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**EXTENDING THE CONCEPT  
OF JOB WITHDRAWAL:  
IDENTIFYING, PREDICTING, AND UNDERSTANDING  
ADAPTATION TO WORK**

**BY  
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**THESIS**

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DEGREE OF BACHELOR OF SCIENCE  
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### Abstract

Typically, research on job withdrawal has focused on the narrow set of behaviors: voluntary turnover, absence, and voluntary lateness. Along with consistent intercorrelations, these withdrawal behaviors have negatively correlated with a common antecedent, job satisfaction.

However, many authors have questioned whether progress has been made in understanding the relations between job withdrawal and job satisfaction. Rosse and Hulin (1985) attribute the limited progress to the narrow set of behaviors that have been studied.

Hulin, Roznowski, and Machiya (1985) and Hulin (1987) provide a model of organizational adaptation/withdrawal that considers the formation of and subsequent behavioral responses to job satisfaction. They assume turnover, absence, and lateness to be a small set of a wide range of adaptation behaviors.

The present research tests the organizational adaptation/withdrawal model. In a sample of 163 clerical workers, limited support was found. Plausible explanations and implications for future research are discussed.

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Employee withdrawal from the prescribed work role has been a costly problem for organizations. Consequently, there has been a great deal of research in this area. Typically, this research has focused on specific behaviors such as voluntary turnover, lateness, and voluntary absence.

Exploring job withdrawal from this multivariate perspective has yielded some consistent findings. Research has indicated that there is a positive association between turnover and absence and between absence and lateness (Rosse, 1983). Also, many authors have reported that these behaviors covary with a common antecedent, job related affect (for a complete description see Rosse & Miller, 1984, and Rosse & Hulin, 1985).

However, the relations among forms of job withdrawal and job affect have been weak and controversial (Hackett & Guion, 1985; Scott & Taylor, 1985). Rosse and Miller (1984) attribute the weak relations to the manner in which the variables are studied. They argue that although the correlations reported among withdrawal behaviors and job affect are weak, the consistency of the empirical relations across investigators, samples, and conditions, and the multiple functions the behaviors may play justify attempts to link withdrawal behaviors and job affect in theory. The

most reasonable conclusion regarding the relations among these variables is that there is a negative relation between overall job affect and turnover, a moderate negative relation between overall job affect and absence, and a slightly negative relation between overall job affect and lateness (Hulin, 1987).

Unfortunately, whether progress has been made in understanding these relationships is questionable (Hobley, 1982; Steers & Rhodes, 1978). Rosse and Hulin (1985) attribute the limited progress to the narrow set of behaviors that have been studied. From a philosophy of science perspective, studying whether these behaviors indicate a coherent behavioral pattern or syndrome, or, more specifically, whether they represent an underlying psychological construct may be more appropriate (Hulin, 1984). Because turnover, absence, and lateness consistently correlate with a common antecedent it appears that they may represent specific outcroppings of a more general latent trait (Hulin, 1987).

#### Job Adaptation as a Psychological Construct

##### Rosse and Miller's Job Adaptation Cycle Model

Rosse and Miller (1984) provide a model that describes the process by which a worker adapts to a dissatisfying work role. This model views turnover, absence, and lateness as a small set of the possible

behaviors that are designed to reduce work role dissatisfaction.

Rosse and Miller have moved away from previous models that attempted to link job satisfaction and withdrawal behaviors by focusing on the concept of job withdrawal (see Rosse & Miller, 1984 for complete review of these models). Job withdrawal is described by a range of behaviors that are consequences of job satisfaction. Rosse and Miller argue that previous models of job withdrawal have assumed that these behaviors have the functional purpose of avoidance. In other words, people choose to quit, be absent, or arrive late in order to avoid their dissatisfying work environment. Rosse and Miller, however, believe that the behaviors represent coping mechanisms that have the function of helping people adapt to their work environment. Focusing on adaptation instead of withdrawal allows for a wider range of possible responses that can be chosen by a dissatisfied person. Adaptation behaviors may range from acts of aggression (vicious gossip, theft, sabotage), attempts to change the work environment (unionization activity, learning new skills), physical job withdrawal (absence, lateness, lengthy or frequent breaks), psychological job withdrawal (daydreaming, sleeping on the job) or any



other behavior that serves to help a person cope or adapt to their dissatisfying work role.

The focus of the model presented by Rosse and Miller is on the process of adaptation. Briefly, they postulate that a dissatisfying stimulus event triggers an negative evaluation of the work role. The result is relative dissatisfaction, which provides the impetus for adaptation.

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The dissatisfied worker can adapt in any of several ways. Personal experience, role models, social norms, and ability or environmental limitations are assumed to influence the range of possible responses. Figure 1 depicts the Rosse and Miller adaptation process model.

Rosse and Miller hypothesize that people will choose from among their behavioral alternatives in such a way that they maximize their subjective expected utility. This assumption is consistent with the expectancy-valence theories of motivation (Naylor, Pritchard, Ilgen, 1980; Vroom, 1964; Atkinson & Birch, 1970). Rosse and Miller use the terms "greatest satisfaction", "positive utility", "maximum gain", and "minimum loss" interchangeably to describe the way a

person will choose among alternate behaviors. This is contrasted with previous models of withdrawal that assume the person is simply avoiding an aversive work environment. In Rosse and Miller's model, overt avoidance behaviors are a subset of the many possible responses to job dissatisfaction.

The adaptive process model assumes that the cycle of adaptation will repeat itself until successful adaptation results. Successful adaptation occurs "when the cycles of interaction between the individual and the environment cease with respect to the stimulus producing the relative dissatisfaction" (Rosse & Miller, 1984, p.207).

Partial support for the model has been provided by Rosse and Mulin (1985). In a longitudinal study, they explored adaptation among newly hired hospital employees. Specifically, they examined the relation between job affect and a variety of behaviors hypothesized to reflect employee adaptation. There was evidence of a negative relation between job affect and a variety of behaviors representing avoidance. Also, Rosse and Mulin developed a scale to assess the various attempts to change the work environment. Curiously, they found that some attempts to change the work situation were positively related to job affect. This

is contrary to previous research that suggests that adaptive responses are stimulated by negative affect. Satisfied individuals may engage in some adaptive behaviors because they see long term positive utilities (Hulin, 1987). Overall, the results provide evidence for a wide range of adaptive responses that are stimulated by job satisfaction as hypothesized by Rosse and Miller.

Another finding of Rosse and Hulin pertained to the effects of adaptation success and health. They noted that employees who were unhappy and unable to successfully adapt began to experience a decline in health. This indicates a feedback effect in the adaptation process.

Contrary to Rosse and Miller's framework, however, it was found that adaptive responses may arise as a result of satisfaction with a number of different work conditions rather than one specific source. Job affect was measured by the Job Diagnostic Index (JDI; Smith, Kendall, and Hulin, 1969) scales that assess satisfaction with pay, promotion opportunities, coworkers, supervisor, and the work itself. Rosse and Hulin found that the JDI scales did not differ greatly in their ability to predict adaptation behaviors. Although Rosse and Hulin concluded that the relatively

small sample, possible response bias, the use of newly hired employees as subjects, and problems inherent in longitudinal design limited the generalizability of their results, the study did provide moderate support of the Rosse and Miller model.

#### The Hulin, Roznowski, and Hachiya Model

Hulin, Roznowski and Hachiya (1985) and Hulin (1987) present a model similar to Rosse and Miller's adaptation/cycle model. It is different in that it is a steady-state model, as opposed to the cyclical model of Rosse and Miller. It was intended to synthesize Rosse and Miller's model of job adaptation with various aspects of other models of job withdrawal. It also incorporates theoretical and empirical elements of models of attitude formation. By integrating well-documented social psychological findings into a heuristic model of organizational adaptation/withdrawal it provides a testable framework from which the formation of job affect and subsequent behavioral responses can be explored.

The Hulin, Roznowski, and Hachiya model considers the formation of work role affect by integrating aspects of Thibaut and Kelley's (1959) model of social interdependence, March and Simon's (1958) model of worker participation, and Smith, Kendall, and Hulin's

(1969) model of job satisfaction. By synthesizing the work of Rosse and Miller (1984), March and Simon (1958), and Mobley (1977; Mobley, Horner, & Hollingsworth 1978) in the adaptation/withdrawal area, it recognizes the many possible responses to dissatisfaction. First, a brief review of the theoretical models of attitude formation is presented. This is followed by a review of the potential types of responses to dissatisfaction that are hypothesized in the Hulin, Roznowski, and Hachiya framework.

### The Formation of Job Affect

#### Thibaut and Kelley

Thibaut and Kelley (1959) introduced a model that accounts for an individual's attraction to a given relationship or role. In the job adaptation framework, this concern is attraction to the prescribed work role. The person's level of attraction to a given role is determined by the relationship between two standards for comparison. These two standards are based on the person's subjective evaluation of the outcomes that they receive from membership in a given role.

The first standard is called the comparison level (CL). It is formed by comparing current outcomes of a given role with outcomes of a similar role. The similar role can be a past experience in the same type

of role, or simply knowledge of the outcomes of a similiar role. For example, Ben is a butcher at Illini Foods. When forming his CL, Ben considers the role outcomes from his previous years at Illini Foods as well as the role outcomes that would be associated with working as a butcher for a different company.

If the evaluation leads to the realization that the current role outcomes are better than the outcomes possible with a similiar role, the individual will experience satisfaction with the current role. On the other hand, if the person perceives a similiar role to produce better outcomes, the person will experience dissatisfaction.

