attitude spillover. Achievement of this work-life

balance can be a critical reason why individuals leave or don't leave their organization. Thus

personal growth and work-life balance factors were the last two categories. For a brief definition

used for all eight categories, please refer to *Appendix C*.

Content Analysis Adequacy

A variation of the Q-sort analysis technique described by Schriesheim, Powers, Scandura, Gardiner and Lankau (1993) was used to assess the content adequacy of the interview responses. The Q technique (Stephenson, 1953) is a quantitative method of sorting items into theoretical categories and then identifying similarity indices among the row entries (i.e., respondents). The strength of this procedure is that it focuses on "the relative adequacy of each item, as well as the correspondence between items and the posited theoretical categories" (Hinkin & Tracey, 1999, p.178) and can be subjected to standard factor analytic methods. When using the Q-method for content adequacy assessment, the suggested number of categories is eight to ten (Schriesheim, 1978; Schriesheim et al, 1993) and so the eight categories for the interview responses met this criterion.

The Q-sort analysis on the interview responses began with the classification or coding of each of the fifty-three responses by eight raters. Using a coding sheet, each rater was asked to rate each item based on the degree to which it was characteristic of the identified categories using a scale that ranged from 1 (not at all characteristic) to 4 (very characteristic). The raters were asked for ratings in such a way as to avoid collecting binary and ipsative data (Schriesheim, et al. 1993). To reduce biases due to providing the raters with a pre-established list of categories, a category of "*other*" was also included. Raters were instructed to use this "other" category to suggest an alternative category if that fit better than any of the identified categories. The coding sheet contained detailed instructions and can be found in the *Appendix C*. The raters' responses were consolidated by creating an extended data matrix in which the rows represented the participants' responses (n=53), the columns represented the eight content categories, and the cell entries represent the mean rater or "judge" ratings of each item (Schriesheim et al, 1993).

Using SPSS, Statistical Package for the Social Sciences (SPSS 11.51), correlations were computed among the rows across the categories and then subject to standard factor analysis. Using maximum likelihood estimation (MLE) results indicated the parameters of the distribution of the interview responses that were "most likely" given the data (see Table 4.2). Five distinct factors, with eigenvalues greater than 1, emerged from the data accounting for 81.78% of the total variance. Item assignment to factors were based on .40 or higher factor loadings. (Fabrigar, Wegener, MacCallum, & Strahan, 1999; Ford, MacCallum, & Tait, 1986). Affective, financial, relational, organizational environment, personal growth, and work-life balance, all loaded strongly on one and only one factor (range .61 to .99). Two categories, organizational environment and relational, loaded on the same factor indicating some overlap between these two types of reasons driving intent to leave Additionally, two categories, alternatives and normative, did not load significantly on any of the five factors.

While the Q-method enables us to assess the content dimensionality there are some limitations with this method (Schriesheim, et al., 1993) that lead to cautious interpretation of the results. Of importance to the current data, the Q method artificially limits the number of factors obtained to be at least the number of categories assessed minus one (Schriesheim, et al.1993). Thus, it is recommended that the results of the Q-factoring should be used for descriptive purposes and the raw rater scores should be used for interpretation of factors and factor loading (Schriesheim, et al. 1993) Based on this recommendation, a review of the raw data indicated some consistent categorization across the raters.

Statements that included emotion or feelings such as "I love my job" or "I like what I do" were rated as affective (mean rating = 3.7). Statements such as "I want to get more money" and "The salary and benefits are good" were consistently rated as a financial factor (mean rating =4)

by the raters. "I have a great relationship with my manager" and "I like the people that work here" were categorized as most like relational factors (mean rating = 3.7 and 3.6). Statements such as "This is a good fit", "I feel this is a poor work environment", or "The company culture" were consistently rated as organizational environment factors. Statements such as "I have lots of responsibilities on this job", or "The current job is providing me with experience as a manager" were categorized as personal growth factors (mean rating = 2.9 and 2.8). Statements such as "It allows for work-life balance" and "My commute is great" were rated as work-life balance factors (mean rating = 3.3 and 2.9). Raters did not rate any of the statements as strongly characteristic of a normative factor. Additionally, raters did not make use of the "other" category except to indicate that self-efficacy might be a potential category. The "other" category was eliminated from further consideration.

TABLE 4.1: *Demographic Variables for Interview (Phase 1) Sample*

VARIABLES	N=24
Gender	
Male	12 (50.0%)
Female	12 (50.0%)
Race	
Asian or Pacific Islander	2 (8.3%)
Black or African American	3 (12.5%)
Hispanic	1 (4.2%)
White/Caucasian	18 (75.0%)
Age	
20-30	9 (37.5%)
31-40	12 (50.0%)
41-50	1 (4.2%)
51-60	2 (8.3%)
Education	
High School Grad/GED	1 (4.2%)
Bachelor's degree	19 (79.1%)
Master's degree	3 (12.5%)
Doctoral degree	1 (4.2%)
Marital Status	
Single, never married	9 (37.5%)
Married	13 (54.2%)
Separated/Divorced	2 (8.3%)
Org Tenure	
0 – 1 year	2 (8.3%)
1 – 2 year	1 (4.2%)
2 –3 years	10 (41.7%)0
3-5 years	4 (16.6%
5+ years	7 (29.2%)
Job Level	
Entry Level	4 (16.6%)
Mid Level	7 (29.2%)
Managerial/Supervisory Level	12 (50.0%)
N/A	1 (4.2%)

TABLE 4.2:

Factor Analysis Results for Reason for Intent Categories: Rotated Factor Matrix

Reason Category	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Affective	-.036	-.053	**.992**	-.057	-.084
Financial	-.303	-.023	-.106	-.097	**.941**
Relational	**.605**	-.069	.133	-.058	.-.081
Alternative	-.551	-.574	-307	-.390	-.346
Org Environment	**.717**	.068	-.119	-.071	-.229
Personal Growth	-.241	**.942**	-.120	-.181	-.076
Work-life Balance	-.245	-.118	-.076	**.954**	-.098
Normative	.226	-.091	-.038	-.068	-.025

Note: Extraction Method = Maximum Likelihood Estimation. Factor 1 generated an eigenvalue of 1.88 and accounted for 23.54% of variance; Factor 2 generated an eigenvalue of 1.33 accounting for 16.64% of variance. Factor 3 generated an eigenvalue of 1.19 accounting for 14.91% of the variance. Factor 4 and 5 generated eigenvalues of 1.09 and 1.05 respectively and accounted for 13.61 % and 13.08% of the variance for a total variance explained of 81.78%. These five items were extracted after 6 iterations.

CHAPTER V

PHASE 1 RESULTS

Table 5.1 provides the means, standard deviations, and correlations for the variables included in Phase 1. Results indicated that while desire to leave was significantly related to intent to leave (r=.49, p≤.05) and ability to leave was significantly related to intent to leave (r=.43, p≤.05), desire and ability to leave were not significantly correlated with each other (r=.01, p>.05). The demographic variables (i.e., age, race, marital status, gender, and education) were not significantly related to ability to leave, desire to leave or intent to leave. However, organizational tenure was significantly correlated with ability to leave (r=.49, p≤.05).

In terms of job search behavior, descriptive results indicated that 91.7% of the individuals that were interviewed had revised their resume within the past year. Many individuals stated that their organization required that their resume be updated on yearly basis. Also, those involved in the MBA program had to furnish an updated resume when they started the program. There were also those individuals who stated that they "*liked to always have an updated resume.*" Thus, updating one's resume was not the clear indicator of intent to leave as it may have once been. Additionally, 75% of the individuals indicated that they had read classified ads or browsed online job search sites such as HotJobs.com. Given the ease with which this kind of information is now available, many of those interviewed said they "*just wanted to check to see what was out there*". This is consistent with research that shows that individuals may engage in job search behavior as a networking opportunity within their industry (Lucht, 1991). Results also suggested that talking about leaving your current organization is not as 'taboo' as it once was when individuals stayed with the same organization for their entire career (Whyte, 1956). About 63%

of those interviewed said that within the past year they had talked to friends and relatives about leaving their current organization. Only one item, "have you gone on a job interview (outside of the current organization)" seemed to tap into the job search behavior associated with individuals (20.8%) who really were contemplating leaving but it was not significantly related to focal variables (desire to leave, ability to leave and intent to leave). These results were consistent with those of others who found that job search behavior is not a direct antecedent to turnover (Bretz, et al., 1994; Lucht, 1991) or perhaps involved in the "second cycle" after the individual has indicated high intent to leave (Griffeth, et al., 2000). Consequently, job search behavior was not tested in phase two.

A regression analysis indicated that after controlling for organizational tenure, both desire to leave (ß =.44, p<.05) and ability to leave (ß =.51, p<.05) were significant predictors of intent to leave (F(3,23)=5.21, p<.01). The moderator effect was also tested by entering the product term into the model, after controlling for both the desire and ability to leave (Aiken & West, 1991; Cohen, 1978). This product term was calculated by first centering desire to leave and ability to leave. Results indicated that the interaction was not significant (ß =.15; p >.05). Given the small sample size and the frequent difficulty in finding expected moderator effects in field research (McClelland & Judd, 1993), these results were not surprising. See Table 5.2 for regression results.

Chapter Summary

This chapter covered the results from phase 1 of the dissertation in which an interview method was used. These results provided preliminary support that desire to leave and ability to leave are distinct constructs and thus, should be measured separately. Additionally, the factors driving desire to leave, ability to leave and intent to leave that were captured during interviews

provided information to assist in the future categorization of these forces. Based on a Q sort

analysis, eight categories were identified and then incorporated into the survey used in phase 2.

TABLE 5.1

Means, Standard Deviations, and Correlations for Phase1 variables.

Variable	1	2	3	4	5	6	7	8	9	10
1. Intent to Leave	--									
2. Desire to Leave	.49*	--								
3. Ability to Leave	.43*	.01	--							
4. Job Search *(0=No, Yes=1)*	.40	.33	.26	--						
5. Org Tenure (years)	-.03	-.20	.49*	.22	--					
6. Age (years)	-.20	-.33	.12	-.27	.35	--				
7. Education[a]	-.25	-.22	.04	.03*	.41*	.14	--			
8. Gender *(0 M/ 1 F)*	.-.05	.30	.00	.00	.01	.27	.09	--		
9. Race *(0 Non-Caucasian/1 Caucasian)*	-.42*	-.34	-.16	-.20	.28	.24	.19	.09	--	
10. Marital Status *(0 Not married/ 1 Married or living partner)*	-.32	-.35	.15	.47	.25	.50*	.28	-.25	.15	--
Mean	2.08	4.04	4.00	.33	4.71	34.13	2.17	.50	.71	.54
Standard deviation	1.64	1.85	1.74	.48	3.80	8.89	.56	.51	.46	.51

N=24

[a] 1 = high school or GED, 2 = bachelor's degree, 3 = master's degree, 4 = doctoral degree

* Correlation is significant at the .05 level (2 tailed).

Note: Parenthetical entries beside job search, gender, race, and marital status indicate dichotomous variables used in analysis.

TABLE 5.2
Regression results for data obtained from interviews.

Dependent Variable: Intent to leave						
Independent Variables	**Step 1**		**Step 2**		**Step 3**	
	ß	*t-value*	*ß*	*t-value*	*ß*	*t-value*
Control						
Organizational Tenure	-.03	-.16	-.20	-.99	-.15	-.71
Motives						
Desire to Leave			.44	2.55*	.41	2.34*
Ability to Leave			.51	2.66*	.49	2.51*
Interaction Term						
Desire * Ability					.15	.84
R^2	.00			.44		.50
Adjusted R^2	-.04			.35		.35
? R^2				.39		.00
F	.03/*ns*			5.21**		4.03*

Note: Standardized regression coefficients are reported.
 *p≤.05
**p≤.01

CHAPTER VI

PHASE 2 METHOD

Phase 2 of the dissertation used a survey method to test the proposed model and hypotheses. The data collection, sample, measures and analytical procedures are described in this chapter. Chapter VII presents the results of phase 2.

Data Collection and Sample

Phase 2 data collection and analysis was conducted during February and March of 2007. More than half of the participants (n=143) in phase two were individuals drawn from a mid-size consulting organization, headquartered in Atlanta, Georgia, with more than 350 employees in fourteen offices from Florida and New York to Colorado and Texas. Compared to the average turnover rate in the U.S. (23.3% for 2006; Bureau of Labor Statistics) the consulting industry is usually higher than average (28.4%). However, the organization used in this current study has had turnover rates consistently below the industry average (10.9% for 2006). As I was interested in reasons why people stay (i.e., have low intent to leave) as well as why they leave, this organization provided an ideal population from which to draw participants. The remaining participants (n=92) were recruited using a data collection process independent of their employers. These individuals responded to email requests for volunteers for a study investigating "Organizational Intentions". This allowed for data collection from a more diverse sample of organizations to help improve the generalizability of the results. It should be noted, that to partial out the potential industry effect, whether or not a participant worked in the consulting industry (either management or IT consulting) was included as a control factor in analyses.

The survey was administered to all participants via SurveyMonkey.com, an online interface. Employees from the consulting organization received an email from the Director of Human Resources inviting them to participate in the study. The email contained a brief description of the study, the anticipated time required to complete the survey (15-20 minutes) and the URL link to the website hosting the survey. It was emphasized to employees that the company did not take part in the development or collection of data and participation would in no way impact them. A reminder email was sent out a week later encouraging employees who had not yet completed the survey to respond. Of the 350 employees, 143 (41% response rate) employees responded over a two week period. Other participants in the study received a similar email from the researcher. Refer to *Appendix D* for a copy of the emails used for requesting participation.

The first page of the survey was informational and served as an implied online consent form. By clicking the button at the bottom of the first screen, respondents were indicating that they agreed to participate in the voluntary study and proceeded to the survey questions. Participation in the study was voluntary, however, upon completing the survey individuals did have the opportunity to register for a drawing to win 1 of 20 gift certificates for a large online retailer. Participants were assured that responses to survey questions would remain confidential and be reported only in summary form for research purposes. Once participants had completed surveys, their responses were automatically available online to be downloaded and converted into an excel spreadsheet to be used for data analyses.

The initial sample included 235 responses. Thirty-one of the surveys that were not usable due to incomplete data or missing values for key or focal variables. As a result, the final sample consisted of 204 individuals which is an acceptable sample size to run structural equation

modeling (Hoyle, 1995; Loehlin, 1992). Table 6.1 summarizes the demographic data for all participants.

The typical employee in the final sample was male (n=105, 53.6%) predominantly Caucasian (n=176, 88.9%), ranging in age from 22 - 66 years old (*M*=39.21), married or living with partner (n=53, 77.6%), and educated at the masters level (n=92, 46.9%). Less than half had at least one child under the age of eighteen (n=85, 41.7%). More than half were employed in the consulting (management or IT) industry (n=115, 56.6%) and were currently at manager level (n=112, 54.9%). Organizational tenure varied as follows: 12.4% had been with the organization for 0-6months, 10.9% had been with the organization for 7 months to 1year, 31.2% had been with the organization for 1 to 3 years, 8.9% had been with the organization for 3 to 5 years and 36.6% had been with the organization for more than five years. Much of the past turnover research has focused on the intentions of new hires or recent college graduates to leave their current organizations. However, understanding the intentions and behaviors of longer tenured employees is of equal importance in studying why individuals leave or continue to stay at their organizations. Thus, this was a good representative sample of the population being targeted (i.e., individuals in mid-career stage rather than early-career when transitions are a typical part of the normal career progression).

<u>Measures</u>

The following section describes those scales used in the online survey. The individual scales used to develop the survey instrument can be found in *Appendix E.* Except where otherwise noted, responses were recorded on a five-point scale, using the following anchors: (1) s*trongly disagree*, (2) *disagree*, (3) *neither agree or disagree*, (4) *agree*, and (5) *strongly agree*.

Focal Variables

Desire to Leave: To measure desire to leave, individuals were first prompted with the following statement: "Regardless of whether you can or can not leave your current organization, we would like to know about your desire to leave. Thus, for the following question please focus on your DESIRE TO LEAVE OR STAY with the current organization". Using the 5 point Likert scale, respondents were then asked to rate this statement: "I want to leave this organization". For qualitative purposes and comparison with the reasons obtained in phase 1, respondents were asked to provide the top two reasons for how they rated this statement.

Ability to Leave: To measure ability to leave, individuals were prompted with the following: "Unlike the previous set of questions which focused on your desire to leave, we now want to know your perceived ability to leave the organization. Regardless of whether you want or don't want to leave, for the following questions please focus on your ABILITY or INABILITY to leave the current organization. Using the 5 point Likert scale, respondents were then asked to rate this statement: "I feel it would be easy for me to leave this organization." For qualitative purposes and comparison with the reasons obtained in phase 1, respondents were asked to provide the top two reasons for how they rated this statement.

Intention to leave: To measure intent to leave, individuals were first prompted with the following: "The previous questions were used to assess your desire or ability to leave your organization. Now we want to understand your actual intentions (i.e., what you will likely do) regarding leaving or staying with the current organization". Then participants were asked to respond to the item, "What is the probability that you will leave the organization in the next 12 months?" The response was based on an anchored scale: (1) 0-20%, (2) 21-40%, (3) 41-60%, (4) 61 – 80%, and (5) 81-100%. Given the criticism of using single item measures (Nunnally,

1978; Schriesheim, et al. 1993), a conservative reliability estimate was used for single item measures in the model testing. Based on previous logic regarding intent to leave (Vandenberg & Scarpello, 1990), it was assumed that the reliability for this and other key constructs measured with a single item (e.g., desire to leave, ability to leave) was a=.65. The use of single item measures is often criticized because it does not account for measurement error. To avoid this issue, a conservative alpha of .65 (compared to the acceptable .7; Nunnally, 1978) was used for single item measures.

