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ATTITUDINAL CORRELATES AND REASONS
ASSOCIATED WITH VOLUNTARY TURNOVER

CRYSTAL ARMENTA

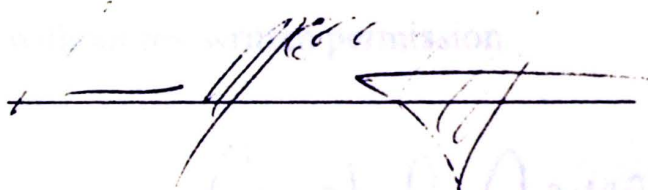
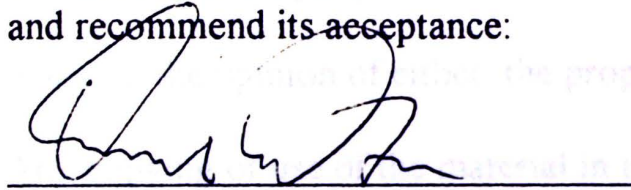
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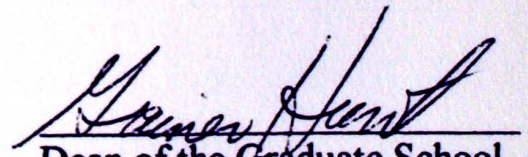
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ASSOCIATED WITH VOLUNTARY TURNOVER.

A Thesis

Presented for the

Master of Arts

Degree

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Crystal Armenta

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DEDICATION

This thesis is dedicated
to everyone who has ever
made a sacrifice in order to
make a dream come true.

And to my husband, Frank,
my daughters Macy Danielle &
Gabrielle Karryn, and to my
parents James and Judy,
thank you for all your love,
support, patience,
and for always believing in me.

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I want to acknowledge Billy Mullins and Dewey Hammond, HIRE, LLC, for their assistance in my data collection. Their assistance and interest in this thesis was indispensable.

To my Mom, Dad and Barbara, thank you for all your help with Macy. Thank you for ensuring that her time away from her Daddy was the best experience that it could be.

To my darling daughter, thank you for all your patience and the great sacrifices that you had to make in order to make our family's dreams come true.

To my beloved husband, Frank, thank you so much for all your support and your never ending encouragement but mostly thank you for your undying belief in my abilities.

ABSTRACT

The following study examined a sample of employees that had voluntarily left their place of employment and had completed a computer-aided exit interview. The computer-aided exit interview was a self-report interview that allowed the employees to express why they were choosing to leave the company along with expressing certain attitudes for leaving. Four hypotheses were tested. Hypothesis 1 stated that employees leaving the company given the reason "I left work because I didn't like the job I was in" will express lower job satisfaction, lower co-worker satisfaction, and lower supervisor satisfaction. Hypothesis 2 stated that employees leaving the company given the reason "I felt I was treated unfairly", will express attitudes indicating lower supervisor satisfaction and lower job satisfaction. Hypothesis 3 stated that employees indicating "I am leaving my job for a job that pays more money", will express attitudes indicating low pay satisfaction". Fourthly an exploratory effort to see if any relationships could be found with the given reason for leaving " I left for personal reasons" would be analyzed. It was found that those employees leaving because they felt treated unfairly also expressed significantly lower levels of supervisor satisfaction than those employees leaving for other reasons. Partial support was found for Hypothesis 3, and all other hypothesis were not supported. Implications of the study, limitations of the study and future research are discussed.

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CHAPTER I

INTRODUCTION

According to the United States Bureau of Labor Statistics, in 1998, the unemployment rate dropped to an all time low of four percent. Economically speaking this was a great achievement for the United States. For industrial and organizational professionals and Human Resource departments this boost in the economy caused a variety of distinguished problems. With everyone working, the employee pool diminished. Companies no longer had as many applicants from which to choose; instead they were left with an employee shortage. These phenomena made the acquisition and retention of model employees a top priority.

Turnover has been a phenomenon of great importance for many years. The recent decline in the unemployment rate has made all those involved with employee retention eager to reanalyze the different aspects of turnover.

Turnover is defined as the movement of employees into and out of an organization. For example, if an employee is hired or fired, that would be considered turnover. Transfers and promotions however are not considered turnover because the employee is not moving across the membership boundaries of the organization. (Price, 1977).

Turnover is also classified as either voluntary or involuntary. Involuntary turnover consists of those employees who are either being terminated or laid off as a result of an action by the company. This classification of turnover receives less emphasis by industrial and organizational psychologist than its counterpart. This is because involuntary turnover is under the control of the company. Voluntary turnover, the

counterpart to involuntary turnover, is made up of individuals who voluntarily resign from the company. Voluntary turnover is of great interest to industrial and organizational professionals and Human Resource departments. The reason for this interest is because turnover can be very devastating to a company that experiences high turnover rates (Oliver, 1998). According to Fitz-Enz, (1997), an organization is estimated to be stripped of \$1,000,000 on average when they lose 10 professional and managerial employees.

The cost of turnover is sometimes hidden. When analyzing turnover costs it is important to look at all the different aspects of the organization that turnover effects. Turnover can be measured in three basic aspects: customer retention costs, marketing and sales spending to attract new customers, and employee based costs. Customer retention affected by turnover is found in organizations where the customers and the employees build special bonds. The lack of experience a new employee often exhibits can affect customer retention. Examples of these types of organizations can be hospitals, beauty and barber shops, bars, and customer service type jobs. Marketing and sales cost includes the price of advertisements and marketing, as well as the staff required manning these campaigns.

The third and most commonly thought of effect comes from the employee based expenses. Employee based cost is subdivided into four categories: termination cost, the cost of hiring and training a replacement, the vacancy cost, and the loss of productivity when a new person is hired (Fitz-Enz, 1997).

Termination costs include all expenses associated with someone voluntarily leaving the company. These are often things such as exit interviews, costs of processing

paperwork, and the expense of paying someone to handle these matters. Termination costs have been estimated at several hundred dollars per turnover (Fitz-Enz, 1997).

Hiring and training costs include all the expenses associated with recruiting a new employee and training that new employee. Depending on the job vacancy recruiting alone can be expensive. Once the cost of training the new employee is added, it is easy to imagine how the cost associated with hiring and training is estimated into the thousands.

Vacancy costs are determined by the amount of time it takes a company to fill a position. Costs for vacancies can be expensive; estimates for 1 day vacancy can exceed \$ 1,000. Lastly, productivity loss includes the time after the vacancy has been filled, that the new employee is not up to standard on the tasks of the job. Depending on the complexity of the job this cost could accrue over several months.

It is easy to see how devastating uncontrolled turnover can be to a company. Many researchers have devoted their time to investigating the reasons why employees leave. Specifically, much research has been dedicated to finding the predictors of turnover. These predictors will be expanded upon in the literature review. Some predictors have been found to highly correlate with turnover. In spite of all this research, turnover is still a major problem. Due to the great impact that turnover has, more research is needed.

During my review of the literature on turnover, many things became apparent. First was the fact that there are many reasons for turnover. Secondly, turnover has many correlates. Lastly, the realization that there must be a missing link between these reasons for leaving and the correlates related to turnover. Taking this information into account, I

decided to gear my research toward exploring the connection between reasons for leaving the company and correlates related to turnover.