The other standard for comparison is called the comparison level for alternatives (CLalt). This standard is formed by evaluating current role outcomes with the role outcomes resulting from membership in any other possible role available to the person. Returning to the previous example, when Ben forms his CLalt, he considers the role outcomes associated with possible alternative roles such as becoming a carpenter, teacher, priest, musician, etc.

If the outcomes associated with an alternative role are better than the current role outcomes, the role incumbent will leave the current role. On the other

hand, if the outcomes of an alternative role are worse than the current role, the person will retain membership. Table 1 depicts the possible relationships between the the current role outcomes, the CL, the CLalt, and the resulting affect and behavior.

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Insert Table 1 about here  
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There may be many interesting relationships among the CL, CLalt, affect, and behaviors. These relationships will not be discussed here. However, the important aspect of this theory as it relates to the formation of job affect is that satisfaction with a given role depends to some extent on alternative role opportunities and previous role experiences.

#### March and Simon

March and Simon (1958) presented a model of organizational participation that conceptualizes job satisfaction as a function of an individual's job contributions (inputs) and job inducements (outcomes). Job contributions can be skills, time, effort, training, as well as foregone opportunities such as going to the ballgame, spending time with the family, fishing, etc. Job inducements are the salary, benefits, status, and intrinsic satisfaction associated with the job. March

and Simon postulate that job contributions are indirectly affected by labor market conditions. More specifically, the value of a person's contributions changes with respect to economic conditions.

For example, the value of a person's time, skills, effort, and foregone opportunities all change with unemployment levels. If there is little unemployment, jobs are readily available. There are many alternative jobs, and there may be some alternatives that provide greater inducements. Hence, there will be a greater demand for a person's contributions, and the contributions will be worth more. In times with high unemployment, the range of alternative jobs from which to choose is limited. There are not as many firms who demand job inputs. Consequently, a person's job inputs will be worth less.

March and Simon hypothesize that job satisfaction is a function of a person's job contributions and job inducements. When there is high unemployment, the value of a person's job contributions decreases relative to job inducements, and satisfaction should result. In times of little unemployment and a wide range of alternative opportunities, the value of job contributions increases relative to job inducements, and dissatisfaction should result. March and Simon's model



shows the effects of labor market conditions on job contributions. Consequently, job satisfaction is indirectly influenced by labor market effects.

#### The Cornell Model of Job Satisfaction

The Cornell Model (Smith, Kendall, & Hulin, 1969) postulates that the amount of satisfaction with a given job is a function of the difference between what individuals receive from their work roles and what they expect to receive. The expectations are based on the contributions or inputs to the work role. These can consist of training, experience, or education, as well as time and effort.

Job outcomes are evaluated in terms of the person's frame of reference. This is based on their past experiences with other work role outcomes and the outcomes experienced concurrently by other individuals. Local economic conditions have been demonstrated to affect the frame of reference people will use to evaluate their outcomes (Kendall, 1963; Hulin, 1966).

Summary. The three models described were used by Hulin, Roznowski, and Hachiya to provide an integrated model of job satisfaction. The elements that they used in this model are shown graphically in Figure 2.

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The model is consistent with the findings of Thibaut and Kelley in that the influence of previous experiences and alternative roles influence job satisfaction. Also, the Hulin, Roznowski, and Hachiya model incorporates elements of March and Simon's model by showing how the effects of work role inputs and utility of direct and opportunity costs influence job satisfaction. Finally, consistent with the Cornell model of job satisfaction, the value of work role outcomes and the frames of reference for evaluating these outcomes are included.

In the Hulin, Roznowski, and Hachiya framework all of these elements are hypothesized to act simultaneously to determine an individual's level of satisfaction. If the level of satisfaction associated with a given work role is low, it is hypothesized that an individual will adapt or cope in order to reduce dissatisfaction. In conceptualizing the variety of ways that a dissatisfied work role incumbent may adapt, Hulin (1987) and Hulin, Roznowski, and Hachiya (1985) consider conceptual models of role withdrawal, traditional models of job withdrawal, Rosse and Miller's (1984) adaptation cycle model, and Fishbein and Ajzen's attitude/behavioral intention model (Fishbein, 1967; Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1977).

A brief explanation of adaptation behaviors is

presented. A more thorough description, evaluation, and explanation of these possible relationships can be found in Hulin (1987).

#### Adaptive Responses to Job Dissatisfaction

As previously described, research regarding the adaptive responses to work role dissatisfaction has typically focused on a narrow set of behaviors: turnover, absence, and lateness. Hulin (1987) and Hulin, Roznowski, and Hachiya (1985) describe a wide range of possible responses. They discuss three main areas of previous research that they incorporate into a testable model of job adaptation/withdrawal.

The first area consists of traditional models of organizational role withdrawal. Thibaut and Kelley's (1959) model of role withdrawal, March and Simon's (1958) model of organizational participation, and Mobley's (1977; Mobley and Hollingsworth, 1978) process model of organizational turnover all emphasize the theoretical role of labor markets on role withdrawal. Each of these models describe how alternative opportunities influence satisfaction with a current role. The models are different in that Thibaut and Kelley and March and Simon focus on role withdrawal as a response to being dissatisfied with a current role. Mobley's model emphasizes turnover as the main response to dissatisfaction.

Another area of research that has examined the possible responses to job dissatisfaction might be called "job withdrawal". Hulin (1987) describes job withdrawal as a subset of a wider range of adaptive responses, and he reviews models that have focused on job withdrawal. The independent forms of withdrawal model (Porter & Steers, 1978), the spillover model (Beehra & Gupta, 1978), and the compensatory behaviors model (Hill & Trist, 1955) are discussed to provide examples of previous attempts to describe responses to job dissatisfaction. The main criticism of these models, as previously mentioned, is that they only focus on the three specific behaviors turnover, absence, and lateness.

Also incorporated in the analysis of possible responses is the model of job adaptation presented by Rosse and Miller (1984). This model describes the adaptation process that occurs after a work role has been evaluated to invoke negative affect. This model recognizes the many possible responses to job dissatisfaction.

Hulin, Roznowski, and Hachiya (1985) synthesized the models of job withdrawal with job adaptation. Hulin (1987) presented a slightly modified version of this model, which is shown in Figure 3.

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Four behavioral families are assumed to provide a means for employees to adapt to dissatisfaction. They consist of attempts to increase job outcomes, attempts to decrease job inputs, reductions of work role inclusion, and attempts to alter specific characteristics of the work role. This last family was added to the Hulin, Roznowski, and Hachiya framework by Hulin (1987).

The four behavioral families can be considered within the framework of the attitude/behavior intention model of Fishbein and Ajzen (1976) as: behavioral intentions to increase job outcomes, behavioral intentions to decrease job inputs, behavioral intentions to reduce work role inclusion, and behavioral intentions to alter specific characteristics of the work role.

The behavioral intentions are then hypothesized by Hulin, Roznowski, and Hachiya to lead to a subset of adaptive behaviors. For example, behavioral intentions to reduce work role inclusion make up the general category of behavioral withdrawal/avoidance, which is expected to be manifested by traditional avoidance behaviors such as turnover and absence. Another category of adaptation behaviors consists of specific change behaviors. These are exhibited by intentions for transfer, demotion, or unionization activity.

To test this model there is a need for scales that measure the full variety of adaptation behaviors, rather than just absenteeism, turnover, and tardiness. Rosse and Hulin (1985) as well as Roznowski, Rosse, Miller and Hulin (1987) have provided evidence for the existence of these alternative behaviors in an ongoing research program aimed at developing such scales.

These authors have identified a wide range of adaptation behaviors. For example, Hulin and Rosse (1985) have found evidence of specific change behaviors. Curiously, the change behaviors were more likely to be enacted by those who were satisfied with their job. Also, Roznowski et al. (1987) developed scales that identified positive adaptation responses (i.e., discussing with coworkers or supervisor ways to improve the job, obtaining education or training for new skills) as well as negative adaptation responses (i.e., daydreaming, using phone for non business purposes, taking drugs or drinking alcohol before work).

Hulin, Roznowski, and Hachiya (1985) and Hulin (1987) have provided a testable framework from which the formation of job affect and the subsequent behavioral responses can be explored. The model makes testable predictions about the relation between job affect and adaptive behaviors. This research provides a test of the model.

The first hypothesis is that there is a latent trait underlying various job adaptations. Some evidence for a latent trait has been provided by Rosse, Hulin, and others. It is expected that there will be evidence for a latent trait job adaptation.

The second hypothesis is that job affect is related to the adaptive behaviors. According to the model, dissatisfied individuals will engage in behaviors designed to relieve their relative dissatisfaction.

The third hypothesis is that labor market perceptions, tenure, education level, and age influence the experienced level of job satisfaction. This tests a part the model that is based on well-documented social psychological findings. It is expected that this hypothesis will be well supported.

The fourth hypothesis of this research tests the mediating effects of job satisfaction. The Hulin, Roznowski, and Hachiya framework indicates that job satisfaction mediates the relations between labor market perceptions, job inputs, job outcomes, opportunity costs and the adaptation behaviors.

Also, within the framework of this model job satisfaction is solely responsible for explaining the adaptation behaviors. Because of the nature of the scales identified by Roznowski et al. (1987), it seems

possible that there may be differences in the types of behavior a person chooses that are not explained by job satisfaction. Such differences may be explained by individual differences in work ethics. The Protestant Work Ethic (PWE) (Mirels & Garrett, 1971) has been shown to be associated with a number of variables, including attitudes towards work (Greenberg, 1978) and attitude towards unemployment (Furnham, 1982). The fifth hypothesis is that the PWE has a role in the Hulin, Roznowski, and Hachiya model.

