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EMPLOYEE TURNOVER IN COMMUNITY MENTAL
HEALTH RESIDENTIAL SERVICES

A Dissertation Presented

by

RAPHAEL BEN-DROR

Submitted to the Graduate School of the
University of Massachusetts in partial fulfillment
of the requirements for the degree of

DOCTOR OF EDUCATION

September 1989

Education

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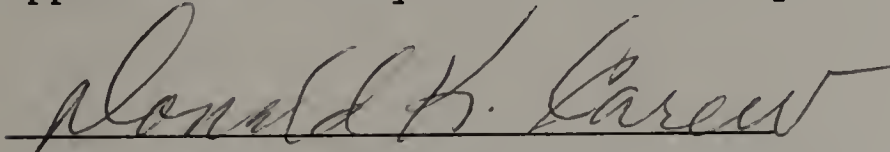
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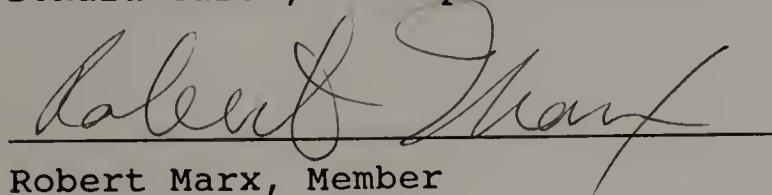
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ACKNOWLEDGEMENTS

Many people provided me opportunities, assistance and support throughout this doctoral process. I am deeply grateful to all.

My first acknowledgement, with much appreciation goes to my dissertation committee for their active participation and contributions; Don Carew, my chairperson, for helping me regain what was long lost, the belief that learning for a degree could be exciting. His creativity, encouragement, suggestions and experience were always there for me, and paved the way for this important personal accomplishment; Bob Marx, for his willingness to participate, his direct on-target feedback, questions and suggestions. His timely availability, humor and support were always helpful and appreciated; Sandy Blount, a colleague, friend and a person I learned much from, for his taking the risk and bringing "this unknown Israeli to Crossroads". His challenging creative visionary ideas kept our relationship fruitful, and expanded my abilities. His willingness and trust were always important for me in this process.

Others also contributed to my learning and persistence in varied but important ways: Horace Reed was an active, and helpful member in my comprehensive committee.

Mark Spivak, a friend, colleague and mentor, who always has a different angle to look at things, also had the key to my coming to this country. Jeff Kassis, and many of Crossroads staff, as well as Diane Flaherty and others of Staff Training and Development, were an important support in their trust, friendship and appreciation. Betsy Loughran, and CHD staff, are appreciated here for their willingness and active support while participating in this study.

And finally, acknowledgement is owed to my family, Rosine and Dov Ben-Dror, who were instrumental and supportive throughout this doctoral process, and Ilana Ben-Dror, my wife and friend, who is the catalyst behind the curtains, and who always carried the burden for all that I did not do, while I was doing this dissertation.

ABSTRACT

EMPLOYEE TURNOVER IN COMMUNITY MENTAL
HEALTH RESIDENTIAL SERVICES

SEPTEMBER 1989

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The purpose of this study was to examine the reasons for employee turnover in community mental-health residential services, and to determine the relationship of workers' developmental stage and/or tenure to those reasons.

Three types of variables were collected in the study:

1) Demographics, including tenure and income; 2) Workers' ratings of their effectiveness, satisfaction, desired responsibility, expectancy of leaving the organization, morale, and competence; 3) Workers' ranking of the most important turnover factors for them, at the time of the study. The data was collected using multiple-choice, 1-5 rating scales, and rank order technique. Other personnel data was compiled by the organization for the use of this study. Significant findings were found in all interest areas of this study. The studied organization reached 50% voluntary turnover in 1988, and 72% separation rate for the same year. Significant positive relationships were found between age,

tenure, and having children, and expectancy not to leave the organization. However, significant negative relationships were found between income and satisfaction and expectancy not to leave the organization.

Workers' stages of development found to have influence on the choices workers would make in their selection of turnover factors. Workers in higher stages of development tended to choose higher order turnover factors like rewards and organizational factors.

Nevertheless, the most significant factor in a decision to leave the organization was low pay.