There are many different reasons why people leave a company. Some people leave because they are dissatisfied with their job, some because they are looking for a better opportunity, and some because they are being laid off. In a study of 1,000 employees, researchers found that the most common reason for leaving a company was dissatisfaction with the job. This was followed by the search for a better opportunity, and then being laid off. The findings of this study suggest that companies should focus on improving job satisfaction in order to reduce turnover. There are many ways to improve job satisfaction, such as providing training and development opportunities, offering competitive salaries and benefits, and creating a positive work environment. By focusing on these areas, companies can reduce turnover and improve their overall performance. The findings of this study also suggest that companies should be aware of the reasons why people leave their company. If a company knows why people are leaving, it can take steps to prevent them from leaving in the first place. For example, if a company knows that people are leaving because they are looking for a better opportunity, it can try to offer more competitive salaries and benefits. If a company knows that people are leaving because they are being laid off, it can try to provide more training and development opportunities. By understanding the reasons why people leave a company, companies can take steps to reduce turnover and improve their overall performance. In an effort to understand the various factors that actually relate to turnover (Cotton & Tuttle, 1986). In an effort to understand the various factors that actually relate to turnover, Cotton and Tuttle offer three major headings to which each of the various variables are independently placed. These categories include external correlates, organization-related correlates, and personal correlates. External correlates of turnover include employment perceptions, unemployment rate, and union presence. Both employment perceptions and accession rate were found to have a positive relationship with turnover while unemployment rate and union presence had a negative relationship with turnover (Cotton & Tuttle, 1986). In other words, the current rate of unemployment and accessions will have an impact on the rate of turnover. The lower the unemployment rate the easier it is to obtain a new job. The rate at which individuals are being hired will indicate the ease at which an individual can obtain a new job and thus affect turnover rate (Larwood, et al., 1998). Two of these external correlates, unemployment rate, and accession rate were found to be highly related to turnover. Employment perception and union presence were found to be statistically significant, although at a less significant level than the other two external correlates (Cotton & Tuttle, 1986).

CHAPTER II

LITERATURE REVIEW

Correlates of Turnover

Most of the research on turnover has been directed toward the predictors of turnover. In a meta-analysis conducted by Cotton & Tuttle, (1986), 120 sets of data were used to analyze the different correlates related to voluntary turnover. The findings indicated that 26 variables actually relate to turnover (Cotton & Tuttle, 1986). In an effort to categorize these variables, Cotton and Tuttle offer three major headings to which each of the 26 variables are independently placed. These categories include: external correlates, work-related correlates, and personal correlates.

External correlates of turnover include employment perceptions, unemployment rate, accession rate, and union presence. Both employment perceptions and accession rate were found to have a positive relationship with turnover while unemployment rate and union presence had a negative relationship with turnover (Cotton & Tuttle, 1986). In other words, the current rate of unemployment and accessions will have an impact on the rate of turnover. The lower the unemployment rate the easier it is to obtain a new job. The rate at which individuals are being hired will indicate the ease at which an individual will obtain a new job and thus affect turnover rate (Larwood, et al., 1998). Two of these four correlates, unemployment rate, and accession rate were found to be highly related to turnover. Employment perception and union presence were found to be statistically significant, although at a less significant level than the other two external correlates (Cotton & Tuttle, 1986).

Work related correlates of voluntary turnover include: job performance, role clarity, task repetitiveness, overall job satisfaction, satisfaction with pay, satisfaction with work itself, satisfaction with supervision, satisfaction with co-worker, satisfaction with promotional opportunities, organizational commitment, integration and participation, intrinsic value of work, job autonomy, job involvement, job stress, and career variables. Several of these variables proved to be significant (Cotton & Tuttle, 1986; Lee & Mitchell, 1994; Stedham & Mitchell, 1996). The strongest predictors included, pay satisfaction, overall satisfaction, satisfaction with supervision, and organizational commitment (Hom & Griffeth, 1995; Cotton & Tuttle, 1986). While the significance level varied among these correlates, all of the work-related correlates were negatively related to turnover (Hom & Griffeth, 1995; Cotton & Tuttle, 1986).

People who are less satisfied with pay, supervision, overall satisfaction, and those who are low in organizational commitment are more likely to turnover than those who are satisfied and committed to their organization. Research conducted by Dickter et al., (1996), suggests that overall satisfaction may have many different moderating factors. Lending support to this multifaceted idea is an article by George & Jones, (1996). In their article, arguments are made that value attainment and positive mood jointly moderate job satisfaction and turnover intentions. All of these findings suggest that there is much information about the work-related correlates that researchers have not identified. In an effort to identify new moderating effects of work-related correlates, specifically satisfaction, the current research will seek to identify possible moderators by analyzing attitudes that are significantly linked to satisfaction.

Personal characteristics of employees that predict turnover include: age, tenure, education, number of dependents, met expectations, biographical information, and behavioral intentions. Age, tenure, and number of dependents showed negative relationships with turnover while education had a positive relationship with turnover. Cotton and Tuttle (1986) found highly significant results for age, tenure, and number of dependents. In other words, older individuals and individuals who have been with a company for an extended time, are less likely to leave their positions with the company than are those younger employees and those individuals employed for a shorter period of time (Kiyak, Namzi, & Kahana, 1997). Also, the more dependents the employee has the less likely the employee is to turnover.

It should be noted that the results discussed above apply to voluntary turnover. Involuntary turnover is best predicted by performance related factors. For example, it seems likely that poor performance appraisals would precede involuntary turnover. Another predictor of involuntary turnover is excessive tardiness and absences from work (Shaw et al., 1998). The focus in this study, however, is on attitudinal correlates that predict different reasons for leaving voluntarily.

In investigating the literature, it is easy to see that people leave for different reasons. Instead of investigating the many correlates of turnover, this study will explore attitudes that predict different reasons for turnover. Specifically this study will investigate the attitudinal correlates that may be associated with one of the following reasons for turnover:

I left work because I didn't like the job I was in.

I left work because I felt I was treated unfairly.

I am leaving my job for a job that pays more money.

I am leaving for personal reasons.

Reasons for Turnover

There are many reasons a person would select "I left work because I didn't like the job I was in." Person/Organization fit has received considerable attention in the industrial/organizational field. Employees sharing the same values of an organization are said to have a good person/organization fit. These same individuals with a good PO fit are more committed to their organizations and are more satisfied with their jobs and are less likely to quit (Bretz & Judge, 1993). This reason for leaving also encompasses the whole idea of satisfaction. Satisfaction with one's job includes overall satisfaction, satisfaction with co-workers, and satisfaction with supervisor. (1997), there is a link

Overall job satisfaction is negatively related to turnover. That is, the less satisfied a person is with his/her job, the more likely he/she is to turnover (Somers, 1996). Overall satisfaction is a strong predictor, but turnover may also be predicted by specific facets of job satisfaction. Two of the components of job satisfaction are co-worker satisfaction and supervisor satisfaction. Co-worker satisfaction influences job satisfaction. Co-worker satisfaction indeed has a negative relationship with turnover (Hom & Griffeth, 1995; Tuttle & Cotton, 1986). This tells us that the less satisfied an employee is with co-workers, the more likely they are to turnover. The same holds true with an employee's supervisor. Supervisor satisfaction is another correlate that is associated with turnover (Aquino et al., 1997). In fact, results from the Tuttle & Cotton (1986), meta-analysis indicates that supervisor satisfaction is among the strongest correlates of voluntary turnover. It is the author's belief that specific reasons for leaving will correspond with

certain attitudinal correlates of turnover. When an employee gives the reason for leaving as “ I left work because I didn’t like the job I was in”, it is the author’s belief that the following attitudinal correlates will have a relationship: co-worker satisfaction, supervisor satisfaction, and work satisfaction.

Hypothesis 1) Employees leaving the company given the reason “I left work because I didn’t like the job I was in” will express lower overall satisfaction, lower co-worker satisfaction and lower supervisor satisfaction.