The final goal of this research is to allow for potential cross-cultural comparisons to be made. Triandis (1980) provides numerous reasons for cross-cultural tests and comparisons of our social psychological models. A major reason for cross-cultural comparison is to test the generality of psychological laws or models. By comparing cultures, the similarities and differences can be examined, and only in the context of similarities can we understand differences (Campbell, 1964). Because cultures differ from each other, they provide "natural experiments" to compare the influence of different environments on behavior. Triandis (1985) notes these "natural experiments" allow variables to vary widely and realistically.



However, how cultures vary is not yet fully understood by social psychologists and anthropologists. According to Mead (1967), cultures vary on the amount that competition, aggression, and cooperation are emphasized. But perhaps the most important dimension of culture variation is the relative emphasis on individualism or collectivism (Triandis, 1985). In an individualistic culture, most social behavior is determined by personal goals, attitudes and values. In contrast, collectivistic cultures emphasize goals, attitudes and values that are shared with some group of persons.

In collectivistic cultures, people make a clear distinction between ingroups and outgroups (Triandis, et al., 1987) and are trained to subordinate their goals to that of the group. In individualistic cultures, people are concerned with individual goals and do not make a clear distinction between ingroups and outgroups.

Whether the work group is seen as an ingroup in a collectivistic culture may affect the relations hypothesized by the Mulin, Roznowski, and Hachiya model. The present research is designed to allow future cross-cultural comparisons by including measures of individualism-collectivism and ingroupness.

Overall, this research provides a test of the model

of organizational adaptation/withdrawal presented by Hulin, Roznowski, and Hachiya (1985) and Hulin (1987). This model integrates several, well-documented social psychological findings. The model has received preliminary support from Rosse and Hulin (1985) and Roznowski et al. (1987).

### Method

#### Subjects

Two hundred and fifty randomly selected clerical workers at the University of Illinois received a questionnaire through campus mail. They were asked to participate in a study about their reactions to various aspects of their work. As an incentive to complete the questionnaire, a lottery was conducted. Those who returned the questionnaire were eligible. Ten participants received \$50 prizes in the drawing. 163 questionnaires were returned, yielding a 65% response rate.

The respondents were predominantly female (162 of 163), experienced (mean career tenure = 16 years, mean University tenure = 13 years), and had received an average of 13 years of schooling. They reported an average age of 50.

#### Measures

Measures of job affect included the five revised

(Roznowski, 1987) Job Descriptive Index (JDI) scales (Smith, Kendall, & Hulin, 1969) and a seven option Faces-format (Kunin, 1955) measure of overall job satisfaction. Table 2 contains the characteristics of the job affect measures including correlations among the different scales.

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Negative and positive adaptive behaviors were measured by scales developed by Roznowski et al. (1987). Both of these scales ask the respondents how often they engage in various behaviors. They choose an option from a six point scale ranging from "never" to "once or more per day". Turnover, absence, and lateness intentions were measured by scales that asked how often they contemplate, desire, and expect to engage in the respective behavior. The characteristics among the adaptation measures are found in Table 3.

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Perceived labor market conditions were measured by a scale that asked the respondents to assess their chances of finding a comparable job. Also included in the

questionnaire was the protestant work ethic (PWE) (Mirels & Garrett, 1971) scale, measures of individualism-collectivism and ingroup strength developed by Triandis, et al., (1987).

### Results

The first hypothesis from the Hulin, Roznowski, and Hachiya (1985) and Hulin (1987) model of organizational adaptation/withdrawal examined was that the adaptation measures (turnover, absence, and lateness intentions, and positive and negative adaptation behaviors) represent instances of an underlying latent trait. Positive correlations among the hypothesized adaptation behaviors, as well as correlations between the hypothesized adaptation behaviors and a common antecedent, job satisfaction, would provide evidence for the existence of a latent trait (Hulin, 1987).

Table 3 shows the correlations between the variables hypothesized to represent job adaptation. Turnover intentions, absence, and lateness, and the measure of negative adaptation behaviors are correlated. However, the positive adaptation behaviors scale does not significantly correlate with any other measure. Hence, there is little evidence to support the existence of a latent trait underlying various measures of job adaptation.

The correlations between the adaptation measures and job affect are shown in Table 4. The measures of turnover and absence intentions correlate with job satisfaction.

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Except for the negative correlation ( $-.17$ ) between the measure of negative adaptation behaviors and the satisfaction with coworkers scale, there are no significant correlations between the measures of negative and positive adaptation or lateness and job satisfaction.

The second hypothesis of this study tested the relations between job satisfaction and job adaptation. According to the model, dissatisfaction with work leads to various adaptation behaviors.

Following the correlational analyses, regression analyses were conducted using each of the measures of adaptation as a criterion variable and the JDI work satisfaction scales as predictors.

The JDI scales were used as predictors in two different ways for this part of the analysis. First, the JDI scales were entered together into the regression equation, yielding a regression equation in the form:

$$Y' = a + b_1(X_1) + b_2(X_2) + \dots + b_5(X_5)$$

Where  $Y'$  = the predicted adaptation value;  $b_1, b_2, \dots, b_5$   
 = the regression weights associated with each predictor;

$X_1, X_2, \dots, X_5$  = the JDI work scales; and  $a$  = a constant.

Regression analysis was also performed using overall satisfaction as a predictor. Overall satisfaction was taken as the sum of the 5 JDI scale scores. This yields the regression equation:

$$Y' = a + b(X)$$

Where  $Y'$  = the predicted score;  $b$  = the regression weight;  $X$  = overall satisfaction; and  $a$  = a constant.

To assess the predictive efficiency of the regression equation, the multiple correlation coefficient was computed. This is the correlation between  $Y$  (the actual criterion score) and  $Y'$  (the predicted criterion score). The squared multiple correlation indicates the proportion of variance in  $Y$  that is accounted for by its linear regression on the predictor variables in the sample used to construct the regression equation. The adjusted squared multiple correlation coefficient represents the magnitude of the relation if there were no capitalization on chance in the derivation sample, i.e., it is the squared multiple correlation expected in the population.

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Insert Figures 4 and 5 and Tables 5 and 6 about here  
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Figure 4 and Table 5 summarize the results obtained from entering each of the JDI scales simultaneously into the regression equation. Figure 5 and Table 6 show the results from entering overall job satisfaction. In the figures, the arrows indicate that there is a significant regression weight associated with the relation. The regression weights are in parentheses. The tables show the multiple correlation, squared multiple correlation, adjusted squared multiple correlation, and significance level for each of the regression equations.

The measures of job adaptation were partially predictable from scores on the job satisfaction scales. In Figure 4, there are significant regression weights associated with the JDI work scale and the turnover, absence, and lateness intentions. Also, the negative adaptation measure was negatively related to the JDI coworkers scale. In each case, a relatively higher level of satisfaction resulted in a lower frequency for enacting the adaptation behaviors. In Table 5, only the regression equations for absence and turnover intentions were significant.

Figure 5 shows that the regression weights

associated with overall satisfaction and turnover intentions and absence were significant. Higher levels of overall satisfaction were related to infrequent turnover intentions and absence. Table 6 shows significant regression equations when turnover intentions and absence were the criterion measures.

Overall, only absence and turnover intentions were consistently predictable from the experienced level of job satisfaction. This does not provide support for the hypothesis that job satisfaction can predict various forms of adaptation to work.

The third hypothesis was that labor market perceptions, tenure, education level, age, and hours worked influence job satisfaction.

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Table 7 shows that the regression equations for labor market perceptions, tenure, education level, age, and hours worked significantly predicted the experienced level of satisfaction. The only exception being the coworkers scale. Figure 4 and Figure 5 display the significant regression weights.

Labor market perceptions were negatively related to overall satisfaction and supervisor satisfaction. In



both cases, people who felt that they could not find a job comparable to their current job were more satisfied. Also, the variable "work ratio" (hours want to work/hours have to work) influenced overall satisfaction, and satisfaction with the work itself, coworkers, and supervisor. This finding indicates that those who want to work as many hours as they have to work are more satisfied than those who want to work fewer hours than they have to work.

Age and occupational experience were negatively related to satisfaction with promotion opportunities. However, occupational experience was positively related to the level of overall satisfaction. University tenure was associated with higher levels of satisfaction with the work itself, promotion opportunities, and pay and benefits.

In summary, the data support the third hypothesis of this study. The experienced level of job satisfaction was readily predictable from labor market perceptions, tenure, education level, age, and hours worked.

The fourth hypothesis of this study was that job satisfaction mediates the relations between labor market perceptions, tenure, education level, age, hours worked, and the adaptive responses. To test this hypothesis, a

regression equation was first constructed for each of the criterion measures (positive and negative adaptation, and turnover, absence, and lateness intentions) using the satisfaction scales as predictors. Then, labor market perceptions, tenure, education level, age, and hours worked were added as predictors along with the satisfaction measures to create a new regression equation. If this new regression equation is significantly better at predicting the adaptation behaviors, then it would appear that job satisfaction does not mediate the relations.

The results of the hierarchical regression analyses are shown in Table 8.

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Contrary to the hypothesis, adding labor market perceptions, tenure, education level, age, and hours worked significantly increased the accuracy of predictions of adaptation behaviors in all cases except for the measure of positive adaptation. Note that the change in the squared multiple correlation was significant in all other cases. Thus, regression analysis provides no support for the hypothesis that job satisfaction mediates the relations between labor market

perceptions, tenure, education level, age, hours worked, and the adaptive responses.