Level of Importance: A major theme throughout this paper is that an individual's desire and ability to leave or not leave can be influenced by several factors and satisfaction or perceived alternatives may not be the most important of these factors. As identified in the interview phase of the study, reasons could be grouped into several different categories or factors. These categories, along with example responses (the two or three responses rated by judges to be the most characteristic of each category), were incorporated into the survey in phase 2 to assess the importance of these factors for each of the key constructs (i.e., desire to leave, ability to leave, and Intent to Leave).

Using a Likert scale ranging from *1- not important* to *4-very important*, respondents were asked to consider the importance of the following eight categories after rating desire to leave, ability to leave, and intent to leave: (1) Feelings & Attitudes (e.g., like/dislike, happiness/sadness, excitement/fear toward the organization); (2) Financial (e.g., salary, benefits, bonuses, costs associated with leaving); (3) Relational (e.g., relationship with coworkers, supervisor); (4) Alternatives (e.g., availability or attractiveness of other jobs); (5) Organizational Environment (e.g., company culture or climate, company morale, senior leadership); (6) Personal Growth (e.g., career plan, job responsibilities, advancement opportunities); (7) Work-Life

Balance (e.g., flexibility, ease in scheduling, commute/location); and (8) Normative Beliefs (e.g., perceptions of family, friends' or society's expectations about staying or leaving; the right thing to do). Note: Although results from phase one indicated that the normative category was not necessary, it was included in the survey given its consistent role in traditional models.

Level of control: After stating intent to leave and identifying the importance of the various factors in the rating of intent to leave, respondents were also asked to rate how controllable or uncontrollable they perceived each of the eight factors to be using a Likert scale ranging from *1 – No Control to 4- Total Control.* This rating was prompted with the following statement: "Please rate how much PERSONAL CONTROL you believe you have over these factors. In other words, to what extent could YOU change these factors?" Past research has suggested that whether the problem source causing the desire to leave the organization was avoidable (e.g., supervisor) rather than unavoidable (e.g., organization) influences whether leaving was inevitable (Campion, 1991). While actual turnover was not measured in this study, this information has been shown to improve the prediction of actual turnover (Vandenberg & Nelson, 1993) which is the ultimate goal of any turnover model.

Predictor variables

In the current study, the traditional constructs (i.e., Job Satisfaction, Organizational Commitment and Perceived Alternatives) and a more recent construct (i.e., Job Embeddedness) were included as variables expected to influence intent to leave through their influence on desire to leave and/or ability to leave. To measure these constructs, existing scales were used in the development of the survey. Additionally, the items from these scales were mapped back to the eight reason categories identified in phase 1. As Table 6.2 indicates, all eight categories were

represented by at least one item from the existing scales used to create the survey. Several of the scales included items representative of more than one of the categories.

Job satisfaction: Job satisfaction was measured with the following three items: "All in all, I am satisfied with my job." "In general, I don't like my job" (reverse-scored) and "In general I like working here." This measure of job satisfaction was used by Mitchell, et. al., (2001) and showed an adequate reliability (a= .85). In the present research, the internal reliability of job satisfaction was also acceptable (a=.86).

Organizational commitment: An individual's commitment to the organization was measured with items from Meyer and Allen's (1997) three component measure of commitment. Concerns about survey length precipitated that a shorter version of the Meyer, Allen and Smith, 1993 scales be used. Thus, for the sake of brevity and not because they were inappropriate items, the item with the weakest factor loading from previous studies (Meyer & Allen, 1997) was not used in each scale. Five items each were used to measure affective, normative and continuance commitment, for a total of 15 items. Sample items include: "I would be very happy to spend the rest of my career with this organization", for affective commitment, "I would feel guilty if I left my organization now" for normative commitment, and "It would be very hard for me to leave my organization right now, even if I wanted to" for continuance commitment. Past research has shown acceptable reliabilities (a> .80) for these measures. For the current sample, reliabilities for two of the components were acceptable: a=.84 for the Affective Commitment (AC) scale and a=.82 for the Normative Commitment (NC) scale. However, the reliability estimate for the Continuance Commitment (CC) scale was a=.54 which is unacceptable (<.70; Nunnally, 1978). The use of the CC scale will be discussed in more detail under the "Analytical Procedures" section.

*Perceived Alternatives***:** An individual's perceived alternative job opportunities was measured by asking respondents the degree to which they agreed or disagreed with the following two items: (1) "There are many other organizations that I could see myself working for"; and (2) "If I searched for another job I would be able to find an alternative to this current one". Agreement with these items would imply high alternatives. Although this measure has been used in the past (Lee & Mowday, 1987) the internal reliability for this scale was extremely poor (a=.31) and thus was not included in analyses. The removal of this measure of perceived alternatives will be discussed in more detail under the "Analytical Procedures" section.

Job Embeddedness (JE) - Organization: The existing JE scale (Mitchell, et al., 2001) has two dimensions (i.e., organization/on-the-job and community/off-the-job) for each of the three elements (i.e., fit-organization, fit-community, links-organization, links-community, sacrifice-organization, and sacrifice-community), however, the current study used only the organizational-based items. A review of the items used to measure off-the-job fit (e.g., I really love the place where I live), off-the-job links (e.g., Do you own the home you live in?) and off-the-job sacrifices (e.g., My neighborhood is safe?) highlights the fact that these off-the-job dimensions assess issues that would only be salient for people considering alternatives involving a move. Thus, community-based items were not included. Most of the organizational-based items used correspond directly to the latest version of the JE scale (Lee et al., 2004). Any modifications made for this study are clearly noted in *Appendix E.*

 Items from the existing JE scale used to measure an individual's *fit* include: "My job utilizes my skills and talents well" and "I fit with the organization's culture". Items used to measure an individual's *links* include: "How long have you been at your present position?" "How long have you worked for this company?" Additionally, based on the network literature

(Granovetter, 1985) and recommendations made by Lee et al. 2004 regarding a focus on social ties in the organization, the following two items were added to measure links "I have a close relationship with my supervisor/manager" and "Some of my best friends are in my department/work group". Items from the existing JE scale used to measure *sacrifices* include: "The perks on this job are outstanding" and "The benefits are good on this job".

Despite the acknowledgement that individuals can be embedded in different ways, the focus of past research (Allen, 2005; Lee et al., 2004; Mitchell et al., 2001) has been on the "totality of embedding forces." To date, JE has been measured as a composite score of the three elements of JE: fit, links, and sacrifice. It is suggested however, that important information is being lost by using an aggregate measure of JE. Similar to the three components of commitment, the three elements of job embeddedness may have different relationships with desire to leave and ability to leave. Therefore measuring these variables separately is critical to gaining a better understanding of how they are related to intent to leave (or not leave). The three JE elements, JE-fit, JE-links, and JE-sacrifices were measured and included in analyses as separate constructs. The reliability for each subscale, fit (a=.83), links (a=.73) and sacrifices (a=.73), was acceptable.

In addition to the primary variables of interest, several control variables were also measured.

Control Variables

Self-Efficacy: General self-efficacy was measured with four items from the new General Self-Efficacy scale developed by Chen, Gully & Eden (2001). A sample item is "I will be able to achieve most of the goals that I have set for myself". Past research showed this scale to be internally consistent (a=.87; Chen, Gully, & Eden, 2001). The reliability for the current sample was lower (a=.74) but acceptable (Nunnally, 1978).

Work Locus of Control: To distinguish between individuals with internal locus of control and those with external locus of control, participants completed a "Work Locus of Control" scale developed by Spector (1988). This scale is based on Rotter's original Internal-External scale (1966) but questions are framed in terms of individuals' control over work events or outcomes. Example items include "A job is what you make of it" and "Getting the job you want is mostly a matter of luck." Given the space limitations of this online survey, a shortened version of Rotter's scale was used. Five items were scored from the perspective of internal locus of control. The internal reliability of the measure for the current sample was unacceptable (a=.56). When items were dropped, the reliability of the scale did not improve and as a result the item was not included in further analyses.

Demographic/Job Information: Participants were also asked to indicate demographic information (i.e., age, gender, race, marital status, as well as the number and age of children) and job information (i.e., number of years at current job, number of organization changes since entering the work force, number of teams or work committees). In addition, industry type was collected using a drop-down list. If the industry was not listed, the participants could use a free-format field to write-in the industry type.

Job information was gathered at the start and demographic information was collected at the end of the survey as these items require little cognitive processing (Lindell & Whitney, 2001). For a copy of the survey as it appeared online, refer to *Appendix F*.

<u>**Analytical Procedures**</u>

Prior to testing the overall fit of the hypothesized model, several analyses were run using SPSS 11.51. The first step was to run data diagnostics to identify problematic cases (i.e., incomplete cases, missing data on key variables of interest) and then use regression imputation

for missing data when appropriate (missing values predicted based on other variables not missing) to arrive at the final sample described above. In addition, several of the demographic variables were recoded into categorical variables (e.g., 0-non-caucasian and 1-caucasian) for use in analyses.

Next, the reliability of items for each scale were analyzed by calculating Cronbach's alpha coefficients, reviewing correlations, and conducting factor analyses on the measures. Based on these preliminary analyses, several modifications were made to the scales prior to testing the measurement model. In practice some respecification of the model is typically required if the chosen indicators for a construct do not measure that construct. However these modifications should be based on theory and content considerations as well as statistical considerations (Anderson & Gerbing, 1988; Vandenberg, et. al 2006). Any scale that required a modification is addressed below.

Scale Modifications

Continuance Commitment: The internal reliability for the CC scale was a=.54. Looking at the item-total statistics for the scale there were two main issues. First, the reverse-scored item for this scale, "It would not be too costly for me to leave my organization now" was unreliable. Reverse-scored items have come under scrutiny due to measurement issues (Hinkin, 1995) and there have been reported cases that reverse-scored items introduced systematic error to the model (Harvey, Bilings & Nilan, 1985). To avoid this, the reverse-scored item was dropped.

In addition to removing the reverse-scored item from the scale, a factor analysis using principal axis factoring with varimax rotation, indicated that the items loaded on two factors instead of one. The solution converged in three iterations. See Table 6.3. These results are consistent with past research (McGee & Ford, 1987) in which the first factor, labeled CCHiSac,

reflected perceived sacrifices associated with leaving the organization, and the second factor was labeled CCLoAlt, which reflected a perceived lack of alternative employment opportunities (McGee & Ford, 1987). This four factor model in which continuance commitment is separated into high-sacrifice and low-alternatives has been shown to be a better fit to the data in several other studies (Bentein, Vandenberg, Vendenberghe & Stinglhamber, 2005; Dunham, Grube & Castaneda, 1994). Based on existing literature and the current results, the items used to measure continuance commitment were separated into the two measures and used in subsequent analyses.

Perceived Alternatives: The internal reliability of this scale (a=.31) was well below the cutoff value (a=.70) typically considered appropriate in applied settings (Nunnally, 1978). In addition, the inter-item correlation between the two items used in the scale was insignificant (r=.18) suggesting that they were not tapping into the same construct. Looking at the correlations of these two indicators with intent to leave, the first item had a significant relationship with intent to leave (r=.32) in the predicted direction but the second item had an insignificant relationship with intent to leave (r=-.00) in the opposite direction. Dropping the second item left a single item measure for perceived alternatives, "There are many other organizations that I could see myself working for." Upon further examination it was determined that this one item did not focus individuals to consider available or plausible alternatives but rather allowed for an unrealistic measure of an individual's potential employment opportunities. Thus, the continuance commitment subscale measuring low alternatives (CCLoAlt) was used in testing the model and hypotheses.

JE - Fit: Job embeddedness is a fairly new construct that is said to represent a "broad constellation of forces that influence employee retention" (Mitchell et al, 2001). Given its recent inclusion in the turnover research, there is continued focus on the validation of the construct. In

their most recent study, Lee, Mitchell and colleagues state that "the measures of on and off the job embeddedness are still preliminary and evolving" (Lee et al, 2004, p.720) and so scale modifications are justified. Additionally, while there has been considerable focus on construct comparisons with the elements of JE and traditional variables (i.e., job satisfaction and organizational commitment) by Mitchell, Lee and colleagues (Yao, et al, 2002), there is still considerable debate on whether the dimensions of JE are sufficiently distinct from the existing variables in the literature.

The on-the-job *fit* dimension in particular, has demonstrated much overlap with both satisfaction and affective commitment. Indeed, high bivariate correlations between on the job fit and satisfaction and commitment has been found consistently (Lee et al, 2004; Mitchell et al. 2001). While it was argued that this demonstrated convergent validity between fit and these constructs (Mitchell, et al., 2001), in a later study the researchers reported that the fit dimension of on-the-job embeddedness loaded on the same factor as satisfaction and commitment (Lee et al, 2004). Furthermore, results from this same study found that after job satisfaction and commitment are controlled for in the model, the fit dimension of on-the-job embeddedness does not predict withdrawal behavior, (Lee et al, 2004). The current results support this overlap and redundancy of the *JE-fit* construct.

The correlation for the current sample indicated that fit had a significant relationship with satisfaction (r=.78) and affective commitment (r=.72). Additionally, a factor analysis of satisfaction, affective commitment, and fit using principal axis factoring with varimax rotation indicated that items for these three scales loaded on two not three factors. See Table 6.4. All the satisfaction and fit items loaded on this first factor which generated an eigenvalue of 6.97 and accounted for 53.61% of the variance among the items. While most of the AC items (one AC item

loaded strongly on both factors) loaded on the second factor which generated an eigenvalue of 1.03 and accounted for an additional 7.9%. Thus, while *JE-fit* may be labeled differently, the construct as it is measured currently, is redundant with the traditional turnover construct, satisfaction. To reduce this data redundancy and the multicollinearity issues, *JE-fit* was eliminated from further analyses. As a result of this modification, H4a and H4b could not be tested.

JE – Links: This dimension of JE has been broadly defined as the formal or informal connections or ties to the organization (Mitchell et. al, 2001). As a result, JE-links has been broadly measured as well. A factor analysis using principal axis factoring with varimax rotation indicated that the items used to measure *links* loaded on three different factors. See Figure 6.5. The solution converged after five iterations with three extracted factors. The initial eigenvalues for these three factors was 2.47, 1.82 and 1.21 respectively and they accounted for 68.68% of the variance.

An examination of the items used to measure links revealed that one item, "How many coworkers do you interact with regularly?" did not significantly load (failed to meet the .40 cutoff ; Fabrigar,et. al, 1999; Ford, et al., 1986) on any of the three factors. Additionally, the one item that loaded on Factor 3, "How many work teams or committees are you on?" had a low factor loading (.41). For clarity, these two items were dropped from further analyses leaving a two-factor model for links.

The first factor, which I labeled *Links-Social Ties*, measured relationships or ties to other people at work (i.e., "I interact with coworkers from my department/workgroup outside of work"), and was consistent with the conceptualization of JE-Links as "the informal or formal connections between a person and institutions or other people" (Mitchell et al., 2001, p.1104). The second factor on the other hand, included items that measured organizational tenure, job

tenure, and the individual's tenure within the specific industry. While employee tenure is an important variable that may influence an individual's intent to leave, it is typically included as a control variable in turnover research. Thus, organizational tenure, as measured by one item "How long have you worked at this organization," was not used in testing the links hypothesis (H5), but rather it was entered into the model as a control variable.

JE – Sacrifices: This dimension of JE refers to the material or psychological benefits that would be forfeited if one was to quit (Allen, 2006). The scale used to measure sacrifices had adequate reliability and a factor analysis using Principal Axis Factoring indicated that the items loaded on one factor. See Figure 6.6. The solution converged after seven iterations and the initial eigenvalue for factor one 2.56 which accounted for 42.67% of the variance. However one item, "I would sacrifice a lot if I left this current job", did not meet the .40 cutoff (Fabrigar, et al., 1999; Ford, et al., 1986). Furthermore, this item demonstrated the most overlap with items used to measure continuance commitment-high sacrifice. Given that the JE-sacrifices dimension is envisioned to be a measure of more "specific things" (i.e., perks, benefits, compensation, promotion) an individual would have to give up compared to the more general sacrifices measure by the continuance commitment scale (Mitchell, et al. 2001), this item was dropped from further analyses. It was also noted that another item, "I feel like people at work respect me a great deal", loaded significantly but low on factor 1 and was the only item focused on relational-type sacrifices. It warranted closer look in the next analytical procedure to be discussed.

Test of Measurement and Structural Model

After the above modifications were made, the data was saved as a fixed ASCII data file to be used in Mplus version 3.13 (Muthen & Muthen, 1998-2004) for structural equation modeling (SEM). This model building task allows for the goodness of fit of the factor structure

to be tested and can be thought of as the analysis of two conceptually distinct models: measurement model and structural (or path) model (Anderson & Gerbing, 1988; Joreskog & Sorbom, 1984; James, Mulaik & Brett, 1982). A measurement model specifies the relationship between the observed measures and their underlying constructs or latent variables. The structural model specifies the causal relations of the constructs to one another based on the theory guiding the research. This model assesses the predictive validity of the structural equations model among the latent variables. It has been suggested that the testing of the structural model may be meaningless unless it is first established that the measurement model holds (Schumacker & Lomax, 1996). Thus, I followed the recommended two-step modeling approach (Anderson & Gerbing, 1988; Burt, 1973; James, Mulaik & Brett, 1982) that involves a separate estimation and respecification of the measurement model prior to the simultaneous estimation of the measurement and structural submodels.