Other interesting results emerged from this study both for mental health organizations and for organizational development theory. For example, tenure, did not fully follow the sequence of the situational leadership developmental model. A discussion about this and other findings is included in this study.

Additional research is indicated for both mental health organizations and contingency turnover theory, in order to bring the theory to the managerial level.

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C H A P T E R I

INTRODUCTION

Background

"Mental illness and mental retardation are among the most critical health problems" in the United States. "They occur more frequently, affect more people, require more prolonged treatment, cause more suffering by the families of the afflicted, waste more of our human resources, and constitute more financial drain upon both the Public Treasury and the personal finances of individual families than any other single condition...Central to a new mental health program is comprehensive community care....We need a new type of health facility, one which will return mental health care to the mainstream of American medicine, and at the same time upgrade mental health services. ...If we launch a broad new mental health program now, it will be possible within a decade or two to reduce the number of patients now under custodial care by 50% or more." (Kennedy, 1963, Message from the President of the United States relative to Mental Illness and Mental Retardation" pp. 1-6)

In 1955, mental hospitals had 600,000 occupied beds. By 1963, the number had dropped to 500,000, after the President's message, the rate of decline accelerated. By 1980,

only 138,000 beds were occupied in state hospitals (Gudeman, 1983).

To serve all the thousands who need to be served in each community, the community clinics followed their mandate and developed comprehensive, preventive, diagnostic, therapeutic, and rehabilitative services (Nicholi, 1978). There are five essential services: inpatient care; partial hospitalization day or night care (residential services); outpatient care; 24-hour emergency care; and community consultation and education. The programs are staffed by a variety of professional specialists including psychiatrists, social workers, paraprofessionals, volunteers and others. The comprehensiveness of the mental health system appears to be accepted and innovative ideas have flourished.

Statement of the Problem

As old challenges to the nation's mental health system are resolved, new challenges arise. The most pressing challenge concerns client interaction. The mental health worker's ability to interact successfully with patients is considered the foundation upon which mental health systems in the United States will succeed or fail (Bloom, 1977). This depends, in part, on workers longevity. It takes time for the worker and client to build enough trust to enable change to occur. However, direct mental health care workers appear to

have difficulty staying in their jobs. According to the latest research the turnover rate of employees in the mental health field exceeds 60% each year (Herington, P., Center for Labor Market Studies). Community nursing homes which serve mental patients face 100%-300% yearly turnover. This turnover rate has many implications. It reinforces clients' insecurities and mistrust with the social system; it reflects the inability of mental health systems to meet the needs of their clients in the community, and, in part contributes to the current homeless mental patient crisis.

High turnover also affects the individual worker for whom mental health is a new career. The inability to remain gainfully employed is a discouraging experience. The turnover rate may discourage the most qualified employees from entering or remaining in the field. This in turn could lead to a reduction in the level of quality care.

For organizations, staff turnover effects the agency's capability of accomplishing the programmatic goals. Failure to meet program objectives can often result in a loss of funding. In spending anergy on interventions to reduce turnover, organizations may lose sight of the quality service aspect of their mission. If the high rate of employee turnover in community mental health services continues the nation may be forced to re-increase the role of mental hospitals as the only "effective" treatment facility for mentally ill people.

Mental health agencies struggle with the issue of turnover on a daily basis. Within mental health services, residential services suffer the highest rate of staff turnover up to 100% yearly. Residential service programs serve the lowest functioning clients of the system. Thus, the clients who need continuous professional help most are getting the least.

There is very little in literature about turnover in mental health organizations, and even less about turnover in residential services. Therefore, the first objective of this research was to identify characteristics that influence residential mental health workers to leave their agency and explore how these characteristics compare to workers' from other disciplines.

The second objective of this research was to test the hypothesis that workers in different stages of development and/or tenure in their organization, would consider different factors in their decision to leave the organization.

This research was aimed at adding knowledge of employee turnover in community mental health services, and introducing the worker's stage of development as an additional variable to be considered in general literature on turnover.