The fifth hypothesis of this study was to explore the role of the Protestant work ethic (PWE) scale within the Hulin, Roznowski, and Hachiya framework. A low score on the PWE indicates a high work ethic. Again, regression analyses were conducted to test this hypothesis. The main finding is that the PWE predicts turnover intentions above and beyond the satisfaction measures. The standardized regression weight is .32 ( $p < .01$ ) suggesting that people with a high work ethic are less likely to quit their job. Terms for the interaction of the satisfaction measures and PWE were also entered in the regression equation following Zedeck's (1971) procedure. None of the increases in the squared multiple correlation were significant, so there was no evidence that the PWE moderates the relations between job satisfaction and job adaptation.

The final purpose of this research was to compare the Hulin, Roznowski, and Hachiya model across cultures. Although a suitable data set from another country has not yet been obtained, regression and correlational analyses with the individualism-collectivism and ingroupness variables were conducted. Using the hierarchical regression analysis procedure described

earlier, no evidence was found that the individualism-collectivism or ingroupness measures affect the relations in the model. However, the individualism-collectivism measure was significantly correlated with job satisfaction ( $r = -.21$ ;  $p < .01$ ). High levels of individualism were associated with a low levels of satisfaction.

#### Discussion

The Hulin, Roznowski, and Hachiya (1985) and Hulin (1987) model of organizational adaptation/withdrawal integrates many well-documented social psychological findings into a model that describes the formation of and responses to job related affect. It provides a testable framework from which to explore the relations.

Previous research has focused on the specific behaviors -- turnover, absence, and lateness -- in response to work dissatisfaction. Rosse, Hulin and others describe turnover, absence, and lateness to be only a small subset of the many possible responses that may be enacted by a dissatisfied worker. The responses allow the worker to adapt to the dissatisfying workplace. Moreover, the recent evidence suggests that turnover, absence, and lateness may represent specific manifestations of a latent trait underlying the responses to dissatisfaction. Roznowski, Rosse, Miller,

and Hulin (1981) have developed scales to measure the frequency of a variety of behaviors hypothesized to be representative of the latent trait job adaptation.

The research described here provides a test of the Hulin, Roznowski, and Hachiya model. More specifically, the hypotheses that were investigated included: 1) the hypothesis that there is a latent trait underlying various types of job adaptations, 2) the frequency of engaging in adaptation behaviors is predictable from the experienced level of job satisfaction, 3) job satisfaction is influenced by labor market perceptions, tenure, education level, age, and hours worked, and 4) job satisfaction mediates the relations between the adaptation behaviors and the factors hypothesized to influence the formation of job satisfaction. Three additional variables were also investigated. First, the role of the Protestant work ethic (PWE) in the model was examined. Finally, measures of individualism-collectivism and ingroupness were studied to determine whether they should be added to the Hulin, Roznowski, and Hachiya framework.

There was little support for the first hypothesis. Although, the negative adaptation behaviors significantly correlate with the traditional measures of adaptation, (turnover intentions, absence, and

lateness), neither the negative or positive adaptation measures correlated with the common antecedent, job satisfaction. The positive adaptation measure was not associated with any other adaptation measure.

There are many explanations for this finding. First, it is plausible that there may not be a latent trait underlying the responses to job dissatisfaction. It may be the case that only turnover intentions, absence, and lateness are enacted by dissatisfaction. Given the many other possible explanations available, this seems unlikely. Second, turnover, absence, and lateness intentions may be underlying the latent trait job adaptation, and the positive and negative adaptation scales may be measuring a different construct. Third, the results may be due to a response set. As shown in Table 2, the adaptation measures have skewed distributions. This may indicate that this sample was unwilling to admit to engaging in behaviors with negative connotations. Items included in the scale may need to be less threatening to reduce the likelihood of response sets. Fourth, the sample was very homogeneous. It may be something inherent in this type of worker that explains low frequency of adaptation behaviors. Yet another plausible explanation is that the sample was highly satisfied. It would follow that a highly

satisfied sample simply may not engage in adaptation behaviors. This would indicate a boundary condition for the model in that there is a certain level of dissatisfaction necessary before the hypothesized relations occur. Finally, the positive and negative adaptation scales are experimental and the focus of an ongoing research program aimed at validating measures of adaptation. Changes may be necessary. The items in the measures of positive and negative adaptation were developed for a sample of hospital employees, and, hence, some of the behaviors may not apply to the clerical worker's environment. This has implications for future research in that specific knowledge about the nature and function of behaviors typically engaged in the work setting may be necessary for research in this area.

Nonetheless, there was some evidence for the existence of a latent trait underlying the measures of adaptation included in this study. The existence of a latent trait was not disproved with the results. However, this study makes salient some problems that may arise in future attempts to address this issue. If consideration is given to the circumstances identified, future research may move closer to confidently ascertaining whether there is a latent trait underlying responses to dissatisfaction.

The results do not fully support the second hypothesis. Regression analysis indicated that turnover and absence intentions were predictable from the experienced level of satisfaction. However, the positive and negative adaptation measures and tardiness were not. This finding strengthens the arguments against the existence of a latent trait among the adaptation measures.

There was ample support for the third hypothesis. Labor market perceptions, tenure, age, and work ratio (hours want to work/hours have to work) influenced the experienced level of job satisfaction. This is consistent with the framework described by Mulin, Roznowski, and Hachiya.

Previous research regarding the formation of attitudes has been well documented and described. The results are not surprising. Whether the variables that influence job satisfaction remain consistent across organizations and samples will be noteworthy. The implications of such findings would have major impact for practitioners. The results of the present research indicate that at high levels of satisfaction there are few adaptation behaviors enacted. It is likely that maintaining high satisfaction levels among employees would reduce the frequency of costly adaptation



behaviors. Furthermore, if the factors that influence job satisfaction are more prevalent in certain types of organizations or samples, practitioners may benefit from attempting to design the type of organization or identify the sample of workers that facilitates the formation of high satisfaction.

The results contradicted the fourth hypothesis. According to the model, job satisfaction mediates the relations between adaptation behaviors and factors that influence the formation of job satisfaction. Regression analysis consistently showed that this was not the case. When labor market perceptions, tenure, education level, age, and hours worked were added to the satisfaction measures in predicting adaptation, the multiple correlation of the regression equation increased.

Because the increases were sometimes small, this finding does not completely refute the model. Nonetheless, it is clear that satisfaction level is not solely responsible for the frequency of adaptation behaviors.

The role of the PWE construct within the framework described by Mulin, Roznowski, and Hachiya was also examined. There was no evidence that the PWE moderated any relations in the model. However, the PWE was a significant predictor of turnover intentions.

The finding that the PWE predicted turnover intentions has implications for future research. The role of values in the Hulin, Roznowski, and Hachiya model may be important to consider. The frequency of various adaptation behaviors may, in part, be explained by individual differences in work ethics. Also, there is the possibility that values other than the work ethic may influence the frequency of adaptation behaviors.

There may be variables other than job satisfaction that are important in the model. Perhaps individual differences in such factors as locus of control, self efficacy, or conservatism will contribute to the predictability of adaptation behaviors.

Finally, the effects of individualism-collectivism and ingroupness were explored within the context of the model. Although differences along this dimension did not affect any of the relations in the model, cross-cultural comparisons may reveal important relations. Work attitudes, antecedents of work attitudes, and consequences of work attitudes may all differ across cultures. These relations will be investigated when a suitable data set is obtained.

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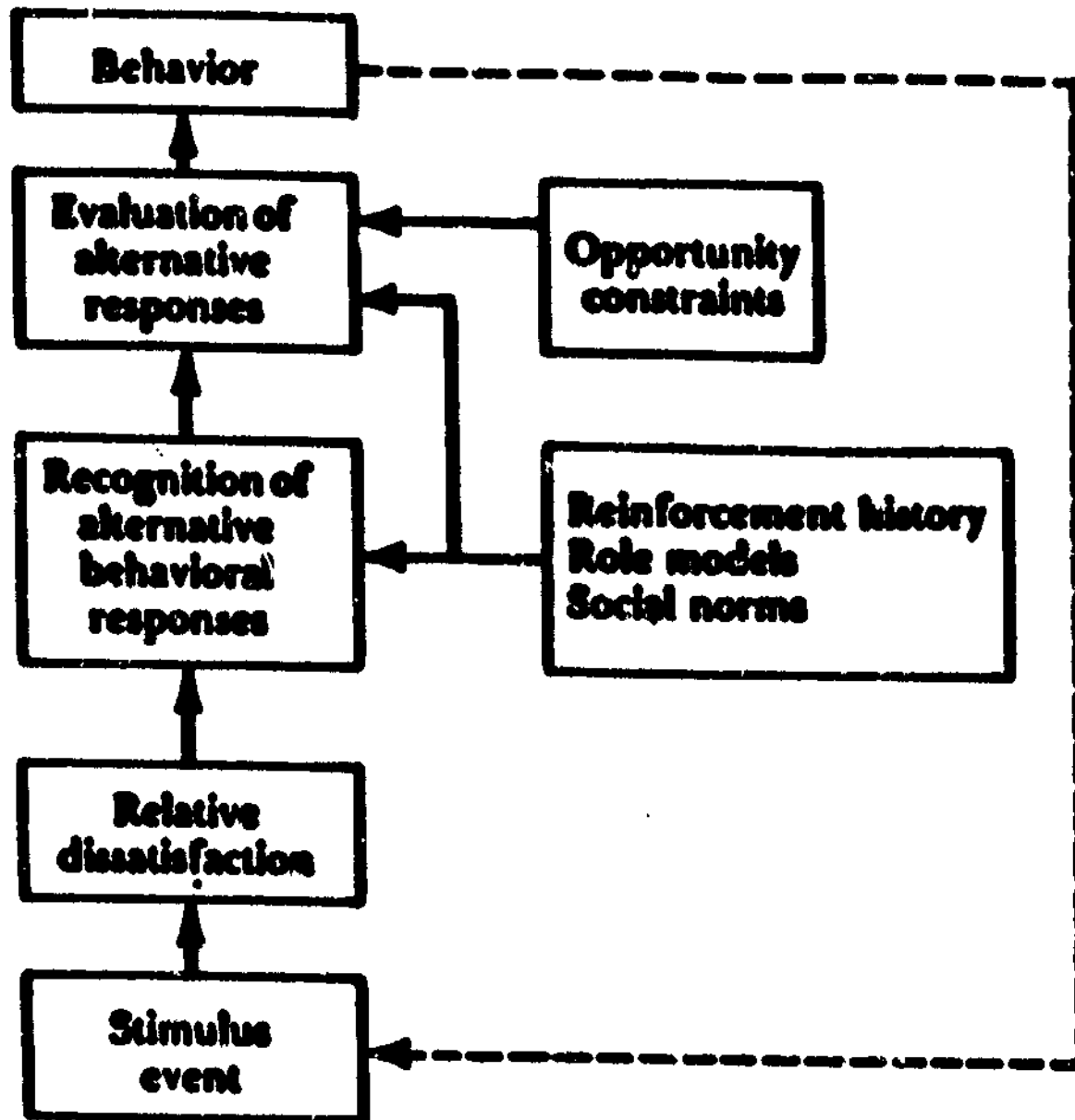