The measurement and structural models are evaluated using goodness of fit indices generated by the SEM package. The original goodness-of-fit index, chi-square fit index (X^2) if non-significant indicates acceptable fit, however it is very sensitive to sample size and can be statistically significant (inferring poor fit) when all other indices indicate the model fits the data well. Thus, several researchers have noted that fit should not be judged based on the chi-square index alone but rather multiple fit indices should be examined (Bollen &Long, 1993; Hu & Bentler, 1999; Lance & Vandenberg, 2002; Maruyama, 1996; Marsh, Balla & McDonald, 1988). In addition to chi-square test, the following indices were examined for each model. The second and third indices, the Tucker-Lewis Index (TLI; Tucker & Lewis, 1973), and the Comparative Fit Analysis Index (CFI; Bentler, 1990) were used because both are not as sensitive to sample size. Values above .90 (or .95 as suggested more recently by Hu & Bentler, 1999) are indicative

of well fitting models. The fourth index, the root mean square error of approximation (RMSEA; Stegier, 1990), does not conflict with requirements of parsimony and is less sensitive to sample size. Values up to .08 (or .06 as suggested by Hu & Bentler, 1999) represent reasonable errors of approximation. The fifth index, the standardized root mean residual (SRMR), is very sensitive to misspecified factor covariances. SRMR values up to .10 (or .08 as suggested by Hu & Bentler, 1999) are acceptable.

Mplus 3.13 (Muthen & Muthen, 1998-2004) was first used to run a confirmatory factor analysis (CFA) model on each multi-item construct to establish that scale items reflect intended underlying constructs. As is common in structural equation models, the loading of one indicator per latent variable (the reference indicator) was fixed to a value of 1 so that each unobserved latent variable in question was assigned a metric and took on the scale of that indicator (Joreskog & Sorbom, 1989).

After separate CFAs, a full measurement model was run which included all latent variables and their relationship to observed (indicator) variables as well as error and disturbance terms. Single indicator variables, desire to leave (DESIRE), ability to leave (ABILITY), and intent to leave (INTENT), although truly manifest variables, were also included in the measurement model of the latent constructs so as to allow later comparison with the structural model. To incorporate measurement error, the values of the latent-to-manifest parameters for all single item measures were fixed at the square root of their reliabilities (Joreskog & Sorbom, 1989). Based on previous logic regarding intent to leave (Vandenberg & Scarpello, 1990), it was assumed that the reliability for the single item constructs was the conservative estimated value of .65. In addition, for the single item measures the residuals were fixed to one minus the reliability multiplied by the variance of each indicator scale or measure (Podsakoff, Williams, & Tudor,

1986). This type of procedure has been used in several studies and produces parameter estimates similar to those produced by models with constructs measured with multiple indicators (Bollen, 1989; Rothbard & Edwards, 2003; Vandenberg & Scarpello, 1990).

Inclusion of Controls

Once adequate fit for the measurement and structural model was achieved, control variables were entered into the model in Mplus. While several demographic, personality, and job-related variables were measured as potential controls, inclusion of controls in the primary structural analysis was based on correlational analyses. See Figure 7.1 for these correlations. It is recommended that "impotent control variables" (i.e., variables uncorrelated with the dependent or key independent variables) should not be entered into the analyses as they will reduce power (Becker, 2005). Thus, control variables that significantly correlated with focal variables (intent to leave, desire to leave, or ability to leave) were entered into the model as follows: (1) *age* was regressed on intent to leave and correlated with AC and NC; (2) *education* was regressed on desire to leave and correlated with AC and NC ; (3) *consulting* (that is being employed in the consulting industry) was regressed on desire to leave and correlated with satisfaction, AC, and NC; (4) *organizational tenure* was regressed on desire to leave; and (5) finally *self-efficacy* was regressed on desire to leave and correlated with satisfaction, AC, NC, links, and sacrifices.

Test of Interaction

Testing the interaction in Mplus was the last step of the analysis. Researchers have continuously reported difficulty in finding moderating effects stating that "some of this difficulty can be attributed to differential residual variance of interactions once the main effects have been partialed out" (McClelland & Judd, 1993, p.376). While one of the advanced features of Mplus over other SEM software packages is to run complex models with interaction terms

(Vandenberg, 2006), given that interaction variables were truly manifest variables and subsequently had high variances (desire to leave =1.26 and ability to leave =1.35), the estimated covariance matrix would not be inverted and as a result the model estimation could not terminate. Thus, using the advanced latent variable approach in Mplus was not appropriate. Instead the interaction was tested in Mplus very much like it would be tested using multiple regression analysis in SPSS. That is, ability to leave (ABILITY), desire to leave (DESIRE) and intent to leave (INTENT) were entered into the model as manifest variables, and the product term (DESABI) was calculated and entered into the model. Prior to creating the product term in Mplus, the two interaction variables, DESIRE and ABILITY, were centered by subtracting the mean from each value, to reduce multicollinearity (Aiken & West, 1991). This approach to testing interactions is outlined in Jaccard and Wan (1995) and is essentially Kenny and Judd's seminal approach (1984) used in regression analyses and has been shown to recover parameter values with reasonable success (Cortina, Chen, & Dunlap, 2001; Jaccard & Wan, 1995).

Test of Common Method Variance

Since a single survey with similar measurement scales was used to gather all the data in phase 2, there was a potential for common method bias (Podaskoff & Organ, 1986). To test for common method bias, some researchers recommend that a marker variable be used to test if items from unrelated scales included in the survey converge on the same factor (Lindell & Whitney, 2001). Unfortunately, given the length of the existing survey putting in marker scales was not a viable option so instead I selected one item from each of the scales used in the final analyses. If only one factor emerged to explain the variance among these items (from different measures) this would provide evidence of common method bias (Richardson & Vandenberg, 2005). Results from the factor analysis are shown in Table 6.7 and suggest that common method

bias was not problematic. Two factors emerged and three of the items did not have a significant (>.40) positive loading on either factor. Note: This statistical test only suggests that common method bias was not a problem; common method bias is still a potential limitation of the study. Refer to *Discussion - Limitations* section.

TABLE 6.1: *Demographic Variables for Survey (Phase 2) Sample*

VARIABLE	N = 204
Gender	N=196
Male	105 (51.5%)
Female	91 (46.4%)
Race	*N=197*
Asian or Pacific Islander	6 (3.0%)
Black or African American	13 (6.6%)
Hispanic	0 (.0%)
White/Caucasian	176 (88.9%)
Native American	1 (.5%)
Multi-racial	1 (.5%)
Other	1 (.5%)
Age	N=193
20-30	30 (13.5%)
31-40	95 (49.2%)
41-50	52 (26.9%)
51-60	15 (7.8%)
61+	5 (2.6%)
Education	*N=196*
High School Grad/GED	1 (.5%)
Some college or vocational training	12 (6.1%)
Bachelor's degree	73 (37.2%)
Master's degree	92 (46.9%)
Professional School	4 (2.0%)
Doctoral degree	14 (7.1%)
Marital Status	*N=197*
Single, never married	32 (16.2%)
Married	148 (75.1%)
Living with partner	5 (2.5%)
Widowed	1 (.5%)
Separated/Divorced	11 (5.6%)
Org Tenure	*N=202*
0-6 months	25 (12.4)
7 mo – 1 year	22 (10.9)
1-3 years	63 (31.2)
3-5 years	18 (8.9)
5+ years	74 (36.6)
Job Level	*N=204*
Entry Level	3(1.5)
Mid Level	42(20.6)
Managerial/Supervisory Level	112 (54.9)
Executive	36 (17.6)
N/A	11 (5.4)

TABLE 6.2:

Mapping of reason categories from phase 1 to existing scales used in phase 2.

Reason Categories	Scale	Items
AFFECTIVE FACTORS	Job Satisfaction	____All in all, I am satisfied with my job. ____In general, I don't like my job. (R) ____In general I like working here.
	Affective Commitment	___I would be very happy to spend the rest of my career with this organization ___This organization has a great deal of personal meaning for me. ___I do not feel like "part of the family" at my organization. (R)
RELATIONAL FACTORS	JE- Links	___I interact with coworkers from department/workgroup outside of work. ___I have a close relationship with my supervisor/manager. ___Some of my best friends are in my department/work group.
	JE-Sacrifices	___I feel like the people at work respect me a great deal.
ALTERNATIVES	Continuance Commitment (Lo Alt)	___It would be very hard for me to leave my organization right now, even if I wanted to. ___I feel that I have too few options to consider leaving this organization.
	Perceived Alternatives	___There are many other organizations that I could see myself working for.
FINANCIAL FACTORS	Continuance Commitment (Hi Sac)	___It would not be too costly for me to leave my organization now. (R) ___Right now, staying with my organization is a matter of necessity as much as desire.
	JE- Sacrifices	___The perks on the job are outstanding. ___I would sacrifice a lot if I left this job. ___I am well compensated for my level of performance. ___The benefits are good on this job.

Table 6.2: continued

Reason Categories	Scale	Items
NORMATIVE FACTORS	Normative Commitment	___I do not feel an obligation to remain with my current employer. ___I owe a great deal to my organization. ___I would not leave my organization right now because I have a sense of obligation to the people in it. ___This organization deserves my loyalty. ___I would feel guilty if I left my organization now.
ORGANIZATIONAL ENVIRONMENT	JE –Fit	___I feel like I am a good match for this organization. ___I fit with organization's culture.
PERSONAL GROWTH	JE-Fit	___My job utilizes my skills and talents well. ___I like the responsibility and authority I have on this job.
PERSONAL GROWTH	JE- Sacrifices	___My promotional opportunities are excellent here
WORK-LIFE BALANCE	JE- Fit	___I like my work schedule (e.g., flextime, shift).

TABLE 6.3:

Factor Analysis Results for Continuance Commitment Scale: Rotated Factor Matrix

Items	Factor 1	Factor 2
It would be very hard for me to leave my organization right now, even if I wanted to.	**.784**	-.018
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	**.786**	.243
Right now, staying with my organization is a matter of necessity as much as desire.	.203	**.631**
I feel that I have too few options to consider leaving this organization.	-.018	**.619**

Note: Extraction Method = Principal Axis Factoring with varimax rotation. Factor 1 generated an eigenvalue of 1.830 and accounted for 45.76% variance. Factor 2 generated an eigenvalue of 1.230 and accounted for an additional 30.75% of the variance

TABLE 6.4:

Factor Analysis Results for Satisfaction, Affective Commitment, and JE-Fit Scales: Rotated Factor Matrix

Items	Factor 1	Factor 2
All in all, I am satisfied with my job (Sat1)	**.786**	.288
In general, I don't like my job.(Sat2R)	**.642**	.395
In general I like working here.(Sat3)	**.682**	.367
I would be very happy to spend the rest of my career with this org (AC1)	**.571**	.397
I really feel as if this organization's problems are my own. (AC2)	.353	**.453**
This organization has a great deal of personal meaning for me. (AC3)	*.498*	*.543*
I do not feel like "part of the family" at my organization. (AC4R)	.258	**.895**
I do not feel a strong sense of "belonging" to my organization. (AC5R)	.338	**.702**
My job utilizes my skills and talents well. (Fit1)	**.681**	.240
I feel like I am a good match for this organization (Fit2)	**.823**	.333
I like my work schedule (e.g., flextime, shift). (Fit3)	**.433**	.197
I fit with my organization's culture. (Fit4)	**.587**	.354
I like the authority and responsibility I have at this company. (Fit6)	**.624**	.382

Note: Extraction Method = Principal Axis Factoring. Factor 1 generated an eigenvalue of 6.97 and accounted for 53.61% of the variance. Factor 2 generated an eigenvalue of 1.03 and accounted for an additional 7.9% of the variance among the items.

TABLE 6.5:

Factor Analysis Results for JE-Links Scale: Rotated Factor Matrix

Items	Factor 1	Factor 2	Factor 3
I interact with coworkers from my department/ workgroup outside of work.	-.035	**.648**	.058
I have a close relationship with my supervisor/manager.	.010	**.566**	.306
Some of my best friends are in my department/work group.	.100	**.729**	-.034
How long have you been in your present position?	**.958**	.028	.079
How long have you worked for this organization?	**.458**	.015	.201
How long have you worked in this industry?	**.868**	.029	.047
How many coworkers do you interact with regularly?	.239	.072	**.407**
How many work teams or committees are you on?	.036	.099	*.368*

Note: Extraction Method = Principal Axis Factoring with varimax rotation. Factor 1 generated an initial eigenvalue of 2.47 and accounted for 30.87% of the variance, Factor2 generated an eignevalue of 1.82 and accounted for 22.76% of the variance, and Factor3 generated an eigenvalue of 1.21 and accounted for 15.06% of the variance.

TABLE 6.6:

Factor Analysis Results for JE-Sacrifice Scale

Items	Factor 1
The perks on this job are outstanding	**.714**
I feel like people at work respect me a great deal	**.464**
I would sacrifice a lot if I left this job	*.322*
My promotional opportunities are excellent here	**.556**
I am well compensated for my level of performance	**.683**
The benefits are good on this job	**.575**

Note: Extraction Method = Principal Axis Factoring. Factor 1 generated an eigenvalue of 2.56 which accounted for 42.67% of the variance in items. Italicized entry indicates that the item did not load significantly on the factor.

TABLE 6.7:

Test of Common Method Bias

Items	Factor 1	Factor 2
Right now, staying with my organization is a matter of necessity as much as desire. (CC-Low Alternatives)	*.092*	*-.452*
I do not feel an obligation to remain in the current organization. (Normative Commitment1)	*-.406*	*-.361*
It would be very hard for me to leave my organization right now, even if I wanted to. (CC-Hi Sacrifice)	**.944**	-.094
All in all, I am satisfied with my job. (Satisfaction1)	.277	**.599**
I interact with coworkers from my department/ workgroup outside of work. (Links1)	*-.005*	*.307*
The perks on this job are outstanding. (JE-Sacrifice1)	.228	**.491**

Note: Extraction Method = Principal Axis Factoring with varimax rotation. Factor 1 generated an eigenvalue of 1.98 and accounted for 32.99% variance. Factor 2 generated an eigenvalue of 1.24 and accounted for an additional 20.60% of the variance.

CHAPTER VII

PHASE 2 RESULTS

Table 7.1 provides the means, standard deviations, and correlations for the variables included in phase two of the study. In general these correlations provided preliminary support for many of the hypotheses as they indicated significant relationships in the predicted direction between focal variables. In particular, desire to leave and ability to leave were both significantly correlated with intent to leave (r=.71 and r=.27 respectively), but showed a low correlation with each other (r=.17).

Test of the Measurement Model

As described in Chapter 6, the first models run in Mplus were a series of first order measurement models to determine the validity of the latent variables. Results for the measurement model for sacrifices suggested that one item, "I feel like the people at work respect me a great deal", was influencing the poor model fit. This was the same item that was questionable based on the factor analysis in SPSS. Given these results, the measurement model was refined and this indicator for sacrifice was not included in the extended confirmatory factor analysis (CFA) model.

As shown in Figure 7.1, the final measurement model included the following constructs: satisfaction, affective commitment, normative commitment, continuance commitment-low alternatives, continuance commitment-high sacrifices, JE-links (social ties), JE-sacrifices, desire to leave, ability to leave and intent to leave. In total, there were 26 factor loadings for the 10 constructs. Table 7.2 provides the standardized parameter estimate and t-value for each of the twenty-six items.
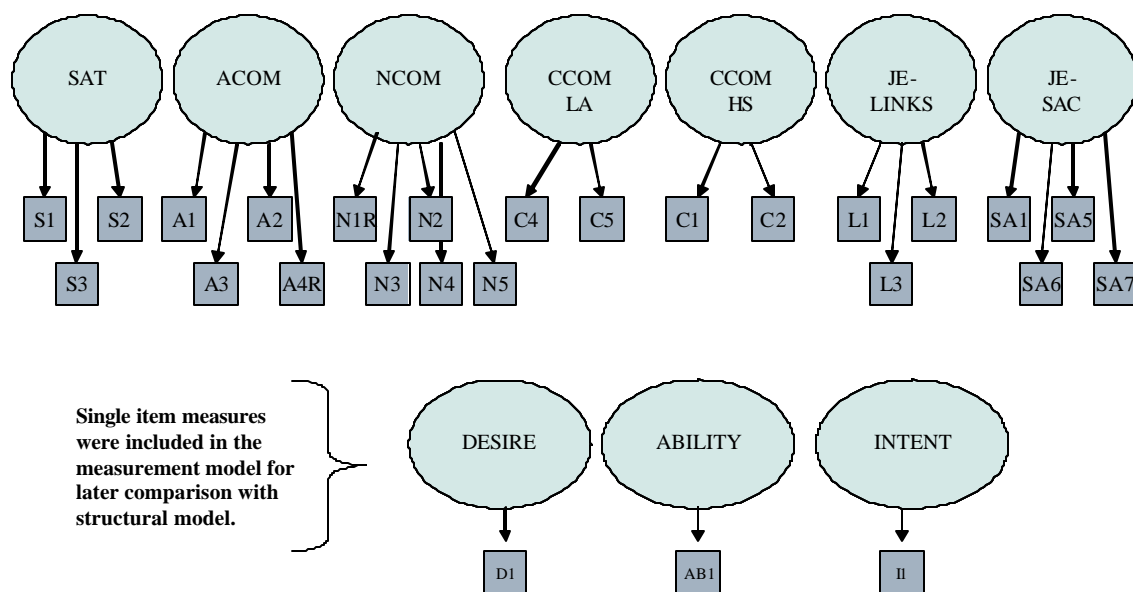
Figure 7.1: Full Measurement Model (CFA)

Results of the CFA measuring the pure measurement model provided preliminary

evidence of convergent and discriminant validity between the constructs. The model also

showed acceptable fit. The chi-square for the overall measurement model was significant

$(X^2(257) = 406.93$, p=.000). However, X^2 is very sensitive to sample size and a non-significant

value is difficult to obtain with samples >200 (Marsh et al, 1988). The other fit indices indicated

satisfactory fit for the measurement model. The CFI and TLI (.94 and .92 respectively) both

indicated good fit for the measurement model. In addition, the RMSEA (.05) and the SRMR

(.06) supported the good fit (Hu & Bentler, 1999). Results of the fit indices are shown in Table

7.4. There were no negative variances and no standard factor loading or factor correlations

exceeded absolute value of 1. As Table 7.2 indicates, all parameter estimates were within

acceptable range (Lance & Vandenberg, 2002) and had significant loadings on their designated

construct (mean loading = .67).