People who indicate “ I left because I felt I was treated unfairly” will probably express attitudes dealing with fairness issues. There are many reasons a person might think they are being treated unfairly. According to Aquino et al., (1997), there is a link between distributive justice and conditions under which people become dissatisfied with their jobs. Specifically a link between supervisor satisfaction and justice was found. In the Cotton and Tuttle (1986) meta-analysis, supervisor satisfaction and turnover was analyzed in 14 empirical studies. Results from the meta-analysis support supervisor satisfaction as being among the strongest correlates of voluntary turnover. Lending support to the idea that supervisor satisfaction and fairness issues are related is an article by Stedham and Mitchell (1996). Stedham and Mitchell (1996), found that management in the gaming industry could manage employee turnover by providing effective supervision based on employee participation and fair treatment of employees. It is this author’s belief that overall satisfaction is also associated with perceived levels of fairness.

significant relationships are found, researchers can then develop a better way to construct and administer the exit interview so to yield truthful answers.

Hypothesis 2) Employees leaving the company given the reason “ I felt I was treated unfairly” will express attitudes indicating low supervisor satisfaction, and low overall satisfaction.

The third reason for leaving is “ I am leaving for a job that pays more money.”

The obvious correlate in this case is pay satisfaction. Pay satisfaction has been one of the most commonly included variables in turnover research (Cotton & Tuttle, 1986). Pay satisfaction has been found to significantly influence organizational behavioral variables such as turnover. (Roberts & Chonko, 1996). Satisfaction with pay accounted for 26% of turnover variance in the study conducted by Robert and Chonko (1996). Pay satisfaction was found to have both a direct and indirect effect on intent to turnover in pediatric nurses. (Lum, et al., 1998).

Hypothesis 3) Employees indicating “I am leaving my job for a job that pays more money” will express attitudes indicating low pay satisfaction.

The final reason for leaving work, “I left work for personal reasons”, does not give the employer a lot of information about why the person left. It is this author’s belief that this choice may be selected in cases where the employee feels the threat of retaliation for telling the truth. This study will also seek to find any correlation that might lend insight into why people who select “I left work for personal reasons” are really choosing to disassociate themselves from their current employer. For example, an employee may feel threatened or afraid to tell the truth as to why he/she is leaving, for fear of retaliation. This information could be very beneficial if significant associations are found. If indeed significant relationships are found, researchers can then develop a better way to construct and administer the exit interview so to yield truthful answers.

The Exit Interview

Exit interviews can be excellent sources of useful information about what is happening within an organization (Kennedy, 1996). They help the human resource department determine the specific reasons why employees are choosing to exit. Exit interviews allow a means to view developing patterns of departure, in order to provide a defense against excessive turnover.

Effective exit interviews should meet certain specified criteria. First, exit interviews should not be conducted by first line supervisors, and the further removed the interviewer is, the better. In an article by Barada (1998), it is recommended that to gain optimal results, an outside agency should be contracted to conduct exit interviews. Secondly, confidentiality should always be protected and guaranteed. This promotes honest responses. Thirdly, information gathered from the exit interviews should be used for developmental and training purposes. By administering exit interviews, expectations are raised that changes will be made.

The downside of an exit interview is that it is a self-report questionnaire. Employees may choose to lie about their reasons for leaving, for fear of retaliation. If this happens often, then the analysis of the exit interviews will yield false results. This could result in wasted expenditures of money, time, and energy. While these threats are real, it is this author's opinion that by following the basic rules, a company will minimize their chances of yielding false results and will greatly benefit from the data collected through exit interviews. On the other hand, the exploratory investigation of the "personal reasons" answer will allow the exit data analysis to determine if certain attitudes are associated with this reason for leaving.

CHAPTER III

METHOD

Sample

The sample for this experiment consisted of 49 individuals who participated in exit interviews upon leaving their companies. The sample is a pure representation of all the exit interviews conducted between January 1998 and January 1999 that utilized the specified computer aided interview. The data is archival in nature and is being provided by HIRE, a consulting agency located in Chattanooga, Tennessee. Exit interviews were obtained from the following types of companies: medical centers, carpet mills, and restaurant equipment manufacturers.

Materials/ Measures

The computer aided exit interview is a 54 item self-report questionnaire covering the following topical areas: reasons why the employee chose to leave the company, tenure, description of corporate culture, description of co-workers, description of supervisor, description of work, and overall satisfaction. In an effort to test the current hypotheses four scales were constructed from the interview questions. The questions used to comprise the scales were worded in two different ways, positively and negatively. Negatively worded questions were reverse scored in order to maintain consistency. All items were dichotomous in nature (agree/disagree). Scales were constructed by counting the number of items that represented satisfaction and then dividing that number by the total number of items in the scale. It is possible to have a score equal to zero, indicating no satisfaction, a score equal to one, indicating high satisfaction, or a score anywhere in between these two numbers. These four scales include work satisfaction, supervisor

satisfaction, co-worker satisfaction, and pay satisfaction. In order to assess the reliability of the scales, Cronbach's Alpha was computed for each scale.

The supervisor satisfaction scale consists of 11 items. An example of the items used for this scale is item 4, "I feel my direct supervisor treated me with dignity and respect". For a complete listing of the questions that comprise the supervisor satisfaction scale see (APPENDIX C). An alpha level of .91 was found. This suggests a strong relationship between these particular items and suggests that these items are measuring the same construct.

The co-worker satisfaction scale consists of 11 items. An example item used to compile this scale is item 7. Item 7 states "In general I found the people I worked with to be helpful". For a complete listing of the items contained in the co-worker satisfaction scale see (APPENDIX C). An alpha level of .88 was established for this scale. This suggests that these items are closely related and are measuring the same construct.

The pay satisfaction scale consists of 6 items. An example item contained in this scale is item 6. Item 6 states "I feel that I was paid a fair wage for the type of work I did for this company". For a complete listing of the items compiling this scale see (APPENDIX C). An alpha level of .84 was established for this scale. This suggests that the items are highly correlated and are measuring the same construct.

The job satisfaction scale consists of 11 items. An example item contained in this scale is item 3. Item 3 states "The position that I am leaving was a good match of my knowledge, skills and abilities". For a complete listing of the items compiling this scale see (APPENDIX C). An alpha level of .71 was established for this scale. This suggests that the items are highly correlated and are measuring the same construct.

Procedure

Individuals, who chose to voluntarily leave their company, were asked to undergo a computer-aided exit interview. Upon their final days of employment the exit interview was administered to these individuals. Staff from the human resource department explained the process of using the computer and administered the exit interview. The same staff remained in the office during the interview in case there were any questions.

The data used is from archival records of a consulting agency based in Chattanooga, Tennessee. The exit interviews took place between January 1998 and January 1999. Permission to utilize this database was secured by HIRE, the agency owning the data. Written documentation for the granted permission by Billy Mullins, Chief Executive Officer for HIRE, see (APPENDIX B) then granted this thesis endeavor. Permission was then granted to analyze the data through the APSU Human Subjects Review Committee.

Data being analyzed was without specific information of the participant. Anonymity was further secured, as the author never saw the actual company that specific interviews came from. Data was delivered to the author by Billy Mullins in the form of paper questionnaires.

CHAPTER IV

RESULTS

This study tested three hypotheses. Hypothesis 1 stated that employees leaving the company given the reason "I left work because I didn't like the job I was in" will express lower job satisfaction, lower co-worker satisfaction, and lower supervisor satisfaction. Hypothesis 2 stated that employees leaving the company given the reason "I felt I was treated unfairly", will express attitudes indicating lower supervisor satisfaction and lower job satisfaction. Hypothesis 3 stated that employees indicating "I am leaving my job for a job that pays more money", will express attitudes indicating low pay satisfaction". Fourthly an exploratory effort to see if any relationships could be found with the given reason for leaving "I left for personal reasons" would be analyzed.