For many years, research on employee turnover focused mainly on profit organizations or large public employers, such as school systems. Little research was done to explore and understand the reasons for high staff turnover in community

mental health services. Much of this research suggested the phenomenon called burnout as a synonym to employee turnover. This writer believes that the emphasis in the literature on burnout is a disservice to the issue of employee turnover in mental health settings. Burnout, defined as a state of emotional exhaustion (Pines and Maslach.,1978) and stress, indicates that the problem is on the individual level. However, a 60% staff turnover in mental health services (and at times much more in residential services) suggests that there are other organizational factors involved. Mental health organizations need to use the resources available in order to find ways to better manage employee turnover. these resources consist of the few studies conducted in the community mental health field, and the extensive turnover information on other types of organizations. Both sources of data are important, and there is a need to better organize and test the adaptability of all employee turnover information to the domain of community mental health, and more specifically, to residential services.

However, turnover research has left certain gaps. No studies considered the implications of the stages of development employees go through in organizations. One may expect turnover variables to influence individuals differently when they are at different stages of their development in the organization. For example, a change in policy may be critical to a worker who is competent and highly committed to his/her

work, while it may have no effect on the turnover behavior of a worker who is high in commitment but low in competence. This paper begins to examine the relationship between turnover variables and employee stages of development. This will be explored further as it could be an important potential factor in devising any interventions to manage staff turnover.

Purpose of the Study

The purpose of this study was to gain more knowledge and understanding of the influences of employee turnover in community mental health organizations. In addition the study explored the relationship of employees' developmental stages in organizations to turnover.

Attempts were made to answer the following questions within the context of community mental health residential organizations:

- (1) What was the yearly turnover rate of the studied organization?
- (3) Is the residential mental health worker subject to the same turnover determinants as workers in other disciplines?
- (4) Would the determinants that influenced turnover decisions differ according to the seniority group and/or the individual's stage of development?

On top of those research interests, it was the hope of this author that this research would yield new directions for interventions both for mental health organizations, and general turnover theory.

Research Questions

This study was designed for the purpose of investigating the issues described in the previous section. In order to be able to gain that information, organizational data was collected and questions were presented, which were grouped under specific areas of interest (See Questionnaires, Appendices A&B).

A. Organizational and personal data collected.

1. 1988 turnover rates of full time direct service mental health workers.
2. Workers' tenure at the time of leaving the organization.
3. Percentage of organizational dysfunctional turnover.
4. Percentage of avoidable turnover from the dysfunctional turnover group.

The researcher formulated the following null hypothesis. If the results of the research reject the null hypothesis then only the alternative hypothesis remains tenable.

B. Null hypothesis statements.

1. There will be significant difference between the number of workers who want full responsibility and autonomy in their work with clients, and those who do not.
2. There will be no significant difference between workers' rating their success and effectiveness and their rating of the success and effectiveness of the treatment their clients receive.
3. There will be no significant difference between workers' rating their job overall satisfaction, and their rating of their planning to leave their job.
4. There will be no significant difference between the number of workers who would rate their working unit as a very cohesive group and number of workers who would rate their working unit as not cohesive at all.
5. There will be no significant difference between low tenured workers' most important factors in a decision to leave, and high tenured workers' most important factors in a decision to leave the organization.
6. There will be no significant difference between the most important turnover factors of workers in early stages of development, and the most important turnover factors of workers in later stages of

development. (The worker's stage of development is measured by morale and competence.)

7. There will be no significant difference in the most important turnover factors between workers who plan to leave their job and workers who plan to stay.

Definition of Terms

The following list is of terminology specific to this study. Definitions were compiled from several sources.

Employee turnover--"the actual movement of workers from one firm to another" (Parnes, 1954 p. 20). Movements of membership across work organizations. Membership is indicated by the employee receiving money from the organization. Movement refers to "quitting" or "voluntary turnover" (Price, 1977) which will be the focus of this study.

Direct service staff--a human service term to describe those people in the organization whose job description includes working directly with one or more recipients of the services to help and/or change them for the better. (Better is defined by perceptions.)

Dysfunctional turnover--is a term used to indicate that the organization prefers to retain the individual. Thus, the organization does not have a negative evaluation of the individual (Dalton et al. 1981).

Avoidable turnover--is a term to describe separations that could have been prevented with a reasonable level of intervention (Reasonable is defined by perception). Reasons that do not fall under the avoidable group are: temporary or summer worker, education, health, family commitment, or personal reasons.

Full responsibility and autonomy--refers to having all the control and decision-making power upon the treatment of the client.

Cohesive work group--can be defined as having full participation and clear communication. Conflicts are resolved successfully and perceived as a potential for growth. Morale in the group is high.