Test of Structural Model

After validating the measurement model, the structural model was run to determine how well the data fit the theoretical model proposed. Initially, results indicated that the data did not meet the model fit criterion level, so modification indices were used to arrive at a better fit.

A review of the Mplus output, including the modification indexes, indicated that the strong relationship (r=.84) between affective commitment (AC) and normative commitment (NC) was a likely source of the poor fit. While confirmatory factor analyses from previous studies (Meyer, Allen & Gellatly, 1990; Meyer et al., 1993) have supported that AC and are distinguishable components of commitment, research using the these scales have yielded strong correlations, especially between AC and NC (Meyer, Stanley, Herscovitch & Topolnytoky, 2002). The two share many of the same antecedents and although unique antecedents may exist for AC and NC, there has not been sufficient attention given to identifying them (Meyer, et al, 2002). In fact recent revisions to the AC and NC scales have led to even less differentiation as both measures seem to use words such as 'feelings' which evoke respondents' affective bond to the organization (Bergman, 2006). Indeed a substantial amount of the variance in one is explained by the other (Bergman, 2006).

Given the lack of differentiation between the two, some researchers have questioned the utility of retaining a separate scale for AC and NC (e.g., Bergman, 2006; Ko, Price, & Mueller, 1997). This question became relevant in the current study, as the overlap between the two components of commitment posed some multicollinearity issues (i.e., the estimated path coefficient for AC and desire to leave had the opposite sign from predicted). Additionally, AC was strongly correlated with satisfaction (r= .69) and modification indexes indicated that

removing AC would reduce this redundancy within the model. Re-estimating the models without the AC items improve the model fit substantially.

The chi-square for the structural model was significant ($X^2(189) = 311.59$, p=.000), however the other indices indicated a good fit. The CFI and TLI, (.94 and .92 respectively) were close to Hu and Bentler's (1999) recommended value of .95 and indicated acceptable fit. The remaining indices (RMSEA=.06; SRMR=.06) also supported this acceptable fit of the structural model. There were no negative variances and no standard factor loading or factor correlations exceeded absolute value of 1. In addition, all parameter estimates were within acceptable range (Lance & Vandenberg, 2002). Table 7.3 provides the standardized parameter estimates, standard errors, and t-values obtained for the structural model.

Comparisons with Alternative Models

Comparing the structural model to other reasonable alternative models (i.e., null model, saturated model, and an alternative theoretical model) is recommended as a means of showing that a hypothesized model is the best representation of the data (Bentler & Bonett, 1980; James et al, 1982; Maruyama, 1998). This model comparison step is considered to be an important part of assessing the model fit and conditionally accepting the proposed model (Vandenberg, 2006).

The most commonly used method for comparing the fit of two nested models is the chi-square difference test (Steiger, Shapiro, & Browne, 1985). Table 7.4 lists the chi square difference test results for the structural model with the alternative models.

Based on the recognition that the structural model is nested within the measurement model (Anderson & Gerbing, 1988), I compared these two models first. While the supplementary analysis between the measurement and structural model is recommended (McDonald & Ho, 2002), there is still much debate surrounding the utility of this multi-step

procedure (Hayduk & Glaser, 2000). Even proponents of testing differences between the

measurement and structural models have stated that "you would still not have to worry that you

had the number of factors wrong" (Mulaik & Millsap, 2000, p.43) if one failed to find a fit

between measurement and structural. Thus, although results for the chi-square difference test

indicated that there was a significant difference between the measurement and structural model

($X^{2\,diff}$ (13) 48.15, p<.001), the model with more degrees of freedom, the structural model, can

still be acceptable (Hayduk & Glaser, 2000).

Additionally, comparisons were made with two other alternative models: alternative (a)

in which all predictor variables had paths to both desire to leave and ability to leave and (b) an

alternative mediated model in which ability to leave influences intent to leave through desire to

leave. Results indicated that the structural (theoretical) model had acceptable fit compared to the

alternative models. Refer to Table 7.4. Acknowledging that there are other perhaps better fitting

(statistically) models than my conceptual model, the results obtained provided support for

conditional acceptance of the proposed model (Vandenberg, 2006).

Test of Hypotheses

The value of each parameter or path tested in the model corresponds to one of the stated

hypotheses. Results showed that several of the hypotheses were supported. These results are

outlined in Table 7.5 and shown in Figure 7.2.

Starting with the traditional turnover variables (i.e., job satisfaction, organizational

commitment, and perceived alternatives), results indicated that job satisfaction had a negative

relationship with desire to leave (ß =-.69; t=-7.54, p ≤.001) supporting H1. In terms of

organizational commitment, inclusion of both AC and NC resulted in multicollinearity issues.

Thus, H2a was not tested because AC was removed from the structural model. However, results

indicated that NC had a significant relationship with desire to leave (ß =-.18; t=-2.06, p<.05) supporting H2b. A modification was also made to the scale measuring continuance commitment. Given that CC was separated into two factors based on results and previous research (Bentein, et al., 2005; McGee & Ford, 1987), the wording of the corresponding hypotheses were modified accordingly. It was expected that continuance commitment, as measured by high sacrifice (CC$_{HS}$), would have a negative relationship with ability to leave (H2c) and results supported this (ß =-.43; t=-3.47, p≤.001).

Although perceived alternatives have been used in traditional models as a substitute for an individual's ability to leave, the current results are consistent with past findings that show a weak or non-significant relationship. While the traditional measure of perceived alternatives was dropped from analyses, it was predicted that perceived low alternatives as measured by continuance commitment (CC$_{LA}$), would have a positive relationship with ability to leave (H2d). That is, ability to leave would go down with low perceived alternatives. Results did not support this relationship (ß =-.01; *n.s.*).

Moving on to the elements of job embeddedness, results were a bit disappointing. First, given the extreme redundancy that the JE-*fit* element introduced to the model, this construct was dropped from the current model. As a result H4a and H4b could not be tested. In terms of JE-*links*, even after separating the construct into links related to social ties, it was not significantly related to ability to leave (ß =.19; n.s.) and the relationship was in the opposite direction than expected. Thus, H5 was not supported. The third element, JE-sacrifices, was the only element of job embeddedness (as measured in this current study) found to be significantly related to ability to leave (ß =-.37; t=-2.90, p≤.001), supporting H6. Thus, both a general sense of sacrifice

as measured by CC_{HS} and specific sacrifices as measured by JE-sacrifices, were negatively

related to ability to leave.

In terms of main effects, the relationship between desire to leave and intent to leave was

tested and results supported H7. That is, desire to leave had a significant positive relationship

with intent to leave (ß =.94; t=11.37, p≤.001). Figure 7.2 illustrates the hypotheses that were

tested. Underlined hypotheses represent significant paths.
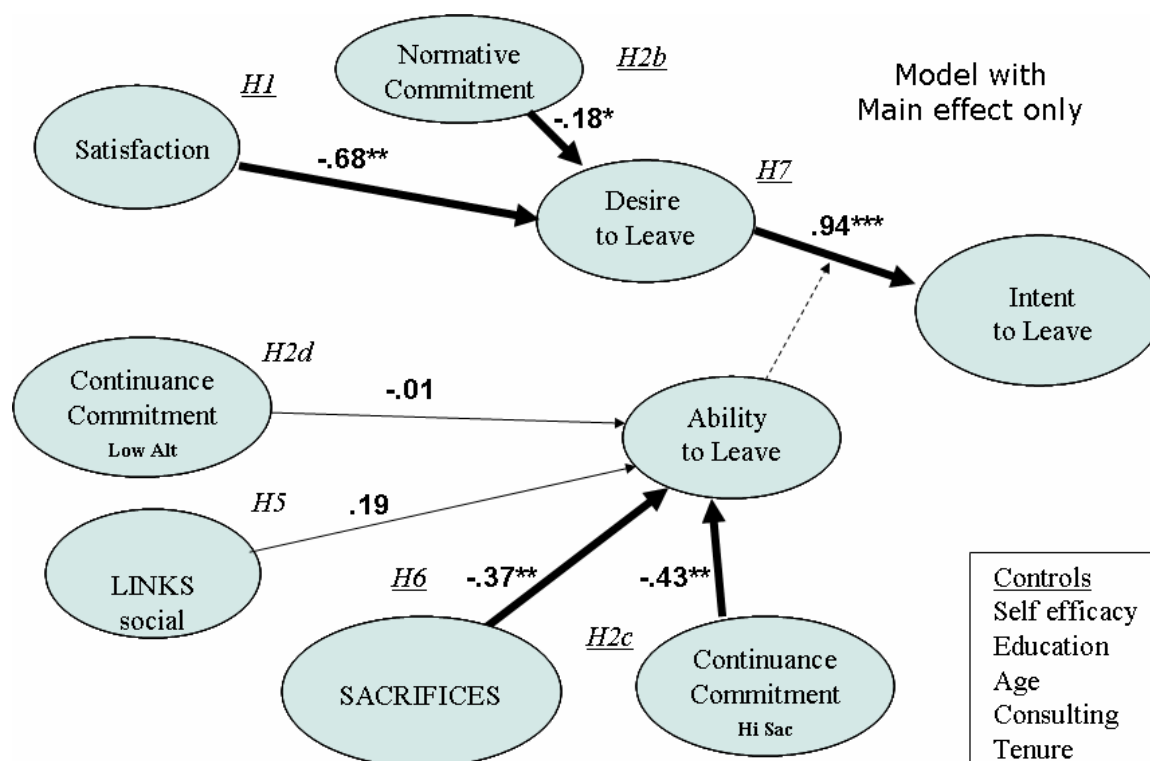
Figure 7.2: Test of Hypotheses

When controls (i.e., self-efficacy, education, age, consulting, and tenure) were entered

into the model, those hypotheses that were supported remained supported. In fact, with self-

efficacy entered into the model, the paths between satisfaction and alternatives on desire to leave

became even more significant.

In addition to model testing, I also attempted to gain a better understanding of the actual factors driving individuals' desire, ability, and intent to leave by using a "companion measure" (Vandenberg & Nelson, 1999) based on the domain or categories of reasons identified in the phase 1 interviews. By asking respondents to consider how *important* each category of potential reasons/factors (i.e., Attitudes/Feelings, Financial, Relational, Alternatives, Organizational Environment, Personal Growth, Work/Life Balance and Normative) was in how they rated the desire to leave and the ability to leave the current organization, I was essentially asking respondents to quantify the relationships between the variables. The results from this part of the study were consistent with the correlational relationships found through model testing.

As shown, in Figure 7.6, individuals rated *affective factors* as the most important category driving their desire to leave (M=3.53). This reason category was described as including statements regarding feelings or emotions (e.g., like/dislike, happy/unhappy). This is consistent with supported hypotheses that indicated that satisfaction and normative commitment, both affective measures, were significantly related to desire to leave. In terms of ability to leave, individuals rated *financial factors* as the most important category driving their rating (M=3.35). This reason category includes statements about salary, benefits, bonuses or other financial gains or losses related to staying or leaving. This is consistent with supported hypotheses that indicated that sacrifices or costs associated with leaving measured by continuance commitment and JE-sacrifices were significantly related to ability to leave.

Additionally, individuals rated both *personal growth* and *work-life balance factors* as very important categories influencing both desire to leave and ability to leave. (See Table 7.6). Although these categories were measured by items from the JE-Fit scale, and it was predicted that JE-Fit would be related to both desire to leave and ability to leave, given that this measure

was dropped, hypothesis testing could not be done. However, these preliminary findings highlight the importance of these two categories and the need for scales used in turnover research to sufficiently capture personal growth and work-life balance factors. The least important category of reasons driving both desire to leave and ability to leave was *normative factors* (M= 2.08 and 2.14, respectively) which is consistent with the results from the interviews in phase 1. That is, individuals in phase 2 did not consider normative factors as important in rating their desire or ability to leave. These findings will be addressed in further detail in the *Discussion*.

In terms of intent to leave, the reason categories rated as the most important included categories associated with both the desire to leave (affective, work life balance, personal growth) and the ability to leave (financial, work life balance, personal growth). As shown in Table 7.8, results indicated that the most important factors included work-life balance (M=3.41), attitudes and feelings (M=3.35), personal growth (M=3.20) and then financial factors (M=3.27), providing additional support that both motives influence intent to leave. Again the normative category was least important in rating intent to leave. In addition to rating importance of these eight reason categories, individuals were also asked to consider the perceived *level of control* they had over these categories. Results as shown in Table 7.8, indicated that individuals perceived they had the most control over their own attitudes and feelings (M=2.99) and the least control over the organizational environment factors (M=1.97). These findings are consistent with past research (Vandenberg & Nelson, 1999) that suggests that some problem sources are more controllable than others and this has implications for the stability of the turnover intentions.

Test of Interaction

In a separate step, the moderating effect of ability to leave was tested by adding the product term of desire to leave and ability to leave (DESABI) to the structural model. The chi-

square for the interaction model was significant ($X^2(279) = 447.97$, p=.000), however the other indices indicated acceptable fit. The CFI and TLI, (.94 and .93 respectively) indicated good fit. The remaining indices (RMSEA=.05; SRMR=.06) also supported the fit of the interaction model. Technically the interaction model can not be compared to the structural model as X^{2diff} tests can only be done for nested models. However, the interaction model is included in Table 7.4 for the purpose of reporting fit indices.

As far as the moderating effect of ability on the relationship between desire to leave and intent to leave, results indicated that there was a significant interaction. See Figure 7.3. When the product term was added to the model in Mplus, the path from the product term to intent to leave was significant (ß=.78; t=10.08; p<.001) while the path from desire to leave to intent to leave remained significant but was much weaker (ß=.30; t=3.53, p>.05), thus supporting H8.
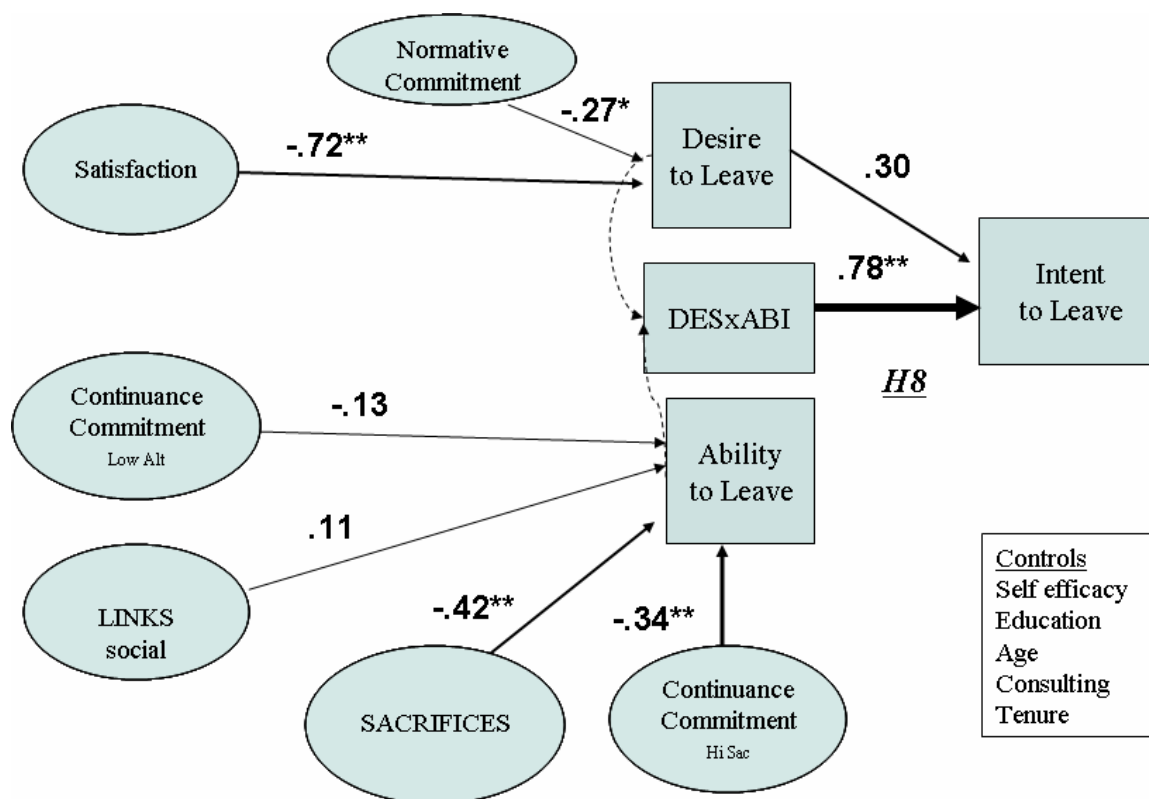
Figure 7.3: Test of Interaction

In assessing the effect size of the interaction, the main effect and interaction model was also tested in SPSS. Interactions are typically tested by examining the variance explained by a product term, X*Z, over and above that explained by the two separate parts of the interaction term (i.e., the difference in R^2 between the interaction model and main effect only model; Cortina, 1993; Jaccard & Wan, 1995). Again, this product term was calculated by first centering desire to leave and ability to leave. Results indicated that the interaction was significant (ß =.23; p <.001). In addition, the main effect only model had an R^2 = .52 while the interaction model had an R^2 =.57, indicating that the interaction term accounted for additional variance in intent to leave. See Table 7.6 for hierarchical multiple regression results. Given the small sample size and the frequent difficulty in finding expected moderator effects in field research, even a .05 increase can be considered important (McClelland & Judd, 1993).