In order to analyze the data, four one-way analysis of variance statistical tests were utilized. For each of the tests, the scales were used as the dependent variable, and the reasons for leaving were used as the grouping variable. Table 1 is a summary of the hypothesis with predicted and analyzed results.

Table 1 **Hypothesis**

Attitudinal Correlates	Reasons for Leaving	Didn't like the Job	Felt treated Unfairly	Left for Pay Reasons	Personal Reasons
Job Satisfaction		X	X		?
Supervisor Satisfaction		X	X		?
Co-Worker Satisfaction		X			?
Pay Satisfaction				X	?

Table 2 indicates the means and standard deviations for each cell.

Table 2 Mean Scores and Standard Deviations for Exit Interview Ratings Using Attitudinal Correlate Scales as the Dependent Variable and Reason for Leaving as the Grouping Variable

Attitudinal Correlates	Reasons for Leaving	Didn't like the Job n=2		Felt treated Unfairly n=14		Left for Pay Reasons n=22		Personal Reasons n=11		Total s N=49
		M	(SD)	M	(SD)	M	(SD)	M	(SD)	
Job Satisfaction		.55	(.51)	.68	(.25)	.67	(.23)	.72	(.13)	.65 (.28)
Supervisor Satisfaction		.77 ^b	(.32)	.25 ^A	(.28)	.71 ^b	(.32)	.64 ^b	(.31)	.59 (.49)
Co-Worker Satisfaction		.77	(.32)	.63	(.37)	.80	(.24)	.76	(.29)	.74 (.31)
Pay Satisfaction		.58 ^{A/b}	(.35)	.45 ^{A/b}	(.40)	.25 ^A	(.30)	.62 ^b	(.22)	.48 (.32)

Note: Means in the same row with different superscripts are significantly different from each other. Scores can range from 0 to 1.

The first ANOVA that was used compared the reason for quitting work (I didn't like the job I was in, I felt I was treated unfairly, I am leaving for a job that pays more money, and I am leaving for personal reasons) with the average scores from the Job Satisfaction scale. The alpha level was .05. This test found no significance differences between stated reason for leaving and score on the Job Satisfaction scale, $F(3, 48) = .37$, $p > .05$. There was no evidence found to support Hypothesis 1.

The second ANOVA that was utilized compared the reasons for quitting work (I did not like the job I was in, I felt I was treated unfairly, I am leaving for a job that pays more money, and I am leaving for personal reasons) with the average score from the Supervisor Satisfaction scale. The alpha level was .05. This test was found to be statistically significant, $F(3, 48) = 7.227$, $p < .05$. The strength of the relationship, as indexed by η^2 was .31. A Tukey HSD test indicated that the average score on the

Supervisor Satisfaction scale for individuals choosing “I felt I was treated unfairly” ($\underline{M} = .25$, $\underline{SD} = .28$), was significantly lower than the average score for individuals choosing “I didn’t like the job I was in” ($\underline{M} = .77$, $\underline{SD} = .32$), “I left for a job that pays more money” ($\underline{M} = .71$, $\underline{SD} = .32$), and those choosing “I left for personal reasons” ($\underline{M} = .64$, $\underline{SD} = .31$).

The above results lend support to portion of hypothesis 2; individuals leaving because “I felt I was treated unfairly”, will express lower supervisor satisfaction. All other portions of Hypothesis 2 were not supported.

The third ANOVA that was used compared the four reasons for quitting work with the average scores from the Co-worker Satisfaction scale. This ANOVA tested the portion of Hypothesis 1 stating that employees leaving the company because they didn’t like the job they were in would express lower co-worker satisfaction than employees leaving for other reasons. Hypothesis 1 was not supported. This test found no significance differences between stated reason for leaving and the Co-worker Satisfaction scale. The alpha level was .05, $F(3, 48) = .98$, $p > .05$.

The fourth ANOVA that was used compared the four reasons for quitting work with the average scores from the Pay Satisfaction scale. This ANOVA reflects Hypothesis 3, employees leaving for pay reasons will express lower pay satisfaction scores than individuals leaving for other reasons. This hypothesis was only partly supported. The alpha level was .05. This test was found to be statistically significant, $F(3, 48) = 3.67$, $p < .05$. A Tukey HSD test indicated that the mean pay satisfaction level for individuals choosing “I am leaving my job for a job that pays more money” ($\underline{M} = .25$, $\underline{SD} = .30$) was significantly lower than employees leaving for “personal reasons” ($\underline{M} = .62$, $\underline{SD} = .22$).

CHAPTER V

DISCUSSION

The purpose of this study was to examine certain attitudinal correlates of voluntary turnover and to find a link between these attitudinal correlates and specific reasons for leaving. Using four of the major attitudinal correlates already established by prior research, the current research was interested in job satisfaction, supervisor satisfaction, co-worker satisfaction, and pay satisfaction.

Hypothesis 1 stated that employees leaving the company given the reason "I left work because I didn't like the job I was in" will express lower job satisfaction, lower co-worker satisfaction and lower supervisor satisfaction. This hypothesis was not supported. A possible explanation for this is the small sample size. Unfortunately only two employees actually chose this specific reason for leaving. Due to this limited sample size significant results are near impossible to find.

Hypothesis 2 stated that employees leaving the company given the reason "I felt I was treated unfairly" will express attitudes indicating lower supervisor satisfaction and lower job satisfaction. Evidence was found to indicate that employees selecting this reason for leaving indeed expressed lower supervisor satisfaction. This statistically significant result has many implications. Supervisor satisfaction is a bigger determinant of feelings of fair treatment than any other sources of satisfaction. Possible intervention can now be installed into organizational structure, such as annual or bi-annual surveys; to see just how the employees are feeling treated. The data can then be analyzed to see if feelings of unfair treatment are all coming from one department, or specify exactly where

the unfair issues are being generated. Training programs for supervisors can then be constructed that deal with these specific issues.

Hypothesis 3 stated that employees leaving for a job that pays more money" will express lower pay satisfaction. This hypothesis was partially supported. Significant differences were found between pay reasons and personal reasons, but pay reasons didn't significantly differ from the other reasons for leaving. This suggests that individuals who selected personal reasons for leaving, appeared to be satisfied with their pay.

The last exploratory research that this study addressed was finding a link between certain attitudes expressed in the interview and the given reason for leaving "personal reasons". This study had hoped to find attitudinal predictors related to a stated reason for leaving, "left for personal reasons". Unfortunately of the attitudinal predictors that this research looked at, no significant predictors were found. It is possible however that there are such predictors, and the importance of finding such predictors warrants future research in this area.

The major limitations of this study include, sample size and the nature of the data. The sample size in this study was 49. Once the subjects were placed into categories based on the reason they picked for leaving the company, much smaller numbers were encountered. For example, individuals leaving for pay, $n=22$, individuals leaving because they felt treated unfairly, $n=14$, individuals leaving for personal reasons, $n=11$, and individuals leaving because they didn't like the job, $n=2$. Other limitations include the nature of the data. The data analyzed in this study was archival in nature, meaning that the survey and data based were already in existence prior to this research endeavor.

The exit interview provided dichotomous data. If the data had been scored using a more liberal method, then the data possibly would have provided more insightful results.

This study provides evidence for the benefit of using exit interview data to intervene in the amount of voluntary turnover companies experience. While this study used statistical procedures to test the four hypotheses, future research should be directed to further analyze the data. For example this study looked at the comparison of mean scores in a horizontal fashion (See Table 2). It would be interesting to analyze the data in a vertical fashion. Simply by viewing the mean scores in Table 2 certain assumptions can be made. For example by looking at the first column, one could conclude that employees who did not like the job they were in, expressed the same satisfaction for supervisor and for co-workers, however they expressed lower but similar satisfaction levels for job satisfaction and pay satisfaction. In other words employees leaving because they didn't like their job, appeared to be unsatisfied with their job and their pay, but supervisor satisfaction and co-worker satisfaction were less influential factors. It would be interesting to see if an increase in pay would alter one's perception of work satisfaction.