Figure 1. Rosse and Miller's (1985) Adaptation Cycle Model



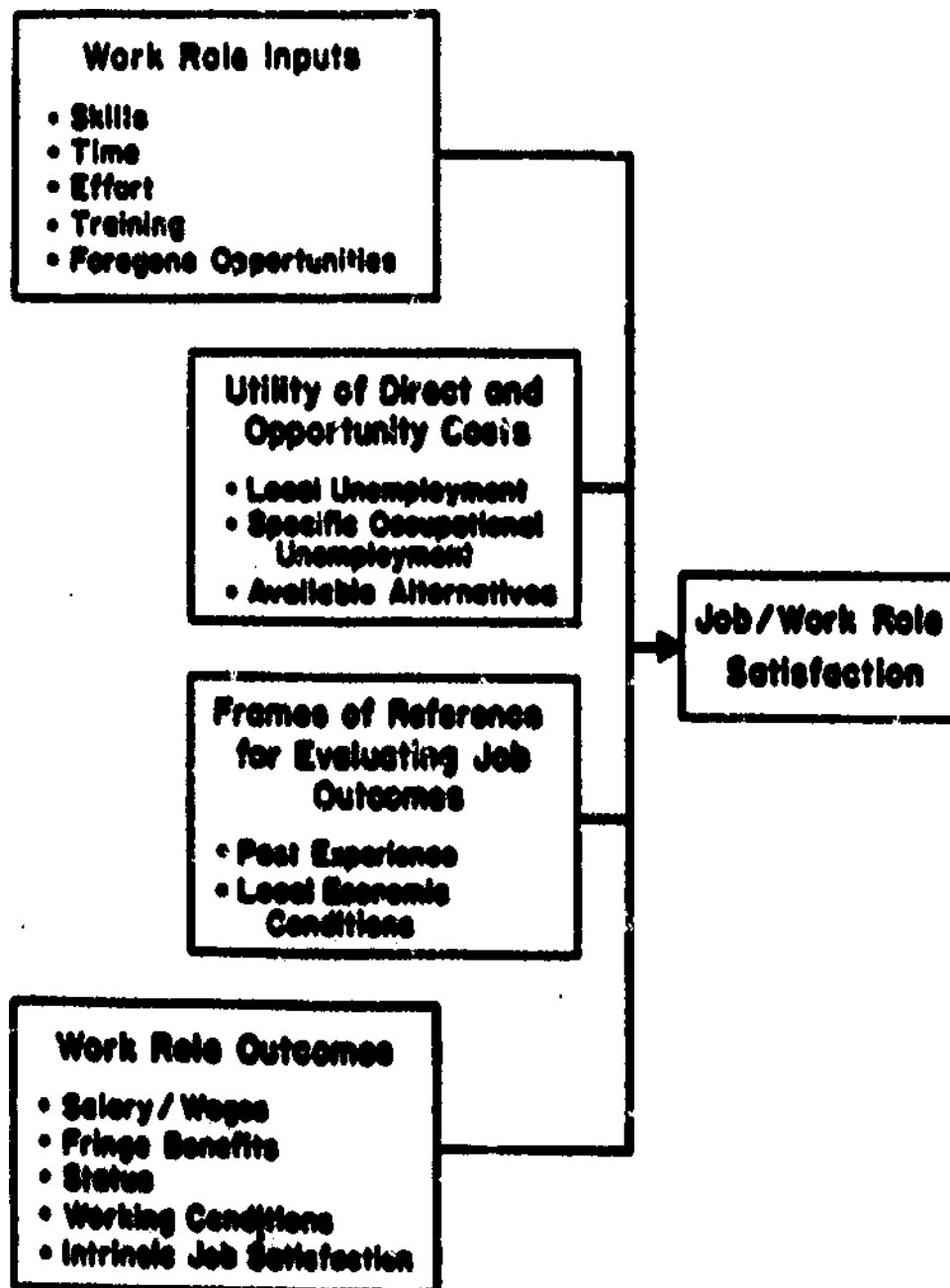


Figure 2. The formation of job satisfaction considering the effects of work role inputs as influenced by opportunity costs and work role outcomes as influenced by frame of reference as described by Hulin, Roznowski, and Hachiya (1985).

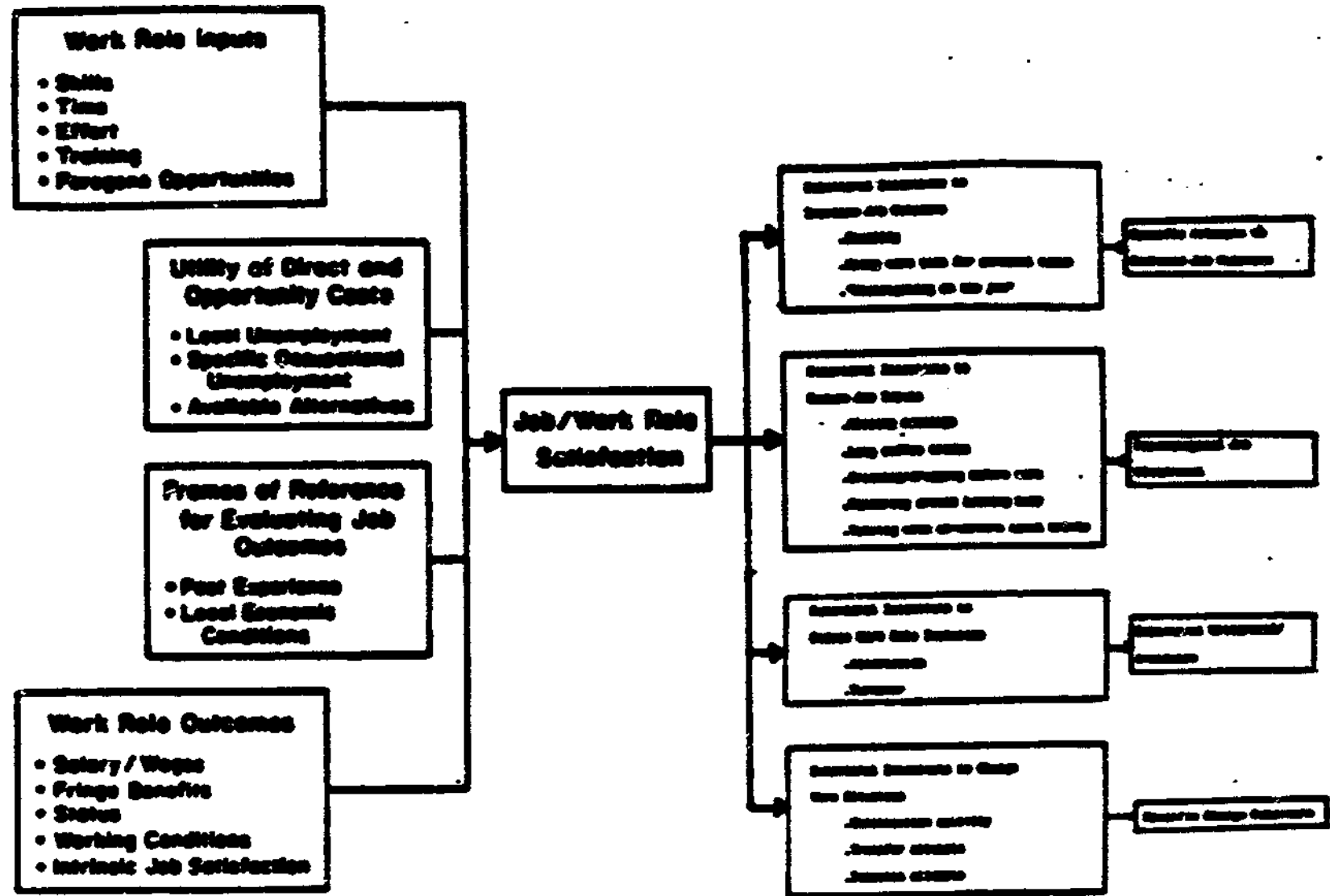
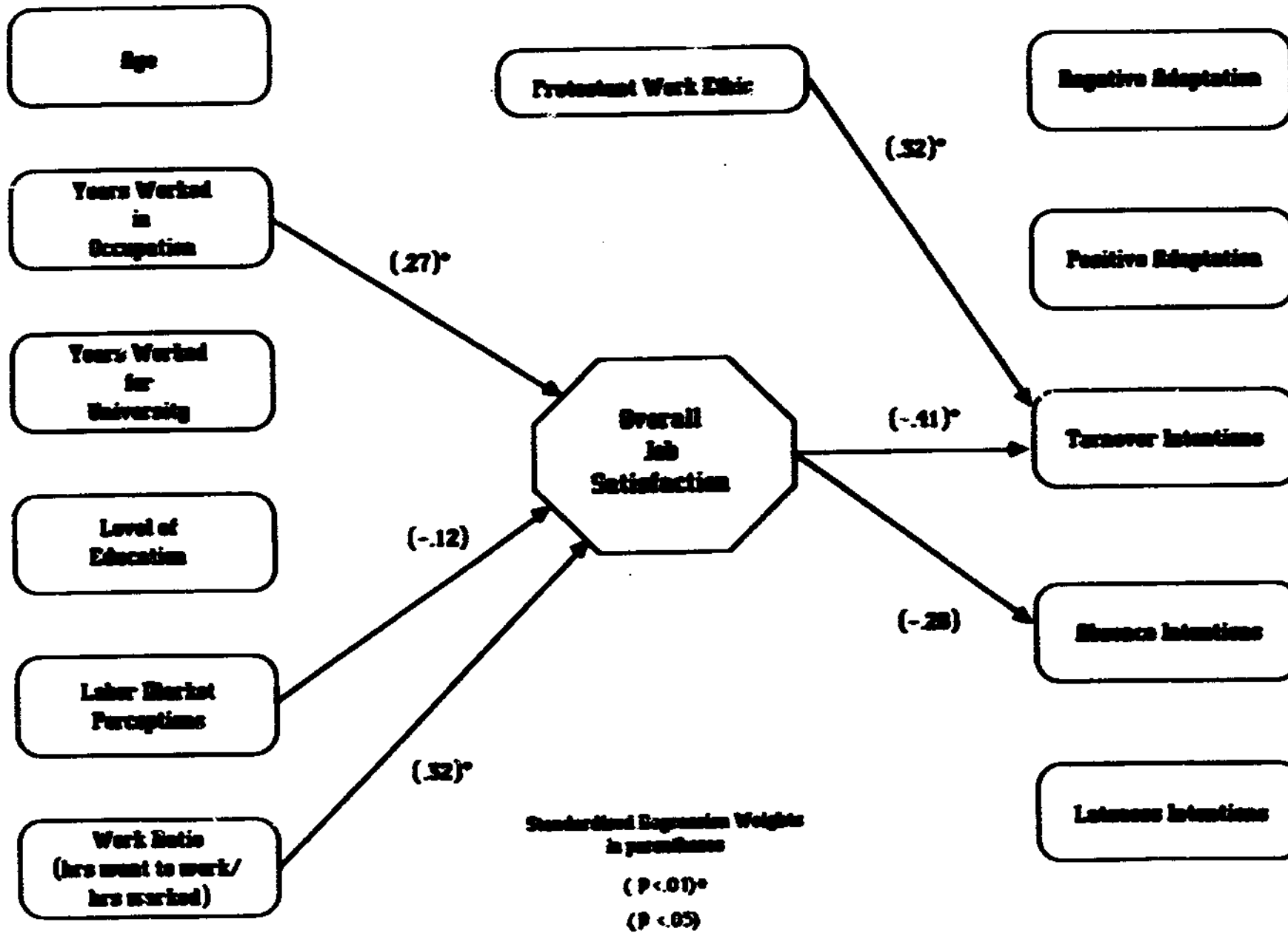