To take a closer look at the role of ability as a potential moderator, data points were calculated to plot the interaction. High and low scores (1 standard deviation above and below mean) for both desire to leave and ability to leave were calculated and then plugged into the following equation: $Y = b_1X_1 + b_2X_2 + b_3X_1X_2$, where b1 is the unstandardized beta value for X_1, b2 is the unstandardized beta value for X_2, and b3 is the unstandardized beta value for the X_1X_2 interaction. Figure 7.4 illustrates the interaction. A test of the simple slopes using SPSS syntax provided online (O'Connor, 1998) yielded significant slopes for intent to leave on desire to leave both at high (b=.92; t=14.40, p<.001) and low (b=43; t=5.55, p<.001) levels of the moderator (i.e., ability to leave). However, the relationship was much stronger when ability was high. Furthermore, when desire to leave was low intent to leave did not significantly differ for high versus low ability to leave. These results support this idea of ability to leave acting as a gate keeper or moderator of the relationship between desire to leave and intent to leave.

Figure 7.4:
Interaction Plot: Moderated effect of ability to leave on the relationship between desire to leave and intent to leave.

In total, there were twenty individuals with a high intent to leave (i.e., rated intent to leave as either a 4 or 5). A breakdown of these individuals among the four quadrants of desire and ability (see Figure 7.5) is consistent with the interaction pattern and the "gatekeeper" role of ability to leave. That is, of the 20, 15 have a high desire and high ability whereas only 3 had a high desire but low ability to leave. Furthermore, when individuals had a low desire to leave, there was not (or very little) intent to leave.

	Low Ability	High Ability
Low Desire	0	2
High Desire	3	15

Figure 7.5:
Breakdown of individuals with high intent to leave among the four quadrants

<u>Chapter Summary</u>

This chapter presented results from phase 2 of the dissertation. A hypothesized model with both desire to leave and ability leave demonstrated adequate fit. Hypotheses were tested using existing scales in the turnover literature. Several of these measures were highly correlated and resulted in multicollinearity issues. Of the eight hypotheses tested, six were supported including the moderating effect of ability to leave on the relationship between desire to leave and intent to leave. A summary of results for the hypotheses is presented in Table 7.5. In addition, the results from the model testing were consistent with how individuals rated the importance of the eight categories of reasons (identified in phase 1) in rating desire and ability to leave.

TABLE 7.1

Means, standard deviations and correlations for Phase 2 variables.

Variable	1	2	3	4	5	6	7	8	9	10
1. Intent to Leave	-									
2. Desire to Leave	.71**	--								
3. Ability to Leave	.27**	.17*	--							
4. Satisfaction	-.55**	-.64**	-.12	--						
5. Affective Commitment	-.48**	-.65**	-.12	.69**	--					
6. Normative Commitment	-.37**	-.50**	-.22**	.52**	.68**	--				
7. Continuance Commitment – High Sacrifice	-.33**	-.26**	-.33**	.20**	.25**	.39**	--			
8. Continuance Commitment – Low Alternatives	.17*	.26**	-.13	-.36**	-.28**	-.18*	.19**	--		
9. Alternatives	.32**	.47**	.14*	-.26**	-.42**	-.33**	-.19**	-.05	--	
10. Fit	-.46**	-.62**	-.09	.77**	.72**	.52**	.15*	-.36**	-.34**	--
11. Links – social ties	-.24**	-.37**	-.12	.35**	.38**	.28**	.09	-.21**	-.21**	.39**
12. Tenure	.13	.15*	.12	-.07	.01	-.13	-.08	.04	.04	-.04
13. Sacrifices	-.41**	-.58**	-.26**	.51**	.57**	.52**	.14*	-.24**	-.37**	.57**
14. Gender (1 male/2 female)	-.01	.02	-.08	.07	.04	.05	.09	.06	-.02	.09
15. Age (years)	-.16*	-.12	-.05	.05	.19**	.16*	.08	-.05	-.06	.08
16. Race (0 non-caucasian/1 caucasian)	.10	-.13	.05	.07	.10	.09	-.01	-.06	-.22**	.14*
17. Marital Status (0 not married /1 married)	-.10	-.02	.05	.03	.08	.03	.02	.10	-.08	.00
18. Child (0 no children at home/1 at home)	-.12	-.07	-.02	.21**	.21**	.22**	.10	.01	-.08	.19**
19. Education[a]	.09	.17*	-.03	-.12	-.16*	-.17*	.04	.14*	.14*	-.18**
20. Consulting (0 non-consulting or 1 consulting)	-.13	-21**	.11	-.18*	.25**	.15*	.13	-.16*	-.19*	.17*
21. Self-Efficacy	-.13	-.17*	.02	.27**	.24**	.14*	.08	-.22**	-.05	.33**
Mean	1.68	2.12	3.25	4.24	3.67	3.25	2.95	2.37	3.54	4.12
Standard Deviation	1.18	1.12	1.16	.68	.78	.76	.98	.81	.95	.59
Reliability	--	--	--	.86	.84	.82	.76	.56	--	.83

Note: N = 204 for variables 1-13, 20-22; N=196 for gender; N= 193 for age; N=197 for race; N=197 for marital status; N=204 for having child; and N=197 for education.
[a] *1= High School grad/GED, 2=some college or vocational training, 3=bachelor's degree, 4=master's degree, 5=professional school 6=doctoral degree.*
Parenthetical entries besides *Gender, Race, Marital Status, Child*, and *Consulting* indicate the dichotomous categories used in analyses. Organizational tenure
was captured in Links –work ties.
* p<.05
** p <.01

TABLE 7.1 continued

Variable	11	12	13	14	15	16	17	18	19	20	21
1. Intent to Leave											
2. Desire to Leave											
3. Ability to Leave											
4. Satisfaction											
5. Affective Commitment											
6. Normative Commitment											
7. Continuance Commitment – High Sacrifice											
8..Continuance Commitment – Low Alternatives											
9. Alternatives											
10. Fit											
11. Links – social ties	--										
12. Tenure	.07	--									
13. Sacrifices	.41**	-.08	--								
14.Gender (0 male/1 female)	.06	-.12	-.10	--							
15. Age (years)	.-.09	.18*	.05	-.03	--						
16. Race [a]	.01	-.01	.14*	-.04	.16*	--					
17. Marital Status (0 not married /1 married)	.05	.16*	.03	-.14*	.19*	.10	--				
18. Child (0 no children/1 at least 1)	.00	.15*	.10	-.14*	.39**	.23**	.39**	--			
19. Education[b]	-.05	.15*	-.16*	-.21**	.12	.09	.11	.15*	--		
20. Consulting (0 non-consulting or 1 consulting)	-.02	-.01	.08	.01	.01	.06	.13	.01	-.15*	--	
21. Self-Efficacy	.21**	-.08	.14*	.10	-.02	.06	-.03	.06	-.06	-.01	--
Mean	3.17	3.68	3.46	1.46	39.21	.89	.77	.54	4.6	.60	4.15
Standard deviation	.78	1.06	.62	.50	8.44	.31	.42	.50	.93	.49	.43
Reliability	.73	.73	.73	--	--	--	--	--	--	--	--

Note: N = 204 for variables 1-13, 20-22; N=196 for gender; N= 193 for age; N=197 for race; N=197 for marital status; N=204 for having child; and N=197 for education.
[a] *1= High School grad/GED, 2=some college or vocational training, 3=bachelor's degree, 4=master's degree, 5=professional school 6=doctoral degree.*
Parenthetical entries besides *Gender, Race, Marital Status, Child*, and *Consulting* indicate the dichotomous categories used in analyses. Organizational tenure was captured in Links –work ties.
* p<.05
** p <.01

TABLE 7.2

Mplus standardized parameter estimates for Measurement Model

Indicator	Intent	Desire	Ability	Satisfaction	AC	NC	CC$_{HS}$	CC$_{LA}$	Links$_{social}$	Sacrifices
?x1	.81 (---)	.81 (---)	.81 (---)	.87 (---)	.75 (---)	.57 (---)	.71 (---)	.87 (---)	.73 (---)	.72 (---)
?x2				.80 (14.01)	.63 (8.93)	.58 (6.66)	.86 (8.26)	.45 (4.09)	.94 (12.48)	.60 (7.40)
?x3				.81 (14.07)	.78 (10.94)	.78 (8.0)			.48 (6.64)	.65 (7.91)
?x4					.70 (9.91)	.82 (8.26)				.52 (6.51)
?x5						.70 (7.56)				

Note: N=204. Standardized parameter coefficients are presented with t-values in parentheses. *t*-values over 2.58 are significant at p<.01.
Dashes indicate parameter was fixed to 1. Intent to leave, desire to leave, and ability to leave were measured with a single item

TABLE 7.3

M-plus standardized parameter estimates for structural model (main effect only).

Indicator	Factor Loading ?	SE	*t*-value
Intent 1	.80	---	---
Desire 1	.82	---	---
Ability1	.81	---	---
Satisfaction 1	.86	---	---
Satisfaction 2	.80	.07	13.84
Satisfaction 3	.80	.06	13.91
Normative Commitment1	.58	---	---
Normative Commitment2	.56	.14	6.45
Normative Commitment3	.79	.16	8.14
Normative Commitment4	.80	.16	8.20
Normative Commitment5	.72	.16	7.70
CCLA1	.75	---	---
CCLA2	.82	.13	7.92
CCHS4	.79	---	---
CCHS5	.49	.13	4.55
Links1	.74	---	---
Links2	.93	.10	12.42
Links3	.48	.09	6.60
Sacrifice1	.71	---	---
Sacrifice5	.56	.12	7.01
Sacrifice6	.66	.12	7.72
Sacrifice7	.55	.09	6.67

Note: Dash indicates parameter was fixed to 1. *T*-values over 2.58 are significant at p<.01.

TABLE 7.4
Goodness of Fit Indices for Tested Models

Model	df	X^2	CFI	TLI	RMSEA	SRMR
1. Measurement Model	176	263.44	.95	.94	.05	.06
2. Structural – Main Effect	189	311.59	.94	.92	.06	.06
3. Alternative A (Saturated)	183	291.94	.94	.93	.05	.06
4. Alternative B (Mediated)	188	308.33	.94	.92	.06	.06
5. Interaction Model	279	447.97	.94	.93	.05	.06

Model Comparison	Δ df	ΔX^2	Sig			
Measurement vs. Structural	13	48.15	.001			
Structural vs. Saturated	6	19.65	>.05			
Structural vs. Mediated	1	3.26	>.05			

Note: CFI=comparative fit index; TLI=Tucker-Lewis index; RMSEA=root-mean-square error of approximation; SRMR = standardized root mean residual
N=204

TABLE 7.5:
Summary of Results for Hypotheses

	Hypotheses	Results
Hypothesis 1:	Satisfaction will have a negative relationship with desire to leave.	Supported
Hypothesis 2a:	Affective commitment will have a negative relationship with desire to leave.	*NA*
Hypothesis 2b:	Normative commitment will have a negative relationship with desire to leave.	Supported
Hypothesis 2c:	Continuance Commitment as measured by high sacrifice will have a negative relationship with ability to leave.	Supported
Hypothesis 2d:	Commitment as measured by low alternatives will have a negative relationship with ability to leave.	Not supported
Hypothesis 3a:	Perceived alternatives will have a positive relationship with ability to leave.	*N/A*
Hypothesis 3b:	Perceived alternatives will have a positive relationship with desire to leave.	*N/A*
Hypothesis 4a:	J-E Fit will have a negative relationship with desire to leave.	*N/A*
Hypothesis 4b:	J-E Fit will have a negative relationship with ability to leave.	*N/A*
Hypothesis 5:	J-E Links will have a negative relationship with ability to leave.	Not supported
Hypothesis 6:	J-E Sacrifices will have a negative relationship with ability to leave.	Supported
Hypothesis 7:	An individual's desire to leave will have a direct and positive relationship with intent to leave.	Supported
Hypothesis 8:	An individual's ability to leave will have a moderating effect on the relationship between the desire to leave and intent to leave where a low ability to leave will weaken the relationship between desire to leave and intent to leave.	Supported

TABLE 7.6
Regression results for interaction

Independent Variables	Step 1		Step 2	
	ß	*t-value*	*ß*	*t-value*
Motives				
Desire to Leave	.686	13.99**	.643	13.58**
Ability to Leave	.152	3.10**	.199	4.18**
Interaction Term				
Desire * Ability			.230	4.86**
R^2	.53		.58	
Adjusted R^2	.53		.57	
? R^2			.4	
F	F(2,204)=113.60**		F(3,204)=92.11**	

Note: Standardized regression coefficients are reported.
**$p \leq .001$

TABLE 7.7

Mean level of importance of factors/reasons driving Desire to Leave and Ability to Leave.

Categorization of Reasons	Level of Importance Mean (SD)	
	Desire to Leave	*Ability to Leave*
Attitudes & Feelings	**3.53** (.547)	2.69 (.835)
Financial	2.96 (.687)	**3.35** (.802)
Relational	3.13 (.749)	2.84 (.906)
Alternatives	2.56 (.833)	3.23 (.849)
Org Environment	3.32 (.732)	2.92 (.883)
Personal Growth	**3.39** (.683)	**3.28** (.693)
Work/Life Balance	**3.48** (.692)	**3.34** (.751)
Normative	*2.08* (.898)	*2.14* (.959)

N=204
Bold indicates highest means.
Italicized indicated lowest mean.

TABLE 7.8

Mean level of importance and level of control of factors/reasons driving Intent to Leave.

Categorization of Reasons	Intent to Leave	
	Level of Importance	*Level of Control*
Attitudes & Feelings	**3.35** (.669)	**2.99** (.667)
Financial	**3.27** (.735)	2.13 (.607)
Relational	2.96 (.795)	2.72 (.636)
Alternatives	2.98 (.862)	2.80 (.793)
Org Environment	3.14 (.741)	*1.97* (.779)
Personal Growth	**3.28** (.696)	2.75 (.665)
Work/Life Balance	**3.41** (.667)	2.67 (.658)
Normative	*2.06* (.911)	2.04 (.878)

N=204
Bold indicates highest means.
Italicized indicates lowest mean.

CHAPTER VIII

DISCUSSION

Voluntary employee turnover is one of the most studied behaviors in organizational behavior research (Griffeth, Hom, & Gaertner, 2000; Hom & Kinicki, 2001; Maertz & Campion, 2004; Mobley, 1977; Steers & Mowday, 1981). But despite the vast amount of research on the topic, there continues to be questions surrounding the explanation and prediction of employee turnover. Overall findings using the traditional models have produced relatively weak and inconsistent results in terms of the variance accounted for in employee turnover (Griffeth, et. al, 2000). These findings have prompted researchers to focus on non-affective and off-the-job variables to explain additional variance in employee turnover as well as employee retention (Maertz & Campion, 2004; Mitchell et al., 2001). It has been suggested that there are forces beyond attitudinal and financial factors, "that constrain people from leaving their current employment" and instead influence them to stay (Mitchell, et al., 2001, p. 1115). Building on this idea, the current dissertation focused on the forces driving an individual's intent to leave as well as those forces driving the intent to stay (or not leave) the current organization. Ability to leave one's organization (i.e., perceived ease of movement), a variable that has been overlooked and under-researched (Allen, 2004; Trevor, 2001), is highlighted as a key factor in the employee turnover decision process. Specifically, it was hypothesized that some of the deficiency in traditional models is a result of too much focus on the desire to leave and an absence of explicit consideration of

ability to leave as a moderator of the relationship between desire to leave and intent to leave.

Key Findings

Overall, results from both phase 1 and phase 2, provide support for the distinction and separate measurement of desire to leave and ability to leave as motives influencing intent to leave. During the interview process it was evident that individuals distinguished between desire to leave, ability to leave, and intent to leave. Additionally, just "wanting to leave" did not always translate into a strong intent to leave. Of the twenty-four individuals interviewed, 15 had a high desire to leave but only 5 of these individuals also had a high intent to leave. Of the ten individuals that had a high desire to leave but not a high intent to leave, 7 individuals rated that they had a low ability to leave suggesting that ability to leave was constraining the relationship between desire to leave and intent to leave. In testing the model in phase 2, the results further suggest that an individual's ability to leave intervened and moderated the relationship between desire to leave and intent to leave so that high desire would lead to high intent when the individual also had high ability to leave. Again, a similar pattern was found. Of the final sample of 204 individuals surveyed, 30 had a high desire to leave but only 18 of these individuals also had a high intent to leave.

Another consistent theme throughout this paper is that an individual's desire and ability to leave (or not leave) his/her current organization can be influenced by several factors and a better understanding of these factors is needed. Results from this current study demonstrated that traditional factors such as satisfaction as well as more recent constructs such as the sacrifices element of job embeddedness (Mitchell, et al., 2001),

have different relationships with the motives driving intent to leave. While an affective variable like job satisfaction was found to be significantly related to desire to leave, sacrifice or the specific costs associated with leaving the organization was significantly related to ability to leave.

The significant relationships identified during model testing were further supported by the individuals themselves in the follow up ratings included in the survey after the rating of desire to leave and ability to leave. Using the categories identified during interviews in phase 1, participants in phase 2 were asked to consider how important each category of potential reasons/factors was in rating their desire to leave and the ability to leave the current organization. In looking at these follow up ratings (i.e., companion measures), I found additional support for the current model. Consistent with the proposed model and hypotheses, individuals rated affective factors (i.e., attitudes and feelings) as the most important factor influencing their desire to leave whereas financial reasons (e.g., salary, benefits, perks, costs associated with leaving) were more important in rating ability to leave.

Some inconsistent findings between the model testing and the follow up ratings of importance did emerge for the normative category. Similarly to what was found during the interview phase, respondents in phase 2 rated normative factors (e.g., perceptions of family, friends' or society's expectations about staying or leaving; the right thing to do) as the least important factor influencing the rating of both desire to leave and ability to leave. It was clear from these results that individuals do not consider normative reasons as important factors driving their intentions to leave the organization. However, in

testing the model with normative commitment indicated the opposite. That is, normative commitment was significantly related to desire to leave.