Viewing the second column in Table 2, one could conclude that employees leaving because they felt treated unfairly demonstrated very low supervisor satisfaction, and low pay satisfaction but moderate job satisfaction and moderate co-worker satisfaction. This may be because the individual felt that their supervisor had a direct impact on their pay.

Column three in Table 2 indicates that individuals leaving for pay reasons were very dissatisfied with their pay, but otherwise satisfied with their job, supervisor and co-

worker. In other words, for those who leave for pay reasons, pay is the determining factor.

Column four in table 2 is labeled Personal Reasons, viewing this column it appears that those individuals leaving for this reason didn't express much variance in their levels of satisfaction. This is probably because the current research was unable to tap into the attitudinal correlates associated with leaving for personal reasons. Future research should be directed toward finding these predictors.

Although this is a simplistic study, the results justify further, more difficult research in this area.

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APPENDIX A

APPENDICES

APPENDIX A

Consent
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Scale: **BIO**

Initial **Quest #: 1**

Question: Why are you leaving your job?

Choice 1: I am moving out of the area

Concern/
Correct? ☐

Follow up A:

Choice 2: I did not like the job I was in

Concern/
Correct? ☒

Follow up B: Tell me what it was about your job that you did not like?

Choice 3: I felt I was treated unfairly

Concern/
Correct? ☒

Follow up C: Please tell me why you feel you were treated unfairly.

Choice 4: I am leaving for a job that pays more money

Concern/
Correct? ☒

Follow up D: Are you leaving for the primary reason of money, or is there more? How much more an hour are you going to be paid?

Choice 5: I am having trouble finding appropriate childcare

Concern/
Correct? ☒

Follow up E: If you were able to find suitable childcare, would you consider working for us again?

Choice 6: I am leaving for personal reasons

Concern/
Correct? ☒

Follow up F: Would you be willing to discuss your personal reasons for leaving? Do they have anything to do with our company?

Initial **Quest #: 2**

Question: How long did you work for our company?

Choice 1: Less than 6 months

Concern/
Correct? ☒

Follow up A: How long did you plan to work here when you were hired on? What changed your mind?

Choice 2: More than 6 months but less than one year

Concern/
Correct? ☒

Follow up B: How long did you plan to work here when you were hired on? What changed your mind?

Choice 3: 1 to 3 years

Concern/
Correct? ☐

Follow up C:

Choice 4: 3 to 5 years

Concern/
Correct? ☐

Follow up D:

Choice 5: 5 to 10 years

Concern/
Correct? ☒

Follow up E: Having worked here as long as you have, tell me what you liked most and what you liked least about our company.

Choice 6: More than 10 years

Concern/
Correct? ☒

Follow up F: Having worked here as long as you have, tell me what you liked most and what you liked least about our company.

Scale: **DCC**

Initial **Quest #: 5**

Question: In general, I feel the company provided training to do my job adequately.

Choice 1: I agree

Concern/
Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct?

Follow up B: Why do you feel you were not trained properly for the duties assigned to you?

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: Why do you feel you were not trained properly for the duties assigned to you?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Initial **Quest #: 8**

Question: I feel the Company policies are clear, fair, and appropriately enforced.

Choice 1: I agree

Concern/ ☐
Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct?

Follow up B: Why do you feel the Company policies and procedures are not clear, fair, and appropriately enforced?

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: Why do you feel the Company policies and procedures are not clear, fair, and appropriately enforced?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 13**

Question: I feel the company effectively communicated its values, goals, and objectives.

Choice 1: I agree

Concern/
Correct?

Follow up A: What do you believe to be this company's values, goals, and objectives?

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: What do you believe to be this company's values, goals, and objectives?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: What do you believe to be this company's values, goals, and objectives?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 19**

Question: I would describe this company as one that is NOT able or flexible enough to change and to correct problems.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: Why do you feel this company cannot change or correct problems? At what level of management do you feel the breakdown starts?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Why do you feel this company cannot change or correct problems? At what level of management do you feel the breakdown starts?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 24**

Question: One thing I would have to say about this company is that they encourage continuous improvement in all areas.

Choice 1: I agree

Concern/
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/
Correct? ☒

Follow up B: What areas in the company do they NOT encourage continuous improvement?

Choice 3: I cannot decide

Concern/
Correct? ☒

Follow up C: What areas in the company do they NOT encourage continuous improvement?

Choice 4:

Concern/
Correct? ☐

Follow up D:

Choice 5:

Concern/
Correct? ☐

Follow up E:

Choice 6:

Concern/
Correct? ☐

Follow up F:

Initial **Quest #: 28**

Question: This company does not follow up (measure) its quality processes.

Choice 1: I agree

Concern/
Correct? ☒

Follow up A: Why do you feel this company does not follow up or measure its quality processes? Do you feel quality is important to this company?

Choice 2: I disagree

Concern/
Correct? ☐

Follow up B:

Choice 3: I cannot decide

Concern/
Correct? ☒

Follow up C: Why do you feel this company does not follow up or measure its quality processes? Do you feel quality is important to this company?

Choice 4:

Concern/
Correct? ☐

Follow up D:

Choice 5:

Concern/
Correct? ☐

Follow up E:

Choice 6:

Concern/
Correct? ☐

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 33**

Question: The company has created a culture where there is a high trust level between the organization and its employees.

Choice 1: I agree

Concern/
Correct?

Follow up A:

Choice 2: I disagree

Concern/
Correct?

Follow up B: Why do you feel there is not a high trust level between the organization and its employees?

Choice 3: I cannot decide

Concern/
Correct?

Follow up C: Why do you feel there is not a high trust level between the organization and its employees?

Choice 4:

Concern/
Correct?

Follow up D:

Choice 5:

Concern/
Correct?

Follow up E:

Choice 6:

Concern/
Correct?

Follow up F:

Initial **Quest #: 37**

Question: I am not satisfied with this company's level of integrity.

Choice 1: I agree

Concern/
Correct?

Follow up A: Why are you not satisfied with this company's level of integrity?

Choice 2: I disagree

Concern/
Correct?

Follow up B:

Choice 3: I cannot decide

Concern/
Correct?

Follow up C: Why are you not satisfied with this company's level of integrity?

Choice 4:

Concern/
Correct?

Follow up D:

Choice 5:

Concern/
Correct?

Follow up E:

Choice 6:

Concern/
Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 41**

Question: This company treats employees with dignity and respect.

Choice 1: I agree

Concern/
Correct?

Follow up A:

Choice 2: I disagree

Concern/ ✓
Correct?

Follow up B: Tell me an experience you or someone you know has had that would make you feel this company does not treat employees with dignity and respect.

Choice 3: I cannot decide

Concern/ ✓
Correct?

Follow up C: Tell me an experience you or someone you know has had that would make you feel this company does not treat employees with dignity and respect.

Choice 4:

Concern/
Correct?

Follow up D:

Choice 5:

Concern/
Correct?

Follow up E:

Choice 6:

Concern/
Correct?

Follow up F:

Initial **Quest #: 45**

Question: This company provides strong leadership, along with guidance and direction.

Choice 1: I agree

Concern/
Correct?

Follow up A:

Choice 2: I disagree

Concern/ ✓
Correct?

Follow up B: Is there a particular area in this company you feel is weak in leadership?

Choice 3: I cannot decide

Concern/ ✓
Correct?

Follow up C: Is there a particular area in this company you feel is weak in leadership?

Choice 4:

Concern/
Correct?

Follow up D:

Choice 5:

Concern/
Correct?