Figure 3. The Hulin, Roznowski, and Natchya (1985) and Hulin (1987) model of organizational adaptation/withdrawal.



Figure 5. Significant predictors using overall job satisfaction.



**Table 1**  
**Relations Among Current Outcomes, CL, CL<sub>ALT</sub>, Affect, and Role Withdrawal Behavior**

	CL	CL <sub>ALT</sub>	Affect	Behavior
Current	>	>	Satisfied	Stay
Role	>	<	Satisfied	Leave
Outcomes	<	>	Dissatisfied	Stay
	<	<	Dissatisfied	Leave

**Table 2**

**Characteristics of Job Affect Measures**

	JDI Scales					
	Work	Pay	Promotion	Supervisor	Coworkers	Faces
<b># of items</b>	18	11	9	18	19	1
<b>Range</b>	0-54	0-33	0-27	0-54	0-57	1-7
<b>Mean</b>	38.0	14.4	8.7	40.1	45.0	6.1
<b>SD</b>	12.8	8.8	7.8	14.0	13.0	1.3
<b>Skewness</b>	-.99	.28	.86	-.94	-1.21	-1.04
<b>Coefficient Alpha</b>	.90	.85	.86	.92	.92	.91
<b>Work</b>	-					
<b>Pay</b>	.28**	-				
<b>Promotion</b>	.44**	.16*	-			
<b>Supervisor</b>	.53**	.26**	.39**	-		
<b>Coworkers</b>	.40**	.18**	.23**	.47**	-	
<b>Faces</b>	.48**	.37**	.24**	.31**	.26**	-

\*p < .05 \*\*p < .01

**Table 3**  
**Characteristics of Job Adaptation Measures**

	Intentions			Adaptation	
	Turnover	Absence	Lateness	Positive	Negative
<b># of items</b>	4	4	4	19	20
<b>Range</b>	0-28	0-28	0-28	0-114	0-120
<b>Mean</b>	9.0	7.2	7.7	62.3	28.7
<b>SD</b>	5.0	3.0	4.8	13.0	8.2
<b>Skewness</b>	1.27	1.09	1.67	.16	.93
<b>Coefficient Alpha</b>	.76	.72	.85	.86	.82
<b>Turnover</b>	-				
<b>Absence</b>	.31**	-			
<b>Lateness</b>	.34**	.40**	-		
<b>Positive</b>	.82	-.01	-.01	-	
<b>Negative</b>	.13*	.43**	.26**	.03	-

\*p < .05 \*\*p < .01

## Correlations Between Adaptation and Affect Measures

	Positive	Negative	Punctual	Absence	Turnover
JDI Work	.12	-.09	-.16	-.37**	-.41**
JDI Pay	-.05	.01	-.04	-.16*	-.16**
JDI Promo	.07	-.06	.02	-.13	-.19**
JDI Supervisor	.07	-.06	-.02	-.16*	-.32**
JDI Coworkers	.05	-.17*	-.08	-.14*	-.28**
Total Satisfaction	.08	-.11	-.08	-.28**	-.41**
Faces	.08	-.09	-.09	-.37**	-.36**

\*p < .05 \*\*p < .01



## Regression Analysis with JDI Scales Entered Simultaneously

Dependent Variable	Multiple R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Significance of R <sup>2</sup>
Negative Adaptation	.18	.03	-.001	.44
Positive Adaptation	.15	.02	-.009	.62
Lateness	.17	.03	-.006	.53
Absence	.38	.16	.120	.00
Turnover	.44	.19	.170	.00

Table 6

Regression Analysis using Overall Job Satisfaction as the Predictor

Dependent Variable	Multiple R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Significance of R <sup>2</sup>
Negative Adaptation	.11	.01	.006	.17
Positive Adaptation	.08	.01	.001	.30
Lateness	.08	.01	-.0004	.34
Absence	.28	.08	.07	.00
Turnover	.41	.17	.17	.00

Table 7

## Regression Analysis to Predict Job Satisfaction

Dependent Variable	Multiple R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Significance of R <sup>2</sup>
JDI Work	.44	.20	.16	.000
JDI Pay	.39	.15	.12	.000
JDI Promotion	.34	.12	.08	.005
JDI Supervisor	.32	.10	.07	.013
JDI Coworkers	.25	.06	.02	.157
Overall Satisfaction	.41	.17	.13	.000

**Table 8**

**Regression Analysis to Determine Mediating Effect of Job Satisfaction**

Dependent Variable	Step	R	R <sup>2</sup>	Significance	R	R <sup>2</sup>	R <sup>2</sup> Change	Significance of Change
Negative Adaptation	1	.18	.03	.44				
	2				.36	.13	.10	.021
Positive Adaptation	1	.15	.02	.62				
	2				.25	.06	.04	.444
Turnover	1	.44	.19	.00				
	2				.52	.27	.08	.022
Absence	1	.38	.15	.00				
	2				.56	.31	.17	.000
Lateness	1	.17	.03	.528				
	2				.33	.11	.08	.049

\*Note: Variables entered on step 1 include the 5 JBI scales; Variables entered on step 2 include labor market perceptions, tenure, age, education level, and work ratio.

**Appendix**

**60**

**Questionnaire mailed to 250 randomly  
selected clerical workers.**

Dear Survey Participant:

You have been randomly selected from University of Illinois employees to participate in a research study conducted by researchers at the University of Illinois. We are interested in your job, your attitudes toward your job, and your opinions of some related areas. The goal of this research is to better understand people's feelings about various work situations, and, ultimately, to benefit workers by learning how to improve their jobs.

Enclosed is a survey prepared by a University of Illinois research team. The survey takes approximately an half hour to complete. Please give the first response that comes to mind. Do not dwell on any one question for too long. The survey asks questions about your work, career plans and opportunities, supervisor, co-workers, organization, and other related topics. By filling out this questionnaire, you are advancing the scientific understanding of the relation between people and their jobs.