I suggest two potential reasons for these inconsistencies in the findings related to normative factors. First, normative commitment is defined as a sense of obligation to the organization (Allen & Meyer, 1991, 1997) and should correspond to 'the right thing to do'. However in looking at the wording of the items for the NC scale, words such as 'feelings' may cause respondents to rely on their general affective tone (positive or negative attitude) toward the organization rather than rely on whether there is a norm regarding leaving and staying. This may also explain the strong overlap between affective and normative commitment found in this and past research. Second, this idea of there being a norm that "employees should stay" or "it's the right thing to do" is not applicable to today's work environment. The beliefs or promises regarding what employees are to give and receive from their employer (i.e., the "psychological contract"; Argyris, 1960; Rousseau, 1989) has changed. In the past, organizations offered lifetime employment in exchange for loyalty. But this has changed with the changing needs of both employees and organizations. Instead of a norm regarding the obligation to stay in exchange for employment, individuals expect opportunities for personal growth and career development. Thus, the role of normative factors and how it is measured in turnover models needs future attention.

Finally, further explanation regarding the results found for perceived employment alternatives is needed. While traditional turnover models have often focused on job availability or perceived alternatives as the single determinant of ability to leave the current organization (Mobley, 1982; Steers & Mowday, 1981), others have doubted

whether perceived alternatives plays a meaningful role in the turnover process (Steel & Griffeth, 1989). While current results support the idea that perceived alternatives is not a substitute for ease of movement (Allen, 2004; Trevor, 2001), its role in the turnover process is still questionable.

In trying to explain the findings related to perceived alternatives, I suggest two potential explanations. First, it may be that perceived alternatives as a predictor variable comes into play during the second cycle, after the individual intends to leave and has made a commitment to start job searching (Griffeth et al., 2000). Given the number of individuals with low intent to leave (n=171) compared to high intent to leave (n=20), it may be that for a majority of the respondents in the current sample, consideration of perceived alternatives is not a driving factor at this point. Second, the somewhat contradictory results could be a result of the measure used for perceived alternatives. The original two item scale had unacceptable reliability and so I measured low alternatives using the items from the continuance commitment scale. The shortcomings in how perceived alternatives were operationalized however, is not a critique unique to this study. Past research has looked at the "elusive relationship between perceived employment opportunity and turnover behavior" and indicated that most of the variance was due to statistical artifacts in measuring perceived alternatives (Steel & Griffeth, 1989). Others have suggested that future measures may need to specify concrete job alternatives rather than the broad impression of the job market (Griffeth et al., 2000). Therefore, future research is needed to address the measurement and role of perceived alternatives in the turnover process.

Contributions to Employee Retention/Turnover Literature

These current findings make both theoretical and practical contributions. First, there are several reasons to clarify and distinguish between the desire to leave and the ability to leave. From a theoretical standpoint, by discriminating between these two motives the current model offers a better explanation of why individuals leave, as well as why they don't leave even when they report that they "want to leave." Capturing both pieces of information provides a more complete picture of what is actually driving an individual's intent to leave which can then be used to improve the predictive ability of turnover models.

For example, take the individual who reports having a low intent to leave. Knowing that this employee has a low intent to leave that is driven by a high desire to leave but a low ability to leave (i.e., this individual may have too many costs associated with leaving such as high salary, benefits, tenure and status at the current organization), will increase our confidence that this employee's low intent to leave will not lead to actual turnover. However, knowing that this employee's low intent to leave is being driven by low desire to leave and high ability to leave, paints a different picture. If this individual could easily change organizations (i.e., has marketable skills, a transportable 401k, and no strong ties to co-workers), it is likely that if something happened (i.e., he didn't get the raise or promotion he expected) there would be an increase in his desire to leave, decreases our confidence in this reported low intent to leave. Why? The answer lies in ability to leave. That is, a high ability to leave leaves the "gate" open or makes an employer susceptible to dissatisfaction so that if it occurs, it is likely to lead to turnover. Thus, capturing and understanding these two forces, desire to leave and ability to leave,

will help improve explanatory and predictive capabilities of turnover models for future research.

The quantitative-qualitative research approach used in this study also makes several important contributions. The interviews completed in phase 1 provided an efficient way to gather rich data that is typically not easy to gather through quantitative research (Eisenhardt & Graebner, 2007). Through the interviews I was able to gain some insight into the complex processes that individuals go through in deciding to leave or not leave their current organization. By using phase 1 to identify rather than assume the domain of reasons driving desire, ability, and intent to leave, and then confirming the importance of these reasons in phase 2, a starting point has been established from which to modify and improve existing scales that have been used in the turnover literature.

For example, for both desire to leave and ability to leave, individuals rated work-life balance and personal growth as the most important factors driving their motives. It is clear that separate scales or items measuring work-life balance and personal growth, should be incorporated into any study attempting to explain and predict employee retention and turnover. Both these factors, a need for balancing work and non-work life and a need for opportunities to grow and learn, are related to the changing nature of employees' careers (Arthur & Rousseau, 1996; Lankau & Scandura, 2002; Sullivan, 1999). Past research has found that both work flexibility and opportunity for learning are positively related to organizational commitment (Ng et al., 2006) which influences desire to leave. In the current study, follow up responses indicated that these factors were rated as important in driving desire as well as ability to leave. However, as the mapping document illustrates, these categories are not being adequately tapped by existing

measures. It will be important to focus research attention on improving upon these measures so that pertinent reasons for both leaving and staying are being assessed.

Additionally, participants were asked to use the various categories to consider the importance and level of personal control they had over the reasons influencing intent to leave. Past research has suggested that whether the individual perceived the problem source (e.g., unhappy with a supervisor versus dissatisfied with the organization as a whole) as controllable versus uncontrollable, influences whether leaving was inevitable (Campion, 1991; Vandenberg & Nelson, 1999). Indeed, current results indicated that individuals felt they had the most control over their own feelings and the least control over the organizational environment. Thus, a high intent to leave that is being driven by organizational environment factors that an individual perceives to be uncontrollable, will more likely lead to actual turnover than if the an intent to leave being driven by a source that could potentially be dealt with or changed. While actual turnover was not measured in this study, this information highlights the importance of also understanding the stability of these motives driving intent to leave as this will improve the prediction of actual turnover (Vandenberg & Nelson, 1993).

Contributions to Practice

Employee turnover is a critical issue for many organizations. As such, there has been much research focused on ways to reduce turnover which has shed light on the value of such standard practices as exit interviews (Mercer, 1998) and realistic job previews (Vandenberg & Scarpello, 1990). From a practical standpoint, this study may provide some insight into possible strategies to improve employee retention by focusing on why individuals stay instead of why they leave. Input from current employees rather

than just those who quit the organization, can offer some valuable information that is often overlooked.

Additionally, thinking about ability to leave is quite different than thinking about desire to leave. Organizations are told to keep employees satisfied and committed. But as these results suggest the levers that influence desire to leave and ability to leave, and ultimately intent to leave, are conceptually very different. Thus, while keeping employees satisfied and committed may be an important factor influencing an employee's desire to stay, factors like promotion opportunities or a flexible work schedule are also factors that influence an individual's ability to leave because these are work characteristics that are difficult to give up. Research has shown that work characteristics and human resource practices that focus on the balancing of work and non-work roles (Baltes, B.B., Briggs, T.E., Huff, J.W., Wright, J.A., & Neuman, G.A. 1999; Ng, et al., 2006) and focus on the opportunity for learning and growing at the organization (e.g., Lankau & Scandura, 2002; Sullivan, 1999) can be an important determinants of employee's behavior.

One company that seems to be aware of the potential of such HR practices has been the SAS Institute. Since 1994, the company has been ranked on Computerworld's annual "Best Places to Work in IT" feature and for the last eight years it has been listed in the top 20 of *Fortune's* "100 Best Companies to Work for in America" (Fortune, 2006). The company's work-life programs and unique work environment has received wide news coverage. HR programs like on-site childcare and health care, a fully equipped fitness center, wellness programs, attractive benefit packages, and flexible work schedules, facilitate a better work/life balance for employees. And perhaps, as this paper

would suggest, these factors decrease the employee's ability to leave the organization and subsequently buffer the organization from employee turnover caused by a sudden desire to leave the organization. While the SAS website states that "at the heart of this unique business model is a simple idea: satisfied employees create satisfied customers" (www.sas.com/jobs), I would argue that making it more difficult for its employees to leave also helps SAS keep its turnover rates well below the industry average (Fortune, 2006). Thus, organizations could focus on developing and implementing HR policies and procedures that not only decrease an employee's desire to leave but also decrease their perception of how easily it would be to leave.

For some organizations turnover is inevitable and at times may be functional. But for others, like the consulting industry from which a majority of phase two participants came, employee turnover can be especially problematic. Management and IT consultants are considered 'knowledge workers.' A knowledge worker, a term coined by Peter Drucker (1959), is a person who works primarily with information or one who develops and uses knowledge in the workplace. When knowledge workers leave their organization, the knowledge walks out the door with them (Drucker, 1959). Thus, as the number of knowledge workers continues to grow in this country (Haag, Cummings, McCubbrey, Pinsonneault, & Donovan, 2006), the need to develop retention strategies will become even more critical. A "retention policy should be an important part of an effective workforce management program" (Steel, Griffeth, & Hom, 2002), especially for organizations that depend on their human resources for a competitive advantage.

Findings from the current study also emphasize the importance of knowing what organizational policies or practices are working rather than just the ones that might not be

working. That is, by just interviewing individuals as they leave, organizations are missing out on the opportunity to understand the factors that are working to promote employee stability. The reasons people stay are not always the same reasons they leave (Lee & Mitchell, 1994; Mitchell, et al., 2001; Steel et al., 2002). Interviewing current employees regarding their reasons for staying will also provide some insight into organizational strengths as well as those factors that can be changed and those that can not be changed (Vandenberg & Nelson, 1999). Thus, organizations can be informed about what policies and practices are working to retain employees rather than focusing on those practices aimed at reducing turnover which are based on input from those that have already left.

Limitations of the Study

Although there are notable contributions, there are limitations of this dissertation that need to be acknowledged. To start, intent to leave and not actual turnover was measured and used as the outcome variable. While this limitation is not unique to this current study and there is support for the intention-behavior link (Fishbein & Ajzen, 1980; Sherman, 1980; Vandenberg, Self, & Seo, 1994), clearly a next step would be to conduct a longitudinal study in which intent to leave as well as actual turnover behavior is measured. The cross-sectional nature of the data is also a weakness that could be addressed with a longitudinal study. While survey data allows us to investigate such phenomena, it also limits the causal inferences that can be made regarding the relationship between the variables. A longitudinal study would help to determine the true direction of causality by measuring the influence of desire to leave, ability to leave and intent to leave on actual turnover over time.

The use of same source, self-report data also introduces the potential for bias due to common method variance. Common method variance can be a problem as it might artificially inflate the relationships found in the study (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). There are several ways to reduce or control for common method bias. One recommendation involves the use of a method-variance marker variable(s) that are not related (Lindell & Whitney, 2001). Unfortunately, given the length of the existing survey putting in marker scales was not a viable option. The time commitment required of participants also caused me to steer away from measuring variables at different points in times (i.e., two separate online surveys). However, I did take several steps to minimize the impact of common method bias on the results by following good measurement practices (i.e., the use of unambiguous items, and a separation of most of the independent variables from the dependent variables with personality measures) in the construction of the questionnaire (Podsakoff, et al, 2003). Additionally, I performed a factor analysis on items from the scales used and determined that they did not converge on one common factor. But despite these steps, it is still possible the relationships found were inflated due to method effects. Future research should focus on obtaining data at different points in time and from multiple sources. For example, ratings of an individual's ability to leave could be obtained from objective measures as well as both on the job (i.e., supervisor ratings) and off the job sources (i.e., ratings of spouse or significant other).

The use of single item measures for several of the variables was also a potential concern of the current study. Single item measures are criticized for inhibiting the relationships that one might find during model testing (Mulaik & Millsap, 2000). However, others have suggested that if there is an adequate theory and enough

understanding of the latent variable then even one best indicator can be used to state the meaning of a latent variable with precision (Hayduk & Glaser, 2000). Regardless, I did attempt to incorporate measurement error into the model by following logic of past research (Vandenberg & Scarpello, 1990). That is, a conservative estimated reliability value of .65 was used and the values of the latent-to-manifest parameters for all single item measures were fixed at the square root of the reliabilities (Joreskog & Sorbom, 1989). In addition, for the single item measures the residuals were fixed to one minus the reliability multiplied by the variance of each indicator scale or measure (Podsakoff, Williams, & Tudor, 1986). This type of procedure has been used in several studies and has been shown to produce similar results as those produced by models with constructs measured with multiple indicators (Bollen, 1989; Rothbard & Edwards, 2003; Vandenberg & Scarpello, 1990).

As with any research, the generalizability of the findings is limited by the unique characteristics of the samples used for both the interview and survey phase. Although both samples included a good mix of male and female participants, the samples were biased toward Caucasian employees and this does not reflect the growing diversity within the workplace. In addition, most of individuals interviewed in phase 1 were enrolled in the evening MBA program. This group has certain characteristics that may increase their ability (i.e., more skills, educated) or decrease their ability (i.e., organization is paying for school) to leave the current organization compared to other groups. But it can be argued that this group offered an opportunity for theoretical sampling (Eisenhardt & Graebner, 2007). That is, this group was chosen for the likelihood that they would offer theoretical insight and illuminating the importance of ability as a factor in explaining employee

turnover. In the second phase, the sample used to test the model included individuals, though not enrolled in an MBA program, were highly educated (about 45% had masters degree) and the majority were employed in the consulting industry, which also limits the generalizability of the findings. Future research needs to replicate the current findings using a more diverse sample, specifically in terms of ethnicity, industry type, and education level.

Finally, while this is not a specific limitation of the current study, the lack of clarity around the distinction made between such variables as job satisfaction, affective commitment, normative commitment and the fit dimension of job embeddedness needs to be addressed. Currently, the overlap between these variables is such that the redundancy of the data caused multicollinearity issues that required measures to be dropped. Conducting research in which these measures are validated and revised will help to untangle and distinguish between these constructs so that this does not continue to be a limitation of turnover studies in general. Thus, survey development and refinement is clearly a direction for future research to be discussed in the next section.

Directions for Future Research

At this point, the foremost next step would be to conduct a longitudinal study to investigate the causal inferences set forth in this dissertation. Without including actual turnover as the ultimate outcome, it is impossible to assess the predictive ability of the proposed model. Also by looking at the complete process of employee turnover from intent to actual behavior, will enable us to better understand where the more active job search behaviors (i.e., going on an interview) may come into play. But beyond the need

for a longitudinal study, this dissertation provides insights to propel future research in a variety of areas.

In testing the current model of employee turnover, traditional as well as more recent constructs proposed to influence turnover, were included. Results from the current study suggested measurement issues with the scales used to test both sets of constructs. In terms of traditional constructs, as mentioned before, there are issues with the measures of perceived alternatives and normative commitment that need to be addressed. In terms of the recent withdrawal (or rather "anti-withdrawal) construct, job embeddedness (Lee, et al, 2004; Mitchell et al., 2001), a better understanding of the construct space that job embeddedness shares and does not share with traditional variables, needs further investigation. Job embeddedness emphasizes the role of non-affective factors and the importance of looking at why individuals continue to stay with, as opposed to leave, their organizations, are all consistent with the current model. In fact, while not explicitly stated, I would argue that job embeddedness emphasizes the role of ability to leave as a critical component of turnover models. The idea of "being stuck" as described by job embeddedness (Lee, et al., 2004; Mitchell et al., 2001) clearly puts the focus on an individual's ability, or rather inability, to leave the current organization. Thus, this construct has provided important insights into the deficiencies of traditional turnover models and helped spark ideas generated in the current research. But to move forward with these ideas, the conceptualization of job embeddedness and the scale used to measure the construct needs to be modified.

Indeed scale development and refinement of the job embeddedness construct provides several opportunities for future research. To start, there seems to be little

statistical difference between the JE-fit element and traditional work attitudes like job satisfaction organizational commitment despite the distinct definition of JE –Fit.   That is, *fit* is described as the congruence between the employee's "personal values, career goals, and plans for the future…with the larger corporate culture and the demands for his or her immediate job" (Mitchell et al., 2001, p.1104). Items used in the JE scale to measure fit, such as "I feel like I am a good match for this organization", do not adequately capture the construct as described. However, work-life balance and personal growth are examples of such personal values or goals that could be captured by this fit construct. Moreover, these are factors that individuals in the current study rated as critical factors driving intent to leave and thus should be captured in a scale used in turnover research.

The *links* element of job embeddedness also requires some modification. Currently, the items being used to measure links is capturing two factors, social and work-related links. I would argue that these work-related links (i.e., tenure in the organization, tenure in job, and tenure in the industry) are conceptually different than "the formal and informal connections between a person and institutions or other people" (Mitchell, et al., 2001, p.1104) and inclusion of these items under links is not warranted. However, inclusion of additional items that tap into relational ties is needed. When individuals were allowed to write in reasons driving their motives, statements such as "I like the people" and "My network of friends here" were frequently used. Such information captured in the current study could be used to modify the scale.

I would also suggest that there are some additional items that should be included under the *sacrifice* component of the JE scale based on the changing nature of the employee-employer relationship. That is, today's employee is not dependent on

organizations for career movement and success but rather is in charge of his/her own career (Arthur & Rousseau, 1996). But with this transfer of control has also come a transfer of risk from organizations to the employee. Organizations are no longer willing to assume the escalating risk and costs associated with securing individuals jobs (Leana, 2002). As a result an individual must consider the sunk costs or the investments he/she has made into the current work environment (i.e., education, training) as well as future investments (retooling, cut in salary) that would be required for an organizational change and so organizational change has become more costly to the individual (Pil & Leana, 2000). These additional costs or sacrifices should also be captured.

As job embeddedness is a relative newcomer to the study of retention and turnover, such changes in the scale are expected. For the ultimate validity of any measure can only be seen through its repeated use (Hanisch, Hulin and Rozowski, 1998). So any modifications made to the existing scale that are then tested in future research only adds to this ongoing process of construct validation. Additionally, the categories identified in phase 1 and rated as important reasons for driving both desire to leave and intent to leave in phase 2, provide some guidance as to some of these modifications.