Follow up E:

Choice 6:

Concern/
Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 47**

Question: This company does not provide for employee development, and therefore, does not maximize the strength and skills of its employees.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: Does this company do any other activities that make you feel they develop employees to maximize their skills and abilities? If so, what? If not, Why?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Does this company do any other activities that make you feel they develop employees to maximize their skills and abilities? If so, what? If not, Why?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 49**

Question: This company's policies are clear, fair and enforced appropriately.

Choice 1: I agree

Concern/ ☐ Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: Are there any particular policies or procedures that are not clear or are not fair or are not enforced appropriately?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Are there any particular policies or procedures that are not clear or are not fair or are not enforced appropriately?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #:** 54

Question: Overall, I am satisfied with this company.

Choice 1: I agree

Concern/
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/
Correct? ☒

Follow up B: What part of this company causes you the most dissatisfaction?

Choice 3: I cannot decide

Concern/
Correct? ☒

Follow up C: What part of this company causes you the most dissatisfaction?

Choice 4:

Concern/
Correct? ☐

Follow up D:

Choice 5:

Concern/
Correct? ☐

Follow up E:

Choice 6:

Concern/
Correct? ☐

Follow up F:

Scale: **DOC**

Initial **Quest #:** 7

Question: In general, I found the people I worked with to be helpful.

Choice 1: I agree

Concern/
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/
Correct? ☒

Follow up B: Specifically, what people do you believe caused you to feel that they were not helpful?

Choice 3: I cannot decide

Concern/
Correct? ☒

Follow up C: Specifically, what people do you believe caused you to feel that they were not helpful?

Choice 4:

Concern/
Correct? ☐

Follow up D:

Choice 5:

Concern/
Correct? ☐

Follow up E:

Choice 6:

Concern/
Correct? ☐

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 12**

Question: The people I worked with were basically SLOW.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: Why do you feel the people you work with are slow? How would you describe "slow"?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Why do you feel the people you work with are slow? How would you describe "slow"?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 16**

Question: One word that I would use to describe my co-workers is "responsible".

Choice 1: I agree

Concern/ ☐ Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: Why do you feel your co-workers are not responsible?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Why do you feel your co-workers are not responsible?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #:** 21

Question: A person has to be very careful with my co-workers because it is very easy to make enemies of them.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: Why do you feel it is easy to make enemies with your co-workers? Is it any more this way here than at other places you have worked?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Why do you feel it is easy to make enemies with your co-workers? Is it any more this way here than at other places you have worked?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #:** 26

Question: The people I work with are fast.

Choice 1: I agree

Concern/ ☐ Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: As a whole, what animal would you use to describe the speed of your co-workers? Why?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: As a whole, what animal would you use to describe the speed of your co-workers? Why?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 30**

Question: The people I work with are usually unpleasant.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: Do you know of any particular reason for the people you work with to be unpleasant?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Do you know of any particular reason for the people you work with to be unpleasant?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 35**

Question: The people I work with are "smart".

Choice 1: I agree

Concern/ ☐ Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: Tell me why you feel the people you work with are NOT "smart"?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Tell me why you feel the people you work with are NOT "smart"?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 39**

Question: One word you use to describe your co-workers is "stubborn".

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: You described the people you work with as being "stubborn", is that something good or bad?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: You described the people you work with as being "stubborn", is that something good or bad?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 43**

Question: The people I work with are "lazy".

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: What makes you feel the people you work with are lazy? How would they describe you?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: What makes you feel the people you work with are lazy? How would they describe you?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 48**

Question: I would describe the people I work with as being "loyal".

Choice 1: I agree

Concern/ ☐
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct? ☒

Follow up B: How would you describe the "loyalty" of the people you work with?

Choice 3: I cannot decide

Concern/ ☒
Correct? ☒

Follow up C: How would you describe the "loyalty" of the people you work with?

Choice 4:

Concern/ ☐
Correct? ☐

Follow up D:

Choice 5:

Concern/ ☐
Correct? ☐

Follow up E:

Choice 6:

Concern/ ☐
Correct? ☐

Follow up F:

Initial **Quest #: 51**

Question: Overall, I am satisfied with the people I work with.

Choice 1: I agree

Concern/ ☐
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct? ☒

Follow up B: What is it about the people you work with, that makes you the most dissatisfied?

Choice 3: I cannot decide

Concern/ ☒
Correct? ☒

Follow up C: What is it about the people you work with, that makes you the most dissatisfied?

Choice 4:

Concern/ ☐
Correct? ☐

Follow up D:

Choice 5:

Concern/ ☐
Correct? ☐

Follow up E:

Choice 6:

Concern/ ☐
Correct? ☐

Follow up F:

Scale: **DOP**Initial **Quest #: 6****Question:** I feel I was paid a fair wage for the type of work I did for this company.**Choice 1:** I agreeConcern/
Correct? ☐**Follow up A:****Choice 2:** I disagreeConcern/
Correct? ☒**Follow up B:** What do you feel would be a fair wage for the type of work you performed in your position? Was it possible to make that much in your position?**Choice 3:** I cannot decideConcern/
Correct? ☒**Follow up C:** What do you feel would be a fair wage for the type of work you performed in your position? Was it possible to make that much in your position?**Choice 4:**Concern/
Correct? ☐**Follow up D:****Choice 5:**Concern/
Correct? ☐**Follow up E:****Choice 6:**Concern/
Correct? ☐**Follow up F:**Initial **Quest #: 9****Question:** I would describe my pay (in this position) as adequate for my normal expenses.Concern/
Correct? ☐**Choice 1:** I agreeConcern/
Correct? ☐**Follow up A:**Concern/
Correct? ☒**Choice 2:** I disagreeConcern/
Correct? ☒**Follow up B:** Why do you feel the pay for this position does not adequately provide for your normal expenses? Do you feel the pay for this position (and its responsibilities) is fair?Concern/
Correct? ☒**Choice 3:** I cannot decideConcern/
Correct? ☒**Follow up C:** Why do you feel the pay for this position does not adequately provide for your normal expenses? Do you feel the pay for this position (and its responsibilities) is fair?Concern/
Correct? ☐**Choice 4:**Concern/
Correct? ☐**Follow up D:**Concern/
Correct? ☐**Choice 5:**Concern/
Correct? ☐**Follow up E:**Concern/
Correct? ☐**Choice 6:**Concern/
Correct? ☐**Follow up F:**

Initial **Quest #:** 17

Question: I can barely live on the income I receive from my current position.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: You said you could barely live on the income you receive from your current position, do you feel you are compensated fairly for the work that you do? Why/why not?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: You said you could barely live on the income you receive from your current position, do you feel you are compensated fairly for the work that you do? Why/why not?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #:** 22

Question: The income from my job provides luxuries.

Choice 1: I agree

Concern/ ☐ Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: If the income from your job does not provide for luxuries, is it because you do not make enough to provide the necessities? How much more do you feel you would need to provide the necessities?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: If the income from your job does not provide for luxuries, is it because you do not make enough to provide the necessities? How much more do you feel you would need to provide the necessities?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 31**

Question: I am underpaid for the work I perform for this company.

Choice 1: I agree

Concern/ ☒
Correct?

Follow up A: Do you feel you are underpaid as an individual or that everyone in your same job classification is underpaid? Do you know other people at other companies in a similar position that makes more money? Where?

Choice 2: I disagree

Concern/ ☐
Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: Do you feel you are underpaid as an individual or that everyone in your same job classification is underpaid? Do you know other people at other companies in a similar position that makes more money? Where?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Initial **Quest #: 52**

Question: Overall, I am satisfied with the pay I receive for the work I perform.

Choice 1: I agree

Concern/ ☐
Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct?

Follow up B: What is your suggestion on how you could become more satisfied with your pay?