This is a confidential survey. Do not write your name on the survey. If you wish to enter the \$50 lottery, return the accompanying form that contains your mailing label. We will put your mailing label in the lottery bin as soon as we receive your survey. Absolutely no report will ever be made that reveals an individual's answers. All reports will summarize data for groups of people.

Participation is voluntary. There is no penalty for not participating or answering all of our questions. We hope that you answer each question honestly, so that we can receive an accurate understanding of your work situation. Your answers are very important, and your participation is sincerely appreciated. Please respond by February 16 to be eligible for the lottery.

*Thank You!*

*Chris McCusker*

*Fritz Dragow*

*Department of Psychology  
University of Illinois  
333-2739*



THE QUESTIONS BELOW ASK YOUR VIEW OF THE JOB MARKET. PLEASE TRY TO ANSWER REGARDLESS OF WHETHER OR NOT YOU ANTICIPATE ANY JOB CHANGES AT THIS TIME. CONSIDER THE FOLLOWING CHOICES WHEN ANSWERING EACH QUESTION. PLACE YOUR CHOICE IN THE BLANK PROVIDED.

A = no chance at all

B = it would take several months to a year to find such a job

C = it would take at least a month, maybe a few more to find such a job

D = I could get a job like that in a couple of weeks at most

E = I could get a job like that within a day or two

F = I don't know what the market is for jobs like that

"Without relocating, what are the chances that you could ....

\_\_\_\_\_ ...obtain another job that uses your skills and abilities?

\_\_\_\_\_ ...obtain another job that pays as much as your present job?

\_\_\_\_\_ ...obtain another job that is as easy, or easier to commute to as your present job?

\_\_\_\_\_ ...obtain another job that has similar, or better hours than your present job?

\_\_\_\_\_ ...obtain another job that has similar or better working conditions than your present job?

All things considered, how long do you think it would take you to find an acceptable job, if you started tomorrow?

A = a day or two

B = a week to a couple of weeks

C = a month to a couple of months

D = at least six months to a year

E = over one year

F = I really don't know



THE FOLLOWING QUESTIONS CONSIDER PUNCTUALITY IN ARRIVING AT WORK.  
PLEASE CIRCLE YOUR CHOICE FOR EACH QUESTION.

1. How often do you think of being late for work?

- A = never
- B = rarely
- C = seldom
- D = sometimes
- E = often
- F = very often
- G = constantly

2. How often do you expect to be at least 10 minutes late over the next several months?

- A = never
- B = perhaps once every 4 to 8 months
- C = perhaps once every 2 to 3 months
- D = perhaps once per month
- E = perhaps once every couple of weeks
- F = perhaps once per week
- G = more than once per week

3. All things considered, how desirable for you is arriving on-time to work?

- A = very desirable
- B = desirable
- C = slightly desirable
- D = neutral; neither desirable nor undesirable
- E = slightly undesirable
- F = undesirable
- G = very undesirable

4. How easy or difficult is it for you to arrive on-time to work?

- A = very easy
- B = easy
- C = a little easier than normal
- D = neither easy nor difficult; normal
- E = a little difficult
- F = difficult
- G = extremely difficult

THE FOLLOWING QUESTIONS CONSIDER ABSENCE FROM WORK. IN THINKING ABOUT ABSENCE, PLEASE DISREGARD 'LEAVE OF ABSENCE', ILLNESS, VACATION AND HOLIDAYS. PLEASE CIRCLE YOUR CHOICE.

1. How often do you think of being absent from work?

- A = never
- B = rarely
- C = seldom
- D = sometimes
- E = often
- F = very often
- G = constantly

2. How often do you expect to be absent from work over the next several months?

- A = never
- B = perhaps once every 4 to 6 months
- C = perhaps once every 2 to 3 months
- D = perhaps once per month
- E = perhaps once every couple of weeks
- F = perhaps once per week
- G = more than once per week

3. All things considered, how desirable for you is attending work?

- A = very desirable
- B = desirable
- C = slightly desirable
- D = neutral; neither desirable nor undesirable
- E = slightly undesirable
- F = undesirable
- G = very undesirable

4. How easy or difficult is it for you to attend work?

- A = very easy
- B = easy
- C = a little easier than normal
- D = neither easy nor difficult; normal
- E = a little difficult
- F = difficult
- G = extremely difficult

THE FOLLOWING QUESTIONS CONSIDER HOW LONG YOU PLAN TO STAY IN YOUR CURRENT JOB. PLEASE CIRCLE YOUR CHOICE.

1. How often do you think about resigning from your current job?

- A = never
- B = rarely
- C = seldom
- D = sometimes
- E = often
- F = very often
- G = constantly

2. How likely is it that you will resign in the next several months?

- A = very unlikely
- B = moderately unlikely
- C = slightly unlikely
- D = neither likely nor unlikely
- E = slightly likely
- F = moderately likely
- G = very likely

3. All things considered, how desirable for you would resigning from your current job be?

- A = very undesirable
- B = undesirable
- C = slightly undesirable
- D = neutral; neither desirable nor undesirable
- E = slightly desirable
- F = desirable
- G = very desirable

4. How easy or difficult would it be for you to resign from your current job?

- A = extremely difficult
- B = difficult
- C = a little difficult
- D = neither easy nor difficult; normal
- E = a little easier than normal
- F = easy
- G = very easy

FOR THE FOLLOWING QUESTIONS THINK ABOUT THE WORK THAT YOU DO.  
 WHAT IS YOUR WORK LIKE MOST OF THE TIME?

*Circle Y if the item describes your work*

*Circle N if the item does not describe your work*

*Circle ? if you cannot decide*

WORK

fascinating	Y	N	?
routine	Y	N	?
satisfying	Y	N	?
boring	Y	N	?
good	Y	N	?
creative	Y	N	?
respected	Y	N	?
pleasant	Y	N	?
useful	Y	N	?
tiresome	Y	N	?
challenging	Y	N	?
frustrating	Y	N	?
simple	Y	N	?
gives sense of accomplishment	Y	N	?
dull	Y	N	?
a source of pleasure	Y	N	?
awful	Y	N	?
interesting	Y	N	?

FOR THE FOLLOWING QUESTIONS THINK ABOUT THE PAY AND BENEFITS YOU RECEIVE FROM YOUR JOB.

*Circle Y if the item describes your pay and benefits*

*Circle N if the item does not describe your pay and benefits*

*Circle ? if you cannot decide*

PAY AND BENEFITS

income adequate for normal expenses	Y	N	?
barely live on income	Y	N	?
bad	Y	N	?
insecure	Y	N	?
less than I deserve	Y	N	?
highly paid	Y	N	?
underpaid	Y	N	?
well paid	Y	N	?
unfair	Y	N	?
enough for what I need	Y	N	?
regular cost of living adjustments	Y	N	?

FOR THE FOLLOWING QUESTIONS THINK ABOUT YOUR OPPORTUNITIES FOR PROMOTION  
AND THE PROMOTION POLICIES ON YOUR PRESENT JOB. HOW WELL DOES EACH PHRASE  
BELOW DESCRIBE PROMOTION OPPORTUNITIES AND POLICIES WHERE YOU WORK?

*Circle Y if the item describes your opportunities/policies*

*Circle N if the item does not*

*Circle ? if you cannot decide*

PROMOTION OPPORTUNITIES and POLICIES

good opportunity for advancement	Y	N	?
opportunity somewhat limited	Y	N	?
promotion on ability	Y	N	?
dead-end job	Y	N	?
good chance for promotion	Y	N	?
unfair promotion policy	Y	N	?
infrequent promotions	Y	N	?
regular promotions	Y	N	?
fairly good chance for promotion	Y	N	?

FOR THE FOLLOWING QUESTIONS THINK ABOUT YOUR IMMEDIATE SUPERVISOR ON YOUR PRESENT JOB.

*Circle Y if the item describes your immediate supervisor*

*Circle N if the item does not describe your supervisor*

*Circle ? if you cannot decide*

SUPERVISOR

hard to please	Y	N	?
impolite	Y	N	?
praises good work	Y	N	?
tactful	Y	N	?
up-to-date	Y	N	?
quick temperad	Y	N	?
tells me where I stand	Y	N	?
annoying	Y	N	?
stubborn	Y	N	?
knows job well	Y	N	?
bad	Y	N	?
intelligent	Y	N	?
lazy	Y	N	?
around when needed	Y	N	?
knows how to supervise	Y	N	?
cannot be trusted	Y	N	?
gives confusing directions	Y	N	?
interferes with my work	Y	N	?

FOR THE FOLLOWING QUESTIONS THINK OF THE MAJORITY OF THE PEOPLE YOU WORK WITH  
ON YOUR JOB.

WHAT ARE THEY LIKE MOST OF THE TIME?

*Circle Y if the item describes the people you work with*  
*Circle N if the item does not describe the people you work with*  
*Circle ? if you cannot decide*

COWORKERS

stimulating	Y	N	?
boring	Y	N	?
slow	Y	N	?
ambitious	Y	N	?
stupid	Y	N	?
responsible	Y	N	?
waste time	Y	N	?
intelligent	Y	N	?
easy to make enemies	Y	N	?
talk too much	Y	N	?
smart	Y	N	?
lazy	Y	N	?
unpleasant	Y	N	?
active	Y	N	?
narrow interests	Y	N	?
loyal	Y	N	?
bother me	Y	N	?
work well together	Y	N	?
helpful	Y	N	?