Future research should also go beyond traditional turnover constructs and job embeddedness and look at other factors that may contribute to our understanding of an individual's perceived ability to change organizations. For example, in recent years, organization identity and identification have garnered much interest from researchers (Ashforth & Johnson, 2001; Dutton & Dukerich & Harquail, 1994; Elsbach & Bhattacharya, 2001, Pratt, 1993) and some have started to look at the role of identity and turnover intentions (Van Dick, Christ, Stellmacher, Wagner, et al., 2004).

Organizational identification is a specific form of social identification in which people define themselves in terms of their membership in a particular organization *(*Ashforth *&* Mael*,* 1989; Dutton, Dukerich, & Harquail, 1994; Mael *&* Ashforth, 1992). This identification with the organization reflects psychological oneness - a merging of self and organization (Ashforth & Mael, 1989; Van Kippenberg & Sleebos, 2006). It has been argued that organization identification helps foster a sense of meaning and control at work (Ashforth & Johnson, 2001) and thus work identity can play a significant role in an individuals decision to make career transitions (Ibarra, 2003). To the extent that the individual identifies with the organization and this leads his/her to define self in terms of membership in the organization, then leaving would involve a loss of part of one's self (Ashforth & Mael, 1989) and thus, be very difficult. Not wanting to deal with this loss, organizational identity is another variable that might influence one's ability to leave which should be tested in future studies. Additionally, the role of both social relations (i.e., embeddedness) and social identity on organizational mobility has been investigated (Rao, Davis & Ward, 2000). Considering both the embeddedness and social identity perspectives and extending it to the individual level of analysis in terms of employee mobility should be considered.

In summary, this dissertation offers some guidance for future research and theory-building in the areas of employee retention and turnover, specifically on the motives driving an individuals intent to leave (or not leave) the current organization. Limitations notwithstanding, these findings give merit to future work aimed at gaining a better understanding of the factors driving employees' desire and ability to leave or stay at an organization. High desire does not automatically result in a high intent to leave, and a

low intent to leave driven by a low desire to leave doesn't mean that the individual will not leave. In fact, given some time and some unmet expectations (i.e., regarding a raise or a promotion), an individual who has high ability to leave can quickly change that low intent to high intent to leave. By uncovering why both high and low intent responses are given, it is suggested that we can improve the ability of turnover models to explain and predict subsequent behavior which can then be used by organizations to identify those policies and procedures that can help improve employee retention.

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APPENDICES

APPENDIX A:

INTERVIEW PHASE - PARTICIPANT CONSENT FORM

I _____ agree to take part in a research study titled "Employee Intentions", which is being conducted by Stacy M. Campbell, Department of Management at the University of Georgia and Dr. Andrew J. Ward, Department of Management, Terry College of Business at the University of Georgia. I can refuse to participate or stop taking part at any time without giving any reason, and without penalty. I can request to have the results of the participation, to the extent that it can be identified as mine, removed from the research records or destroyed.

If I volunteer to take part in this study, the duration of my participation will be no longer than 30 minutes and I will be asked to do the following:
1. Participate in a semi-structured interview with the researcher in which she will ask you about your intentions about your current career intentions.
2. Complete a questionnaire to capture demographic information.

While there are no direct benefits to me, findings from this project may highlight the key factors that influence an employee's intent to stay or leave an organization. This information can then be used to guide future research on employee turnover as well as be incorporated into organizational policies and procedures. The researchers do not foresee any risks to me for participating in this study, nor do they expect that I will experience any discomfort or stress.

With your permission, the researchers would like to make an audiotape of the interview. The researchers will keep my identity confidential. No identifying information about me or provided by me during this research, will be shared with others, unless required by law. Any records relating to my results or participation will be kept in a locked file which only the primary researcher can access. Only the research team will have access to the tape, which they will transcribe, removing any identifiers during transcription. The tapes will be erased after transcription is complete.

The researcher will answer any further questions about the research, now or during the course of the project, and can be reached by telephone at: (706) 254-3624. My signature below indicates that the researchers have answered all of my questions to my satisfaction and that I consent to volunteer for this study. I have been given a copy of this form. My signature also signifies that I am over 18 years of age.

_____
    Name of Researcher   Signature   Date
    Telephone: 254-3624   Email: stacyc@uga.edu
_____
    Name of Participant   Signature   Date

Please sign both copies, keep one and return one to the researcher.

Additional questions or problems regarding your rights as a research participant should be addressed to Chris A. Joseph, Ph.D. Human Subjects Office, University of Georgia, 612 Boyd Graduate Studies Research Center, Athens, Georgia 30602-7411; Telephone (706) 542-3199; E-Mail Address IRB@uga.edu

INTERVIEW PROTOCOL

DESIRE TO LEAVE:

Definition: Desire to leave is associated with job satisfaction and commitment, whether you like or dislike the organization. The attachment here is based on wanting to stay.

Using the following scale, how would you rate this statement:
I want to leave this organization.

1	2	3	4	5	6	7
Strongly Disagree	Somewhat Disagree	Disagree	Neutral	Agree	Somewhat Agree	Strongly Agree

ABILITY TO LEAVE:

Definition: Ability to leave is associated with the ease of movement and can be related to several factors. The attachment here is based on having to stay.

Regardless of your desire to leave, how would you rate your ability to leave this organization? Using the following scale, how would you rate this statement:
I feel it would be easy for me to leave this organization.

1	2	3	4	5	6	7
Strongly Disagree	Somewhat Disagree	Disagree	Neutral	Agree	Somewhat Agree	Strongly Agree

TURNOVER INTENT:

Please use the following to rate the probability that you will leave the organization in the next 12 months?

(1) 0-20%   (2) 21-40%   (3) 41-60%   (4) 61 – 80%   (5) 81-100%.

Do you consider the above probability low, moderate, or high?_____

JOB SEARCH BEHAVIOR INDEX

(Kopelman, Rovenpor, and Millsap, 1992)

Please respond 'yes' or 'no' to the following questions:

1) During the past year have you revised your resume? _____
2) During the past year have you sent copies of your resume to a prospective employer?_____
3) During the past year have you read the classified advertisements in the newspaper or browsed online job search sites (i.e., HotJobs, MonsterJob.com)?_____
4) During the past year have you gone on a job interview (outside of your current organization)?_____
5) During the past year have you talked to friends or relatives about leaving your current organization? _____
6) Have you been contacted by headhunters?_____
7) If yes, did you follow up with headhunters?_____

If yes (for 1-5), what is driving this job search behavior

Based on the interviewee's response to intent to leave, (high or low probability of leaving), the questions will follow a certain path. To identify whether the intent is being driven by ability to leave or desire to leave, the following questions will be asked:

1. You responded that there was a _____probability of you leaving the organization in the next year, indicating a _____intent to leave. What are the reasons for your response to intent to leave?

   3-4 key reasons

2. Why do you stay with the current organization?
   (For those with low intent to leave, these may be the same factors as those listed in above question. For those with moderate or high intent to leave, these should be different factors)

   3-4 sources

3. Would you say these sources/factors are related to your desire to leave or your ability to leave? (can you categorize factors in question 2)

4. What key factors would change the intent to leave (from high to low and low to high)? How would it change intent to leave? (i.e., What would the new probability be?)

5. How likely would it be for key factors to change within the next 12 months? Any that will definitely change? Any that will not change?

6. What would you miss the most if you left your current organization?

PERSONAL/JOB INFORMATION

Please complete the following information at the end of the interview:

Gender: ? Male ? Female	***Age***:_____

Ethnic Background:
? White (non Hispanic)
? Black
? Hispanic, Mexican, Puerto Rican or other Spanish origin
? A merican Indian or Alaskan Native
? Asian or Pacific Islander
	Marital Status:
	    ? Married
	    ? Widowed
	    ? Divorced
	    ? Separated
	    ? Never Married
	
	If married does spouse work_____
	? Full-time
	? Part -time
	
	# of children (and ages):_____

Highest Education Level: ? Doctoral Degree ? Professional School ? Master's Degree ? Bachelor's Degree ? Associate's Degree ? Some College ? High School Graduate ? Not High School Graduate	***Current Job Level***: ? Executive ? Managerial/Supervisory Level ? Mid Level ? Entry Level
Approximately # of organizational changes since entering the job market_____	# of months/years at current organization_____
Industry Type:	# of months/years in industry_____

APPENDIX B:

CODING OF INTERVIEW RESPONSES

There are numerous reasons why individuals may voluntarily leave (or not leave) their organizations. It is suggested that by categorizing these "why factors", a more precise and accurate description and prediction of employee attachment and withdrawal can be obtained.

Below is a list of responses reported by participants who, after rating their *intent to leave*, were then asked to give 3-4 reasons for this intent (regardless of whether it was a high or low intent to leave). Using the scale below, please rate each response in terms of how characteristic it is of the identified categories. (Note: A description of these categories is attached). If you believe that the response can not be easily coded using the existing categories, please suggest an alternative category that you feel makes more sense under Other.

Using the following scale, please indicate the extent to which you feel the following statements are characteristic of the following categories.

1	2	3	4
Not at all Characteristic	Somewhat Characteristic	Characteristic	Very Characteristic

Response Items	Affective	Financial	Relational	Alternatives	Organizational Environment	Personal Growth	Work-Life Balance	Normative	Other
I want to get more money.									
I feel this is a poor work environment									
There is poor management									
I am frustrated with lack of structure in my job									
My commute is great.									
It allows for work-life balance									
There is a lack of leadership									

Response Items	Affective	Financial	Relational	Alternatives	Organizational Environment	Personal Growth	Work-Life Balance	Normative	Other
There is a lack of professionalism									
There is a low morale at company									
This is not a good fit for me.									
I like what I do.									
I like my manager									
I feel this is a poor work environment									
There is poor management									
I am frustrated with lack of structure in my job									
My commute is great.									
It allows for work-life balance									
There is a lack of leadership									
There is a lack of professionalism									
There is a low morale at company									
This is not a good fit for me.									
I like what I do.									
I like my manager									

Response Items	Affective	Financial	Relational	Alternatives	Organizational Environment	Personal Growth	Work-Life Balance	Normative	Other
I have lots of responsibilities on this job.									
The company culture									
The reputation of company									
I am afraid to make the move									
This company has good career plan									
My company is paying for grad school									
I have a great relationship with manager									
This is a good fit									
I am still new here.									
I like the team I work with									
My job has changed from what I was supposed to be doing.									
The job gives me a lot of flexibility									
The organization provides a family environment									
I like the people that work here.									
I am well established at my current job									
I am treated fairly well									
It would require a lot of work to get another job									
I have been promised a promotion.									
This is a top notch company with a great product									

Response Items	Affective	Financial	Relational	Alternatives	Organizational Environment	Personal Growth	Work-Life Balance	Normative	Other
I love my job									
My team has been very successful									
I have lots of responsibilities on this job.									
The company culture									
The reputation of company									
I am afraid to make the move									
This company has good career plan									
My company is paying for grad school									
I have a great relationship with manager									
This is a good fit									
I am still new here.									
I like the team I work with									
My job has changed from what I was supposed to be doing.									
The job gives me a lot of flexibility									
The organization provides a family environment									
I like the people that work here.									
I am well established at my current job									
I am treated fairly well									

Response Items	Affective	Financial	Relational	Alternatives	Organizational Environment	Personal Growth	Work-Life Balance	Normative	Other
It would require a lot of work to get another job									
I have been promised a promotion.									
This is a top notch company with a great product									
I love my job									
My team has been very successful									
My manager provides me with an environment that allows me to have significant responsibility.									
I can't get a better job									
This job does not allow me to lead a large group of people									
They pay me well or just enough to keep me happy									
I have a lot of flexibility on this job.									
The company has a great reputation.									
I am staying for a promotion									
It would be difficult to find family friendly environment									
The location of company is very good									
The current organization is providing me with experience as manager.									
I have not found an alternative yet									
My commute is not bad									
The salary and benefits are good									
The company is stable									

Response Items	Affective	Financial	Relational	Alternatives	Organizational Environment	Personal Growth	Work-Life Balance	Normative	Other
I am afraid to make move									
This is a comfortable place right now									
I want to get end of yr bonus									
My projects are interesting									
While there are alternatives this company has a great product									
This company allows for work-life balance because of location and ease of scheduling									
It's not awful here and I can't find anything better									

APPENDIX C:

DEFINITIONS FOR CATEGORIATION OF RESPONSES

Affective – An affective response includes statements regarding feelings or emotions (e.g., like/dislike, happy/unhappy)

Financial – A financial response includes statements about salary, benefits, bonuses or other financial gains/losses related to staying or leaving.

Relational – A relational response includes statements about the interaction or relationship with other individuals at work (e.g., coworkers, manager, or supervisor).

Alternatives – A response pertaining to alternatives includes statements about the availability, attractiveness or attainability of alternative opportunities.

Organizational Environment – An environmental response includes general or specific statements about the organization itself and/or the general work environment.

Personal Growth – A response pertaining to personal growth includes statements about the achievement of career goals and/or career development.

Work-Life Balance – A response pertaining to work-life balance includes statements about the achievement of balance between demands of work and demands of family/social/personal life. It includes statements about factors that foster or hinder the achievement of this balance.

Normative – A normative response includes statements about the individual's perceptions of family, friends' or society's expectations about his or her staying or leaving.

Other – If you believe that the response can not be easily coded using the existing categories, please suggest an alternative category that you feel makes more sense.

APPENDIX D:

SURVEY PHASE- Request for Participation (A)

Dear_____:

Stacy Campbell, a former employee (and affiliate) in our change management practice, is working on her dissertation for her Ph.D. in organizational behavior/human resource management from the University of Georgia. As part of her research, she is conducting a survey and would greatly appreciate our help.

The survey should take approximately 15-20 minutes to complete. In addition to Stacy's gratitude, upon completing the survey you will have the opportunity to register for a drawing to win 1 of 20 Amazon.com gift certificates ranging from $20 - $50 (which might come in handy as Valentine's Day is quickly approaching).

Please note that XXXXXXX in no way participated in the creation of this survey and will not have access to the individual data. Please be assured that responses to survey questions will remain confidential and be reported only in summary form for research purposes.

Any questions or concerns regarding the survey should be addressed to Stacy at stacyc@uga.edu or 706-254-3624.

Thanks for your participation,
Anne Harris
Vice President of Human Resources

To participate in the research, please click on the link below and complete the survey

http://www.surveymonkey.com/s.asp?u=816143067572

SURVEY PHASE- Request for Participation (B)

Date: xx/xx/xxxx

Dear XXXXX:

Thank you for taking the time to assist with my dissertation research. The purpose of this study is to investigate the factors that influence an employee's attachment and withdrawal from organizations. Upon completing the survey, you will have the opportunity to register for a drawing to win 1 of 20 Amazon.com gift certificates ranging from $20 - $50.

Please be assured that responses to survey questions will remain confidential and be reported only in summary form for research purposes. Once the completed surveys are received, any information that is obtained in connection with this study and that can be identified with you will remain confidential except as required by law. All records pertaining to your participation will be kept in a password protected computer.

Your participation is **voluntary** and by completing the survey you are indicating your informed consent to participate in this research and that you are 18 years old or over. No discomfort or risks are foreseen by participating in this study. Note: It should be noted that internet communications are insecure. There is a limit to the confidentiality that can be guaranteed due to the technology itself. If you are not comfortable with the level of confidentiality provided by the Internet, please feel free to print out a copy of the survey, fill it out by hand, and mail it to Stacy Campbell at the address given below, with no return address on the envelope.

Thank you for your consideration! Please keep this letter for your records.

Sincerely,

Stacy Campbell
University of Georgia
Department of Management
Brooks Hall G-6
Athens, Georgia 30602
Phone: 706-254-3624
Email: stacyc@uga.edu.

Additional questions or problems regarding your rights as a research participant should be addressed to the Institutional Review Board of University of Georgia at 706-542-3199 or IRB@uga.edu.

T**o participate in the research, please click on the link below and complete the survey.** http://www.surveymonkey.com/s.asp?u=816143067572

APPENDIX E:
Existing Scales for Survey Development

Unless indicated otherwise, all scales used following response format:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree

JOB SATISFACTION – (Mitchell et al, 2001)
_____All in all, I am satisfied with my job.
_____In general, I don't like my job
_____In general I like working here.

ORGANIZATIONAL COMMITMENT – (Meyer, Allen & Smith, 1994)
3 component model (5 items each)
AFFECTIVE COMMITMENT – 5 items
___I would be very happy to spend the rest of my career with this organization
___I really feel as if this organization's problems are my own.
___This organization has a great deal of personal meaning for me.
___I do not feel like "part of the family" at my organization. (R)
___I do not feel a strong sense of "belonging" to my organization(R)
___ I do not feel "emotionally attached" to this organization.*

*For brevity purposes this item was not used - this had one of the lowest loadings. (Meyer et al, 1994).
.

CONTINUANCE COMMITMENT
____It would be very hard for me to leave my organization right now, even if I wanted to.
____Too much in my life would be disrupted if I decided I wanted to leave my organization now.
____It would not be too costly for me to leave my organization now. (R)
____Right now, staying with my organization is a matter of necessity as much as desire.
____I feel that I have too few options to consider leaving this organization.
____One of the few negative consequences of leaving this organization would be the scarcity of available
      alternatives*.

* For brevity purposes this item was not used --this had one of the lowest loadings .483 (Meyer et al, 1994).
Note: Separated into 2 constructs – Hi ALT & Hi SAC

NORMATIVE COMMITMENT - 5 items
____I do not feel an obligation to remain with my current employer.
____I owe a great deal to my organization.
____I would not leave my organization right now because I have a sense of obligation to the people in it.
____This organization deserves my loyalty.
____I would feel guilty if I left my organization now.
_____ Even if it were to my advantage, I do not feel it would be right to leave my organization now.*
*For brevity purposes this item was not used - this had one of the lowest loadings. (Meyer et al, 1994).