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: What is your suggestion on how you could become more satisfied with your pay?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Scale: **DOS**Initial **Quest #: 4****Question:** I feel my direct supervisor treated me with dignity and respect.

Choice 1: I agree

Concern/ ☐
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct? ☒

Follow up B: In what way did your supervisor NOT treat you with dignity and respect?

Choice 3: I cannot decide

Concern/ ☒
Correct? ☒

Follow up C: In what way did your supervisor NOT treat you with dignity and respect?

Choice 4:

Concern/ ☐
Correct? ☐

Follow up D:

Choice 5:

Concern/ ☐
Correct? ☐

Follow up E: In what way did your supervisor not treat you with dignity and respect?

Choice 6:

Concern/ ☐
Correct? ☐

Follow up F:

Initial **Quest #: 11****Question:** When there was a decision that involved my specific position, my supervisor frequently asked my advice or opinion.

Choice 1: I agree

Concern/ ☐
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct? ☒

Follow up B: Why do you feel your supervisor did not ask your advice or your opinion about things?

Choice 3: I cannot decide

Concern/ ☒
Correct? ☒

Follow up C: Why do you feel your supervisor did not ask your advice or your opinion about things?

Choice 4:

Concern/ ☐
Correct? ☐

Follow up D:

Choice 5:

Concern/ ☐
Correct? ☐

Follow up E:

Choice 6:

Concern/ ☐
Correct? ☐

Follow up F:

Initial **Quest #: 15**

Question: I would describe my immediate supervisor as being "hard to please".

Choice 1: I agree

Concern/Correct? ☒

Follow up A: When you describe your supervisor as being "hard to please", is that a positive thing or a negative thing? Why?

Choice 2: I disagree

Concern/Correct? ☐

Follow up B:

Choice 3: I cannot decide

Concern/Correct? ☒

Follow up C: When you describe your supervisor as being "hard to please", is that a positive thing or a negative thing? Why?

Choice 4:

Concern/Correct? ☐

Follow up D:

Choice 5:

Concern/Correct? ☐

Follow up E:

Choice 6:

Concern/Correct? ☐

Follow up F:

Initial **Quest #: 20**

Question: My supervisor has had a positive influence on me and my life.

Choice 1: I agree

Concern/Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/Correct? ☒

Follow up B: Do you feel your supervisor has had a negative influence on your life? If so, why?

Choice 3: I cannot decide

Concern/Correct? ☒

Follow up C:

Choice 4:

Concern/Correct? ☐

Follow up D:

Choice 5:

Concern/Correct? ☐

Follow up E:

Choice 6:

Concern/Correct? ☐

Follow up F:

Initial **Quest #: 25**

Question: My supervisor has and plays favorites.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: Why do you feel your supervisor has favorites? Have you ever reported this behavior? Can you give a specific example of when he/she showed favoritism?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Why do you feel your supervisor has favorites? Have you ever reported this behavior? Can you give a specific example of when he/she showed favoritism?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 29**

Question: My supervisor tells me where I stand whether it is good or bad.

Choice 1: I agree

Concern/ ☐ Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: Does your supervisor tell you just the good things, just the bad things or neither?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Does your supervisor tell you just the good things, just the bad things or neither?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 34**

Question: The best way to describe my supervisor is "lazy".

Choice 1: I agree

Concern/ ☒
Correct?

Follow up A: Why do you feel your supervisor is lazy?

Choice 2: I disagree

Concern/ ☐
Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: Why do you feel your supervisor is lazy?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Initial **Quest #: 38**

Question: My supervisor is a "poor planner".

Choice 1: I agree

Concern/ ☒
Correct?

Follow up A: What makes you feel your supervisor is a "poor planner"? you describe "poor" as "impossible"

Choice 2: I disagree

Concern/ ☐
Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: What makes you feel your supervisor is a "poor planner"? you describe "poor" as "impossible"

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Initial **Quest #: 42**

Question: My supervisor knows his/her job well.

Choice 1: I agree

Concern/
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/
Correct? ☒

Follow up B: What makes you feel your supervisor does NOT know his/her job well?

Choice 3: I cannot decide

Concern/
Correct? ☒

Follow up C: What makes you feel your supervisor does NOT know his/her job well?

Choice 4:

Concern/
Correct? ☐

Follow up D:

Choice 5:

Concern/
Correct? ☐

Follow up E:

Choice 6:

Concern/
Correct? ☐

Follow up F:

Initial **Quest #: 46**

Question: One way I would describe my supervisor is "impolite".

Choice 1: I agree

Concern/
Correct? ☒

Follow up A: What specifically does your supervisor do that would make you describe him/her as "impolite"?

Choice 2: I disagree

Concern/
Correct? ☐

Follow up B:

Choice 3: I cannot decide

Concern/
Correct? ☒

Follow up C: What specifically does your supervisor do that would make you describe him/her as "impolite"?

Choice 4:

Concern/
Correct? ☐

Follow up D:

Choice 5:

Concern/
Correct? ☐

Follow up E:

Choice 6:

Concern/
Correct? ☐

Follow up F:

Initial **Quest #:** 50

Question: Overall, I am satisfied with my supervisor.

Choice 1: I agree

Follow up A:

Concern/
Correct?

Choice 2: I disagree

Follow up B: In what area(s) are you not satisfied with your supervisor.

Concern/ ☒
Correct?

Choice 3: I cannot decide

Follow up C: In what area(s) are you not satisfied with your supervisor.

Concern/ ☒
Correct?

Choice 4:

Follow up D:

Concern/ ☐
Correct?

Choice 5:

Follow up E:

Concern/ ☐
Correct?

Choice 6:

Follow up F:

Concern/ ☐
Correct?

Interview Questions For The Position Of **Exit Interview**

Scale: **DOW**

Initial **Quest #: 3**

Question: The position that I am leaving was a good match of my knowledge, skills, and abilities.

Choice 1: I agree

Concern/ ☐
Correct? ☐

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct? ☒

Follow up B: Why do you feel the position that you are leaving was not a good match of your knowledge, skill, and abilities? Does the company have a position that would be a good match of your knowledge, skill, and abilities?

Choice 3: I cannot decide

Concern/ ☒
Correct? ☒

Follow up C: Why do you feel the position that you are leaving was not a good match of your knowledge, skill, and abilities? Does the company have a position that would be a good match of your knowledge, skill, and abilities?

Choice 4:

Concern/ ☐
Correct? ☐

Follow up D:

Choice 5:

Concern/ ☐
Correct? ☐

Follow up E: Why do you feel the position that you are leaving was not a good match of your knowledge, skill, and abilities? Does the company have a position that would be a good match of your knowledge, skill, and abilities?

Choice 6:

Concern/ ☐
Correct? ☐

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 10**

Question: I would describe my job as BORING.

Choice 1: I agree

Concern/ ☒ Correct?

Follow up A: Why do you feel your job was boring? In your opinion, is there anything we can do to make the job not so boring?

Choice 2: I disagree

Concern/ ☐ Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Why do you feel your job was boring? In your opinion, is there anything we can do to make the job not so boring?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Initial **Quest #: 14**

Question: I feel the position that I hold in this company is respected for its contribution to this company.

Choice 1: I agree

Concern/ ☐ Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒ Correct?

Follow up B: Why do you feel your position is not respected for its contribution to the company overall? Can you describe for me how it contributes to this company?

Choice 3: I cannot decide

Concern/ ☒ Correct?

Follow up C: Why do you feel your position is not respected for its contribution to the company overall? Can you describe for me how it contributes to this company?

Choice 4:

Concern/ ☐ Correct?

Follow up D:

Choice 5:

Concern/ ☐ Correct?

Follow up E:

Choice 6:

Concern/ ☐ Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 18**

Question: When it comes to describing my work, one word that I would use would be "pleasant".