AS A PART OF OUR RESEARCH, WE ARE INTERESTED IN PEOPLE'S FEELINGS IN A VARIETY OF AREAS. IN THE FOLLOWING SECTION YOU WILL FIND A VARIETY OF STATEMENTS. PLEASE READ EACH ITEM CAREFULLY AND CONSIDER HOW MUCH YOU AGREE OR DISAGREE. INDICATE WHETHER YOU AGREE OR DISAGREE WITH THE ITEMS BY PLACING THE LETTER OF YOUR CHOICE IN THE BLANK PROVIDED.

A = *Extremely disagree* (or *definitely false*)

B = *disagree* (or *false*)

C = *disagree, somewhat* (or *somewhat false*)

D = *agree, somewhat* (or *somewhat true*)

E = *agree* (or *true*)

F = *Extremely agree* (or *definitely true*)

\_\_\_\_\_ I would rather struggle through a personal problem by myself than discuss it with my friends.

\_\_\_\_\_ The most important thing in my life is to make myself happy.

\_\_\_\_\_ I tend to do my own thing, and others in my family do the same.

\_\_\_\_\_ One does better work working alone than in a group.

\_\_\_\_\_ When faced with a difficult personal problem, it is better to decide what to do yourself, rather than follow the advice of others.

\_\_\_\_\_ What happens to me is my own doing.

\_\_\_\_\_ If the group is slowing me down, it is better to leave it and work alone.

\_\_\_\_\_ If the child won the Nobel prize, the parents should not feel honored in any way.

\_\_\_\_\_ Children should not feel honored even if the father were highly praised and given an award by a government official for his contributions and services to the community.

\_\_\_\_\_ In most cases, to cooperate with someone whose ability is lower than yours is not as desirable as doing the thing on your own.

CONTINUED....

INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE STATEMENT BY PLACING THE LETTER OF YOUR CHOICE IN THE BLANK PROVIDED.

A = *Extremely disagree* (or *definitely false*)

B = *disagree* (or *false*)

C = *disagree, somewhat* (or *somewhat false*)

D = *agree, somewhat* (or *somewhat true*)

E = *agree* (or *true*)

F = *Extremely agree* (or *definitely true*)

\_\_\_\_\_ One should live one's life independently of others as much as possible.

\_\_\_\_\_ It is important to me that I perform better than others on a task.

\_\_\_\_\_ Aging parents should live at home with their children.

\_\_\_\_\_ Children should live at home with their parents until they get married.

\_\_\_\_\_ I would help within my means, if a relative told me that s(he) is in financial difficulty.

\_\_\_\_\_ Individuals should be judged on their own merits, not on the company they keep.

AS A PART OF OUR RESEARCH, WE ARE INTERESTED IN A VARIETY OF BEHAVIORS COMMON TO PEOPLE WORKING ON A WIDE RANGE OF JOBS. PLEASE CONSIDER HOW FREQUENTLY YOU HAVE DONE EACH OF THE FOLLOWING BEHAVIORS. PLACE YOUR CHOICE IN THE BLANK PROVIDED.

A = never

B = about once per year

C = about once every couple of months

D = about once every 3 to 4 weeks

E = about once a week

F = once or more per day

- \_\_\_\_\_ Giving encouragement to new employees
- \_\_\_\_\_ Arriving at work early to get a start on the day's work.
- \_\_\_\_\_ Accompanying a visitor to their destination rather than just giving directions.
- \_\_\_\_\_ Discussing ways to improve your job with your supervisor.
- \_\_\_\_\_ Obtaining education or training that will qualify you for an advancement.
- \_\_\_\_\_ Coming in on your day off to work on a special project.
- \_\_\_\_\_ Working late or through your break to help other employees complete their work.
- \_\_\_\_\_ Seeking solutions to a work problem from friends or colleagues away from work.
- \_\_\_\_\_ Trying to correct unsafe conditions without being told.
- \_\_\_\_\_ Discussing with coworkers ways to improve your work.
- \_\_\_\_\_ Volunteering to work late or through your break to solve a problem.
- \_\_\_\_\_ Reporting unsafe or unsanitary actions to supervision.
- \_\_\_\_\_ Taking time to show other employees better ways to do their work.
- \_\_\_\_\_ Explaining why a procedure is necessary or what it means -- not just stating that it needs to be done.
- \_\_\_\_\_ Taking time to explain policies or procedures to new employees.
- \_\_\_\_\_ Taking a project home to work on.
- \_\_\_\_\_ Volunteering to swap work schedules to help out a coworker.
- \_\_\_\_\_ Taking responsibility for initiating needed changes in your work.
- \_\_\_\_\_ Obtaining special tools or materials on your own to do your work better.

CONTINUED....

PLEASE CONSIDER HOW FREQUENTLY YOU HAVE DONE EACH OF THE FOLLOWING BEHAVIORS.  
PLEASE PLACE YOUR CHOICE IN THE BLANK PROVIDED.

*A = never*

*B = about once per year*

*C = about once every couple of months*

*D = about once every 3 to 4 weeks*

*E = about once a week*

*F = once or more per day*

\_\_\_\_\_ Daydreaming

\_\_\_\_\_ Being a "clock watcher", working no more than absolutely required.

\_\_\_\_\_ Doing poor quality work.

\_\_\_\_\_ Being absent when you are not actually sick.

\_\_\_\_\_ Filing a formal grievance about your supervisor or coworkers.

\_\_\_\_\_ Making frequent or long visits to the restrooms, water fountain,  
or vending machines.

\_\_\_\_\_ Writing personal letters or reading while you are supposed to be working.

\_\_\_\_\_ Wandering around trying to look busy.

\_\_\_\_\_ Arguing with coworkers.

\_\_\_\_\_ Talking excessively with coworkers when you are supposed to be working.

\_\_\_\_\_ Using equipment for personal purposes without permission.

\_\_\_\_\_ Drinking or getting high after work primarily because of things  
that occurred at work.

\_\_\_\_\_ Letting others do your work for you.

\_\_\_\_\_ Drinking alcohol or using illicit drugs before coming to work.

\_\_\_\_\_ Using the work phone for personal calls when you are supposed to  
be working.

\_\_\_\_\_ Making excuses to go somewhere to get out of work.

\_\_\_\_\_ Being unconcerned about personal appearance or manners while at work.

\_\_\_\_\_ Avoiding undesirable work.

\_\_\_\_\_ Cheating on reported hours worked.

\_\_\_\_\_ Taking frequent or long coffee breaks.

CONSIDER THE FOLLOWING SITUATION:

Suppose you want to do something, and one of the groups listed below want you to do something else.

You can do one of three things:

- (a) *do what THE GROUP wants you to do*
- (b) *do what YOU want to do*
- (c) *do something that will not offend the group, but that is not satisfactory from your point of view either.*

Which of these three things are you most likely to do?

IF THE GROUP IS:

*(Please circle your choice)*

- |                             |  |                            |                |
|-----------------------------|--|----------------------------|----------------|
| Your parents                | (a) what the group<br>wants you<br>to do | (b) what you<br>want to do | (c) compromise |
| Your close friends          | (a) what the group<br>wants you<br>to do | (b) what you<br>want to do | (c) compromise |
| Your co-workers             | (a) what the group<br>wants you<br>to do | (b) what you<br>want to do | (c) compromise |
| Your neighbors              | (a) what the group<br>wants you<br>to do | (b) what you<br>want to do | (c) compromise |
| People from your country    | (a) what the group<br>wants you<br>to do | (b) what you<br>want to do | (c) compromise |
| People from another country | (a) what the group<br>wants you<br>to do | (b) what you<br>want to do | (c) compromise |

Below are a series of statements.

Read each statement carefully, and decide how much you AGREE or DISAGREE with it.

Please place your answer in the space provided.

- A = I strongly agree
- B = I agree
- C = I slightly agree
- D = I slightly disagree
- E = I disagree
- F = I strongly disagree

\_\_\_\_\_ Most people spend too much time in unprofitable amusements.

\_\_\_\_\_ Our society would have fewer problems if people had less leisure time.

\_\_\_\_\_ Money acquired easily (e.g. through gambling or speculation) is usually spent unwisely.

\_\_\_\_\_ There are few satisfactions equal to the realization that one has done his best at a job.

\_\_\_\_\_ The most difficult college courses usually turn out to be the most rewarding.

\_\_\_\_\_ Most people who don't succeed in life are just plain lazy.

\_\_\_\_\_ The self-made man is likely to be more ethical than the man born to wealth.

\_\_\_\_\_ I often feel I would be more successful if I sacrificed certain pleasures.

\_\_\_\_\_ People should have more leisure time to spend in relaxation.

\_\_\_\_\_ Any man who is able and willing to work hard has a good chance of succeeding.

\_\_\_\_\_ People who fail at a job have usually not tried hard enough.

\_\_\_\_\_ Life would have very little meaning if we never had to suffer.

\_\_\_\_\_ Hard work offers little guarantee of success.

\_\_\_\_\_ The credit card is a ticket to careless spending.

\_\_\_\_\_ Life would be more meaningful if we had more leisure time.

CONTINUED....

- A = I strongly agree
- B = I agree
- C = I slightly agree
- D = I slightly disagree
- E = I disagree
- F = I strongly disagree

\_\_\_\_\_ The man who can approach an unpleasant task with enthusiasm is the man who gets ahead.

\_\_\_\_\_ If one works hard enough he is likely to make a good life for himself.

\_\_\_\_\_ I feel uneasy when there is little work for me to do.

\_\_\_\_\_ A distaste for hard work usually reflects a weakness of character.

Thank you for completing the survey! Please be sure to put a check-mark in the appropriate box if you want to enter the lottery for \$50 prizes or if you want a copy of the results of the study.