Stage of development--comes from the Situational Leadership Developmental Model (1985). There are four developmental stages, each of which is separated from the other by the combination of two factors of importance to the productivity of the organization, competence and commitment. Competence refers to job content variables, and commitment (morale) refers to affective orientations towards the organization and unit.

Turnover determinants--are probability factors that turnover literature considers the independent variable when turnover is the dependent variable (Price, 1977).

Limitations of the Study

For the purposes of this study, the following limitations should be recognized. Any inferences drawn from this investigation should be limited to research paradigms, data collecting methodologies, and populations similar to those described in this study.

- (1) Conclusions drawn from this study are applicable to full time employees of residential services in western Massachusetts who work with the deinstitutionalized mentally ill.
- (2) Any instructional suggestions based on this study will need further research to study their effectiveness.
- (3) Any causation statements cannot be made, since this is a correlation study. At best predictions can be ventured.

C H A P T E R I I
R E V I E W O F L I T E R A T U R E

Introduction

This chapter presents a literature review of employee turnover. It reviews the literature related to field research and employee turnover in community mental health services.

Employee turnover is a complex organizational issue. It can possess both positive and negative implications for the careers of individuals. Turnover also affects those who remain on the job as well as those who leave. Employee turnover can be costly to organizations and to society as well. It can help to infuse new ideas, displace substandard workers, and enhance the potential for employee promotions. A lack of turnover can lead to organizational stagnation, entrenched and outmoded methods and practices, and poor employee performance. Employee turnover also is a critical factor in corporate planning.

The societal implications of employee turnover affect health care delivery, military readiness, and industrial development and productivity. The United States has a higher rate of turnover than other industrialized nations, yet employee turnover affects organizational effectiveness throughout the world.

Several studies of turnover rates in the United States were conducted by the U.S. Bureau of National Affairs based upon a national sample of 500 of its organizational members. The BNA, which publishes quarterly reports of employee turnover, computed the average monthly rate of separation for the period of 1978-1981. Their studies were based upon the size, type and regional location of organizations throughout the country.

The average separation rate for 1978-79 was 1.9 percent, .5 percent higher than the data reported for 1980. The lowest separation rates were found among manufacturers; companies with more than 25,000 employees, and organizations in the Northeast. The highest average separation rates were found among small organizations, less than 250 employees, and finance companies in Western United States. (BNA, March 1978, 1979, 1980, 1981).

Definitions

Price (1977), notes that the literature relevant to employee turnover is found under many different descriptive terms. Some of these descriptive terms would have the same definition of turnover, some would have somewhat different definition, and others would relate just partially to the definition of turnover. Some of the descriptive terms used are: Mobility or labor mobility, a term used by economics.

Parnes (1954, p. 20) defines turnover as " the actual movement of workers".He also identified seven types of movement:

1. Interfirm movement, from one firm to another or a change of employer.
2. Occupational movement, from one occupation to another.
3. Industrial movement, from one industry to another.
4. Geographic movement, from one local area to another.
5. Movement from an unemployed to an employed status.
6. Movement from an employed to an unemployed status.
7. Movement into and out of the labor force.

Price (1977) observes that turnover corresponds only to interfirm movement. Demographers, for example, define turnover as migration. Wrong (1961) defines migration as "more or less permanent changes of residence." This definition is not particularly useful because turnover does not correspond conceptually to the concept of organization as a result of employee transfers to other cities, regions or countries.

Succession-is defined as "the degree of membership movement through the roles of a social system" (Price 1972a, p.185). Retirement, firing, termination, promotion, and acquisition of new members are all considered to be examples of succession.

Internal succession-is defined as movement within the system.

External succession-encompasses all movements of membership across the boundary of a social system. Because this definition is the most inclusive of all definitions of employee turnover, it is the most relevant to the issues considered within this paper.

There are many other definitions of turnover within the literature, but the definitions of turnover provided in the previous paragraph are the most appropriate and most frequently employed within the literature.

The concepts of turnover defined by Price (1977) require further elaboration of the factors that determine membership and the factors which constitute the boundary of a social system.

An individual criterion could be determined by individual perception. Thus, it may be argued that if an individual considers him/herself to be a member of a particular social system, that is all that is required for membership. Membership could also be determined by the extent to which an individual is subjected to sanctions by the system. The boundary of a social system could be determined by the frequency with which individuals interact.