Existing Scales for Survey Development - Continued

PERCEIVED ALTERNATIVES–Lee and Mowday (1987):
_____There are many other organizations that I could see myself working for.
_____If I searched for another job I would be able to find an alternative to this current one.

JOB SEARCH BEHAVIOR – Kopelman, Rovenpor, & Millsap (1992).
Please respond 'yes' or 'no' to the following questions:
____During the past year have you sent copies of your resume to a prospective employer?
____During the past year have you reviewed the online job sites (i.e., MonsterJob.com, HotJobs.com) or
      read the classified advertisements in the newspaper?
____During the past year have you gone on a job interview?
____During the past year have you talked to friends or relatives about getting a new job?
____Have you been contacted by head hunters? *
____Have you followed up with head hunters? *
Items added based on phase 1 interview.

GENERALIZED SELF EFFICACY - Schwarzer & Jerusalem (1995).
____I can always manage to solve difficult problems if I try hard enough.
____If someone opposes me, I can find the means and ways to get what I want.
____It is easy for me to stick to my aims and accomplish my goals.
____I am confident that I could deal efficiently with unexpected events.
____Thanks to my resourcefulness, I know how to handle unforeseen situations
____I can usually handle whatever comes my way.
____I can solve most problems if I invest the necessary effort.
____I can remain calm when facing difficulties because I can rely on my coping abilities.
____When I am confronted with a problem, I can usually find several solutions.
____If I am in trouble, I can usually think of a solution.
Used 5 of the 10 items – brevity purposes

WORK LOCUS OF CONTROL (Spector, 1982)
_____ A job is what you make of it. (Internal)
_____ If you know what you want out of a job, you can find a job that gives it to you (Internal)
_____ If employees are unhappy with a decision made by their boss, they should do something about it. (Internal)
_____ Getting the job you want is mostly a matter of luck (External) R
_____ In order to get a really good job, you need to have family members or friends in high places (External) R
_____On most jobs, people can pretty much accomplish whatever they set out to accomplish
_____Making money is primarily a matter of good fortune
_____Most people are capable of doing their jobs well if they make the effort
_____It takes a lot of luck to be an outstanding employee on most jobs
Used 5 of the 10 items – brevity purposes

TURNOVER INTENT
Please use the following to rate the probability that you will leave the organization in the next 12 months?

 (1) 0-20%   (2) 21-40%   (3) 41-60%   (4) 61 – 80%   (5) 81-100%.

Existing Scales for Survey Development - Continued

JOB EMBEDDEDNESS SCALE
(Lee, Mitchell, Sabylnski, Burton & Holtom, 2004; Mitchell, Holtom, Lee, Sablynski, & Erez, 2001))

Using the following scale, please indicate the extent to which you agree with the statements below:

1	2	3	4	5	6	7
Strongly Disagree	Somewhat Disagree	Disagree	Neutral	Agree	Somewhat Agree	Strongly Agree

Fit-organization
____My job utilizes my skills and talents well.
____I feel like I am a good match for this organization.
____I feel personally valued by (name of organization)*
____I like my work schedule (e.g.., flextime, shift).
____I fit with organization's culture.
____I like the authority and responsibility I have at this company.
* Item not included in survey

*Fit – community**
____I really love the place where I live.
____I like the family-oriented environment of my community.
____I think o the community where I live as home.
____This community I live in is a good match for me. I think of the community I live in as home.
____The area where I live offers the leisure activities that I like (e.g. sports, outdoors, cultural, arts)
* All items where not included in current survey

Links – organization
For these items, please indicate in years:*
_____How long have you been in your present position?
_____How long have you worked for this organization?
_____How long have you worked in this industry?
For these items, please indicate number:*
_____How many coworkers are highly dependent on you?
_____How many coworkers do you interact with regularly?
_____How many work teams or committees are you on?
* Response format changed for current survey

_____I interact with coworkers from department/workgroup outside of work. (added based on recommendation in Lee et al)
_____I have a close relationship with my supervisor/manager. (added based on recommendation in Lee et al & network literature)
_____Some of my best friends are in my department/work group. (added based on recommendation in Lee et al)

Links- community
_____Do you own the home you live in?*
_____My family roots are in the community where I live.*
_____Are you currently married?**
_____If you are married, does your spouse work outside the home?*
* Item not included in survey

** Captured in demographic information.

JOB EMBEDDEDNESS SCALE - continued
(Lee, Mitchell, Sabylnski, Burton & Holtom, 2004; Mitchell, Holtom, Lee, Sablynski, & Erez, 2001))

Sacrifice-organization
_____The perks on the job are outstanding.
_____ I feel like the people at work respect me a great deal.
_____ I would sacrifice a lot if I left this job.
_____ My promotional opportunities are excellent here.
_____ I am well compensated for my level of performance.
_____ The benefits are good on this job.
_____ I have a lot of freedom on this job to decide how to pursue my goals *.
_____ I believe the prospects for continuing employment with this company are excellent*.
* Items not used for brevity purposes and to be more consistent with number of items on other scales.

*Sacrifice-community**
_____Leaving this community would be very hard.
_____People respect me a lot in my community.
_____My neighborhood is safe.
* All items where not included in current survey

APPENDIX F:

ONLINE SURVEY

Organizational Intentions

1.Informed Consent

Thank you so much for taking the time to assist with my dissertation research titled "Organizational Intentions." Upon completing the survey, you will have the opportunity to register for a drawing to win 1 of 20 Amazon.com gift certificates ranging from $20 - $50.

Your participation is voluntary and by completing the survey you are indicating your informed consent to participate in this research and that you are 18 years old or older. No discomfort or risks are foreseen by participating in this study. You may skip any questions you are uncomfortable answering, and you may quit the survey at any time. Please complete this survey within two weeks in order to ensure that your responses are included in the study and you are entered into the drawing. Thank you for your time and cooperation.

Best Regards!
Stacy Campbell

Additional questions or problems regarding your rights as a research participant should be addressed to the Institutional Review Board of the University of Georgia at 706-542-3199.

The survey should take approximately 20 minutes to complete. If you are unable to complete it on one try, simply close out and the program will remember where you left off for next time. You may begin by clicking the "NEXT" button below.

Next >>

Organizational Intentions

1. What is your current employment status?

Part-time	Full-time	Temporary	Self-employed	Unemployed
○	○	○	○	○

2. What is your current job level?

Entry Level	Mid Level	Managerial/Supervisory Level	Executive	N/A

3. How long have you been in your present position at the organization?

0 - 6 months	7 months - 1 year	1-3 years	3-5 years	5+ years
○	○	○	○	○

4. How many coworkers do you interact with regularly?

0	1-2	3-5	6-10	11+
○	○	○	○	○

5. Regardless of your job title, do you have any supervisory responsibilities for other employees?

Yes	No

6. How many work teams or committees are you on?

0	1	2	3	4+
○	○	○	○	○

7. How long have you worked for this organization?

0 - 6 months	7 months - 1 year	1-3 years	3-5 years	5+ years
○	○	○	○	○

8. What type of industry do you currently work in? *Please use the blank if your industry is not on the list.*

[dropdown ▼]

9. How long have you worked in this industry?

0 - 6 months	7 months - 1 year	1-3 years	3-5 years	5+ years

10. Since entering the job market, approximately how many organizations have you worked for (full-time positions)?

1	2	3	4	5+
○	○	○	○	○

<< Prev   Next >>

Organizational Intentions

3. Job Attitudes:

11. Using the following scale, please indicate the extent to which you agree with the statements below:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
All in all, I am satisfied with my job.	○	○	○	○	○
In general, I don't like my job.	○	○	○	○	○
In general, I like working here.	○	○	○	○	○
I would be very happy to spend the rest of my career in this organization.	○	○	○	○	○
I really feel as if this organization's problems are my own.	○	○	○	○	○

This organization has a great deal of personal meaning for me.	○	○	○	○	○
I do not feel like "part of the family" at my organization.	○	○	○	○	○
I do not feel a strong sense of "belonging" to my organization.	○	○	○	○	○
It would be very hard for me to leave my organization right now, even if I wanted to.	○	○	○	○	○
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	○	○	○	○	○
It would not be too costly for me to leave my organization now.	○	○	○	○	○
Right now, staying with my organization is a matter of necessity as much as desire.	○	○	○	○	○

12. Using the following scale, please indicate the extent to which you agree with the statements below:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel that I have too few options to consider leaving this organization.	○	○	○	○	○
I do not feel an obligation to remain with my current employer.	○	○	○	○	○
I owe a great deal to my organization.	○	○	○	○	○
I would not leave my organization right now because I have a sense of obligation to the people in it.	○	○	○	○	○
This organization deserves my loyalty.	○	○	○	○	○

I would feel guilty if I left my organization now.	⦾	⦾	⦾	⦾	⦾
There are many other organizations that I could see myself working for.	⦾	⦾	⦾	⦾	⦾
If I searched for another job I would be able to find an alternative to this current one.	⦾	⦾	⦾	⦾	⦾
My job utilizes my skills and talents well.	⦾	⦾	⦾	⦾	⦾
I feel like I am a good match for this organization.	⦾	⦾	⦾	⦾	⦾
I like my work schedule (e.g., flextime, shift).	⦾	⦾	⦾	⦾	⦾
I fit with the organization's culture.	⦾	⦾	⦾	⦾	⦾
I like my coworkers.	⦾	⦾	⦾	⦾	⦾
I like the authority and responsibility I have at this company.	⦾	⦾	⦾	⦾	⦾

13. Using the following scale, please indicate the extent to which you agree with the statements below:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I interact with coworkers from my dept/workgroup outside of work.	○	○	○	○	○
I have a close relationship with my supervisor/manager.	○	○	○	○	○
Some of my best friends are in my dept/workgroup.	○	○	○	○	○
The perks on this job are outstanding.	○	○	○	○	○
I feel like the people at work respect me a great deal.	○	○	○	○	○
I would incur very few costs if I left this organization.	○	○	○	○	○
I would sacrifice a lot if I left this organization.	○	○	○	○	○
My promotional opportunities are excellent here.	○	○	○	○	○
I am well compensated for my level of performance.	○	○	○	○	○

14. Using the following scale, please indicate the extent to which you agree with the statements below:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel that I have a number of good qualities.	○	○	○	○	○
I am able to do things as well as most other people.	○	○	○	○	○
I feel I do not have much to be proud of.	○	○	○	○	○
On the whole, I am satisfied with myself.	○	○	○	○	○
At times I think I am no good at all.	○	○	○	○	○
I can always manage to solve difficult problems if I try hard enough.	○	○	○	○	○
It is easy for me to stick to my	○	○	○	○	○

4. Job Search Behavior

For the following questions, please answer Yes or No.

16. During the past year, have you:

	Yes	No
revised your resume?	○	○
sent copies of your resume to prospective employers?	○	○
read the classified ads or browsed online job sites (e.g. MonsterJob.com)?	○	○
gone on an interview (outside of your current organization)?	○	○
talked to friends or relatives about leaving your current organization?	○	○
been contacted by headhunters?	○	○
followed up with headhunters?	○	○

17. If you responded yes to any of the above, what is driving this job search behavior?

[   ]

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5.Desire to Leave or Stay

Regardless of whether you can or can not leave your current organization, we would like to know about your desire to leave. Thus, for the following questions please focus on your DESIRE TO LEAVE OR STAY with the current organization.

18. Use the following scale to rate this statement: I WANT TO LEAVE THIS ORGANIZATION.

Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
◯	◯	◯	◯	◯

19. Regardless of whether you agreed or disagreed, what are the top two reasons for how you rated the above statement: I WANT TO LEAVE THIS ORGANIZATION.

First reason [   ]

Second reason [   ]

20. An individual's desire to leave or not leave the organization can be influenced by several factors. Please rate how important the following factors are in terms of how you rated your DESIRE TO LEAVE OR STAY. Note: Your top two reasons may or may not be listed below.

	Not important	Somewhat Important
FEELINGS & ATTITUDES toward the job (e.g., like/dislike, happiness/sadness, excitement/fear)	○	○
FINANCIAL (e.g.,salary, benefits, bonuses, costs)	○	○
RELATIONAL (e.g., coworkers, relationship with supervisor)	○	○
ALTERNATIVES (e.g., ability or effort required to get another job, availability or attractiveness of other jobs)	○	○
ORGANIZATIONAL ENVIRONMENT (e.g., company culture or climate, company morale, senior leadership)	○	○
PERSONAL GROWTH (e.g., career plan, job responsibilities, advancement opportunities)	○	○
WORK-LIFE BALANCE (e.g., flexibility, ease in scheduling, commute/location)	○	○
NORMATIVE BELIEFS (e.g., perceptions of family, friends' or society's expectations about staying or leaving; the right thing to do)	○	

6. Ability or Inability to Leave

Unlike the previous set of questions which focused on your desire to leave, we now want to know your perceived ability to leave the organization. Regardless of whether you want or don't want to leave, for the following questions please focus on your ABILITY or INABILITY to leave the current organization.

21. Use the following scale to rate this statement: I FEEL IT WOULD BE EASY FOR ME TO LEAVE THIS ORGANIZATION.

Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
○	○	○	○	○

22. Regardless of whether you agreed or disagreed, what are the top two reasons for how you rated the above statement: I FEEL IT WOULD BE EASY FOR ME TO LEAVE THIS ORGANIZATION.

First reason [   ]

Second reason [   ]

23. An individual's ability to leave or not leave the organization can be influenced by several factors. Please rate how important the following factors are in terms of how you rated your ABILITY OR INABILITY TO LEAVE. Note: Your top two reasons may or may not be listed below.

	Not important	Somewhat Important	Important	Very Important
FEELINGS & ATTITUDES toward the job (e.g., like/dislike, happiness/sadness, excitement/fear)	⦿	⦿	⦿	⦿
FINANCIAL (e.g.,salary, benefits, bonuses, costs)	⦿	⦿	⦿	⦿
RELATIONAL (e.g., coworkers, relationship with supervisor)	⦿	⦿	⦿	⦿
ALTERNATIVES (e.g., ability or effort required to get another job, availability or attractiveness of other jobs)	⦿	⦿	⦿	⦿
ORGANIZATIONAL ENVIRONMENT (e.g., company culture or climate, company morale, senior leadership)	⦿	⦿	⦿	⦿
PERSONAL GROWTH (e.g., career plan, job responsibilities, advancement opportunities)	⦿	⦿	⦿	⦿
WORK-LIFE BALANCE (e.g., flexibility, ease in scheduling,	⦿	⦿	⦿	⦿

7. Intent to Leave the Organization -- ALMOST DONE!!!

The previous questions were used to assess your desire or ability to leave your organization. Now we want to understand your actual intentions (i.e., what you will likely do) regarding leaving or staying with the current organization.

24. Please use the following to rate the PROBABILITY THAT YOU WILL LEAVE the organization in the next 12 months.

0-20%	21-40%	41-60%	61-80%	81-100%
○	○	○	○	○

25. Do you consider this probability low, moderate or high?

low	moderate	high
○	○	○

26. Regardless of whether you indicated there is a low, moderate, or high probability that you would leave the organization, what are the top two factors influencing your INTENT TO LEAVE?

First reason [   ]

Second reason [   ]

28. Please rate how much PERSONAL CONTROL you believe you have over these factors. In other words, to what extent could YOU change these factors?

	No control	Some control	A lot of control	Total control
FEELINGS & ATTITUDES toward the job (e.g., like/dislike, happiness/sadness, excitement/fear)	○	○	○	○
FINANCIAL (e.g.,salary, benefits, bonuses, costs)	○	○	○	○
RELATIONAL (e.g., coworkers, relationship with supervisor)	○	○	○	○
ALTERNATIVES (e.g., ability or effort required to get another job, availability or attractiveness of other jobs)	○	○	○	○
ORGANIZATIONAL ENVIRONMENT (e.g., company culture or climate, company morale, senior leadership)	○	○	○	○
PERSONAL GROWTH (e.g., career plan, job responsibilities, advancement opportunities)	○	○	○	○
WORK-LIFE BALANCE (e.g., flexibility, ease in scheduling, commute/location)	○	○	○	○
NORMATIVE BELIEFS (e.g., perceptions of family, friends' or society's expectations about staying or leaving; the right	○	○	○	○

8. Personal Information

The following information will be kept completely confidential and individuals will not be identified by their responses to these questions. We are requesting this information so that we can describe the general characteristics of respondents.

29. Age:

30. Gender:

Male	Female
○	○

31. Ethnic Background:

Asian or Pacific Islander	Black or African American	Hispanic	White/Caucasian	Native American	Multi-racial	Other
○	○	○	○	○	○	○

32. Marital Status:

Single, never married	Married	Living with partner	Widowed	Separated/Divorced
○	○	○	○	○

33. If married, does spouse work?

No	Part-time	Full-time
○	○	○

34. If you have dependent children, please list their ages and whether they attend day care or after school care.

	Age	Day Care/After School Care
Child 1	▼	▼
Child 2	▼	▼
Child 3	▼	▼
Child 4	▼	▼
Child 5	▼	▼

35. Highest Education Level:

Some High School	High School Graduate/GED	Some College or vocational training	Bachelor's Degree	Master's Degree	Professional School	Doctoral Degree
○	○	○	○	○	○	○

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9. DRAWING REGISTRATION

THANK YOU AGAIN for taking time to complete the survey. You may now signup for the drawing to win 1 of 20 Amazon.com gift certificates. Your contact information will not be linked to your survey responses and will be kept for the sole purpose of winner notification. Good Luck! NOTE: If you prefer not to provide this information, simply click DONE so that your survey responses can be recorded.

36. Please enter your name and contact information:

Full Name [   ]

Telephone # [   ]

E-mail address [   ]

<< Prev   Done >>