Choice 1: I agree

Follow up A:

Concern/
Correct?

Choice 2: I disagree

Follow up B: What about your work would you describe as "unpleasant"?

Concern/
Correct? ☒

Choice 3: I cannot decide

Follow up C: What about your work would you describe as "unpleasant"?

Concern/
Correct? ☒

Choice 4:

Follow up D:

Concern/
Correct?

Choice 5:

Follow up E:

Concern/
Correct?

Choice 6:

Follow up F:

Concern/
Correct?

Initial **Quest #: 23**

Question: At its best, I would describe my work as "uncomfortable".

Choice 1: I agree

Follow up A: What is it about your work that makes you describe it as "uncomfortable"?

Concern/
Correct? ☒

Choice 2: I disagree

Follow up B:

Concern/
Correct? ☐

Choice 3: I cannot decide

Follow up C: What is it about your work that makes you describe it as "uncomfortable"?

Concern/
Correct? ☒

Choice 4:

Follow up D:

Concern/
Correct? ☐

Choice 5:

Follow up E:

Concern/
Correct? ☐

Choice 6:

Follow up F:

Concern/
Correct? ☐

Initial **Quest #: 27**

Question: My position is useful to this company.

Choice 1: I agree

Concern/
Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct?

Follow up B: Why do you feel your position is NOT useful to this company? What could the company do to make others in similar positions aware of how useful it feels about them and the position?

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: Why do you feel your position is NOT useful to this company? What could the company do to make others in similar positions aware of how useful it feels about them and the position?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Initial **Quest #: 32**

Question: The type of work I do is frustrating to me.

Choice 1: I agree

Concern/ ☒
Correct?

Follow up A: What is it about your job that frustrates you?

Choice 2: I disagree

Concern/ ☐
Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: What is it about your job that frustrates you?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Initial **Quest #: 36**

Question: My job is tiring.

Choice 1: I agree

Concern/ ☒
 Correct?

Follow up A: You said your job is "tiring", is that a good thing or a bad thing?

Choice 2: I disagree

Concern/ ☐
 Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒
 Correct?

Follow up C: You said your job is "tiring", is that a good thing or a bad thing?

Choice 4:

Concern/ ☐
 Correct?

Follow up D:

Choice 5:

Concern/ ☐
 Correct?

Follow up E:

Choice 6:

Concern/ ☐
 Correct?

Follow up F:

Initial **Quest #: 40**

Question: The type of work I do gives me a sense of accomplishment.

Choice 1: I agree

Concern/ ☐
 Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒
 Correct?

Follow up B: What is it about your work that does NOT give you a sense of accomplishment?

Choice 3: I cannot decide

Concern/ ☒
 Correct?

Follow up C: What is it about your work that does NOT give you a sense of accomplishment?

Choice 4:

Concern/ ☐
 Correct?

Follow up D:

Choice 5:

Concern/ ☐
 Correct?

Follow up E:

Choice 6:

Concern/ ☐
 Correct?

Follow up F:

Interview Questions For The Position Of **Exit Interview**

Initial **Quest #: 44**

Question: In my job there is "just too much to do".

Choice 1: I agree

Concern/ ☒
Correct?

Follow up A: Is it good or bad to have "just too much to do"?

Choice 2: I disagree

Concern/ ☐
Correct?

Follow up B:

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: Is it good or bad to have "just too much to do"?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

Initial **Quest #: 53**

Question: Overall, I am satisfied with my job/position.

Choice 1: I agree

Concern/ ☐
Correct?

Follow up A:

Choice 2: I disagree

Concern/ ☒
Correct?

Follow up B: What causes you the most dissatisfaction about your job?

Choice 3: I cannot decide

Concern/ ☒
Correct?

Follow up C: What causes you the most dissatisfaction about your job?

Choice 4:

Concern/ ☐
Correct?

Follow up D:

Choice 5:

Concern/ ☐
Correct?

Follow up E:

Choice 6:

Concern/ ☐
Correct?

Follow up F:

APPENDIX B

RELEASE

HIRE, LLC hereby gives permission to Crystal Armenta to use data from its exit interviews in her thesis endeavors.

HIRE, LLC

BY: Dewey W. Hammond, III
Dewey W. Hammond, III
Managing Principal

Date: July 19, 1999

APPENDIX C

APPENDIX C

	Positively Worded	Negatively Worded
I am satisfied with my pay	X	
I am satisfied with my work		X
I am satisfied with my supervisor	X	
I am satisfied with my co-workers		X
I am satisfied with my company	X	
I am satisfied with my job		X
I am satisfied with my future		X
I am satisfied with my life	X	
I am satisfied with my health	X	

Alpha level = .04

	Positively Worded	Negatively Worded
I am satisfied with my pay	X	
I am satisfied with my work	X	
I am satisfied with my supervisor		X
I am satisfied with my co-workers	X	
I am satisfied with my company		X
I am satisfied with my job	X	

SCALE: Supervisor Satisfaction

Alpha level = .91

Question #	Summary of question	Positively Worded	Negatively Worded
Q4	Supervisor treated me with dignity and respect	X	
Q11	Supervisor asked my advice	X	
Q15	Supervisor was hard to please		X
Q20	Had a positive influence on my life	X	
Q25	Plays favorites		X
Q29	Tells me where I stand	X	
Q34	Supervisor was lazy		X
Q38	Supervisor was a poor planner		X
Q42	Supervisor knows his/her job well	X	
Q46	Supervisor was impolite		X
Q50	Overall Satisfaction with supervisor	X	

SCALE: Co-Worker Satisfaction

Alpha level = .88

Question #	Summary of question	Positively Worded	Negatively Worded
Q7	I found my co-worker helpful	X	
Q12	My co-workers were basically slow		X
Q16	I would describe my co-workers as responsible	X	
Q21	I found it easy to make enemies		X
Q26	The people work with are fast	X	
Q30	The people I work with are unpleasant		X
Q35	The people I work with are smart	X	
Q39	My co-workers are stubborn		X
Q43	The people I work with are lazy		X
Q48	My co-workers are loyal	X	
Q51	Overall, I am satisfied with my co-workers	X	

SCALE: Pay Satisfaction

Alpha level = .84

Question #	Summary of question	Positively Worded	Negatively Worded
Q6	I was paid a fair wage	X	
Q9	Could cover normal expenses	X	
Q17	Could barely live		X
Q22	Income provided personal luxuries	X	
Q31	I was underpaid		X
Q52	Overall satisfaction with pay	X	

SCALE: Job Satisfaction

Alpha level = .71

Question #	Summary of question	Positively Worded	Negatively Worded
Q3	The job matched my KSA	X	
Q10	Job was boring		X
Q14	Position was respected	X	
Q18	Work was pleasant	X	
Q23	Work was uncomfortable		X
Q27	Work was useful	X	
Q32	Work was frustrating		X
Q26	Work was tiring		X
Q40	Work gave me a sense of accomplishment	X	
Q44	Work was too much to do		X
Q53	Overall satisfaction with job	X	

VITA

Crystal Dawn Armenta was born in Fort Oglethorpe, Georgia on February 15, 1972. She graduated from NorthWest Georgia High School in Trenton, Georgia, in May of 1990. In 1991, she entered the United States Army. While serving in the Army she earned her Associate Degree in General Studies from Central Texas College. In 1997, she earned her Bachelor of Science degree majoring in Psychology, from North Western State University, in Natchitoches, Louisiana. In 1998, she enrolled as a graduate student in the Industrial and Organizational Psychology Program at Austin Peay State University in Clarksville, Tennessee.

She is currently seeking employment within her field. She is interested in working for the United States Government. Her areas of interest include employee relations and job analysis.