Most employee turnover field research is based upon observations of employees movement within work organizations. Therefore, the determination of membership in these studies is often predicted upon whether an employee received money from an organization. Further, it should be noted that the

field research did not study membership within volunteer organizations.

The terms "accession and separations" were employed by the Federal Bureau of Labor Statistics (1966) to describe the movement of individuals across the membership boundary. Most accessions refer to new employees.

The primary definitions of separations are quitting, layoffs and discharges. Quitting is the most frequently studied type of organizational separation, and is the most practiced behavior. The quitting is also called frequently "voluntary turnover" which will be the focus of this paper, unless otherwise indicated.

Because of its complexity, Mobley advocates skepticism in the reading of studies related to employee turnover. Arnold et al. (1985), states that much of the turnover research does not take into account the role of "social desirability response bias". Social desirability bias refers to some individuals' tendencies to overreport socially desirable personal characteristics, and to underreport socially undesirable characteristics. Their research shows that individuals with a high degree of social desirability bias tend to overreport levels of job satisfaction and organizational commitment, and underreport levels of intention to search for a new position.

Issues in employee turnover

Because there is a good deal of confused and contradictory information and data on the subject of employee turnover, the first section of this chapter is divided into four parts: historical, societal and economical issues in turnover; organizational issues and turnover; individual issues and turnover; and models and interventions for the management of turnover.

Historical societal and economic issues in turnover

Ross (1958) responded to the general belief that unions, pensions and other benefits are ways for organizations to eliminate employee mobility and to control workers. That is the reason that since the 1920's there was a decline in voluntary turnover. Ross found, by looking at turnover as related to unemployment and opportunity to leaving, that this assumption is not correct. However, he observed a substantial reduction in the quit rate during the middle of the 1920's, and a smaller decline during the early 1950's. As a Historian Ross found that during World War I the employers had a "foretaste of curtailment". Then the quota system began to take effect; and by the second half of the 1900's the average annual flow of immigration was less than one-third of what it had been in the 1900', manpower needs were growing rapidly as industry expended. Thus, the demand for labor accelerated at

the same time as an important source of supply was virtually eliminated. Furthermore the proportion of unskilled labor was declining.

Those contingencies led to the turnover statistics, and that was also the time that personnel administration emerged out of organizational necessity and flourished. "we find it difficult to comprehend the shock of original discovery which employers experienced in learning that workers were human beings" (Ross, 1958., p. 911). As a result of these conditions so well described by Ross, employers, for the first time, were forced to control employee turnover.

March and Simon (1958) suggested that "under nearly all conditions, the most accurate single predictor of labor turnover is the state of economy," (determined by the availability of jobs) Price found no evidence to contradict this view. Hulin (1979) reported a correlation of 0.84 between unemployment and quitting during thirty one years.

In a more recent study Carsten and Spector (1987) hypothesized low relations between satisfaction, turnover correlations across studies during times of high unemployment, and limited employment opportunities, and high relations would be found in studies conducted during times of low unemployment and expanded opportunities. Their hypothesis was based on Muchinsky and Marrow (1980) model.

Carsten and Spector found 47 studies that had in them the overall satisfaction and intentions to quit variables, which

included 19,828 subjects. The unemployment rates were divided into, national, industrial, occupational and state. The rates ranged from 1.6% generally associated with economic prosperity, to 10.6% generally associated with economic recession and relatively poor economic times for western society.

The results of the study supported the hypothesis, and added to the findings that regard larger societal and economic factors as important to turnover, and research. Severn (1968) went further and found evidence that workers respond more to perceived opportunities for better paying jobs (as indicated by unemployment levels) than to knowledge of specific job opportunities. Muchinsky and Morrow indicate that there is an inverse relationship, reflected in studies of interindustry differences, between voluntary turnover and (1) the average level of earnings, and (2) the numerical concentration of firms within an industry.

Economic Consequences of Turnover

Economic literature defines employee turnover as labor mobility. Therefore there is not much empirical information on voluntary turnover. However, many labor economists suggest that higher levels of turnover promote allocative efficiency because such mobility operates to shift individual workers from jobs in which the value of their marginal contribution to production is low to jobs in which its higher" (Jakubauskas and Palomba, 1973, pp. 120-1). This implies better use of

potential productivity. One of the negative consequences of turnover is the effect that voluntary turnover has upon the unemployment rate. Apparently researchers agreed that this finding is not correct, and when followed by reemployment does not add to unemployment rates (Barron and McCafferty, 1977).

However, voluntary retirement turnover appears to increase the number of nonworking dependents. This increases costs of the supporting older dependents. Therefore, Social Security and pension contributions must be substantially increased to accomodate the growing population of elderly persons in the United States. This increase probably would come from higher prices of goods and services, which may create a less rapid increase in the national standard of living. (Sheppard and Rix, 1977).

In addition, "Between 1980-1995, the number of young people in the labor force will decline by approximately 25 percent, both in terms of percentage and absolute numbers at levels unprecedented in the history of the United State", (Mobley 1982).

Inflation-Empirical research suggests that inflation may affect turnover in three ways. It may encourage more secondary wage earners. It may encourage turnover as a means to protect earnings, assuming higher paying jobs are available, and it may discourage turnover involving geographic mobility due to costs of moving. Other social and economical concerns would evolve directly from the upcoming organizational issues.

Organizational issues and employee turnover

Mobley suggests that the most frequently studied organizational consequence of turnover is cost. However, only a few organizations have attempted to evaluate this cost. Although to catalogue these costs is of little value, because most studies are unique to the organization, and to the time period studied. Some examples include: Bell system replaces in excess of 100,000 employees yearly and the outlay for personnel replacements is unquestionably greater than \$1,000 per occurrence. Turnover cost per 100 trainees during the first eight weeks of employment among operators in a fiber manufacturing operation was \$98,500 (lost training investment plus replacement cost). Mirvis and Lawler (1977) estimate the turnover cost of bank tellers is in excess of \$2,500 per quit. However, Hollenback and Williams (1986) concluded in their study that the measures of turnover frequency overstates the detrimental effects of turnover functionality, which emphasizes both, frequency and performance. This is in line with Dalton et al. (1981) who suggested the organizational functionality and the avoidability turnover measures. Thus, indicating that organizations should address in thier turnover intervention just the disfunctional turnover to the organization, and within this group the avoidable turnover. Nervertheless, the accounting approach to turnover is important, however there are a variety of other consequences.

Disruption of performance, Loss of efficiency on part of the leaver prior to separation, and cost of having the position vacant during the search for a replacement. If the leaver had unique skills and/or occupied a pivotal position, the loss may have a ripple effect on performance far beyond the vacant position, and this effect might continue until the replacement becomes fully functional. To the extent that others must pick up the slack, their own performance may suffer. Another ripple effect is called the 'snowball effect'. Krackhardt and Porter (1986), made three separate analyses that pointed to the same conclusion, "turnover does not occur randomly throughout a work group. Rather it is concentrated in patterns that can be delineated by role similarities in a communication network" (p. 54).

Other types of employee turnover costs

Distruption of social and communication patterns. Formal and informal communication patterns are characteristic of any organization. If those who leave are valued coworkers and central to the communication network, turnover could have a negative affect on the development of a high performing team. It also may negatively affect the attitudes of those who remain ,and stimulate them to think about leaving.

Undifferentiated control strategies. At times of high turnover control strategies such as across-the-board pay increases, implementation of an organization-wide turnover or

other strategies, could prove to be inappropriate or be counterproductive.

Strategic opportunity costs. Organizations may postpone or cancel potentially profitable ventures because of key personnel turnover.

Potentially positive organizational consequences

The most apparent positive consequence is the replacement of those who leave with better performers. McEvay and Cascio (1987) found that good performers are less likely to leave the organization, than poor performers. Staw (1980) suggests that the traditional organizational perspective assumes that the performance of a new employee will initially be low, then accelerate, and eventually reach a plateau. An inverted -U performance curve may be more descriptive of a stressful, physically demanding or rapidly changing in which there is high early performance and subsequent "burn-out". Staw argues that most jobs are characterized by the inverted U-shape performance, and that attention should be given to the relationship of tenure and performance so that an appropriate rate of turnover can be identified.

Replacement may produce innovation, flexibility, and adaptability, Dalton and Todor (1979) and Staw(1980) discuss ways in which turnover contributes to organizational effectiveness by new technology, reorganization and variety.

Although, Price (1977), does not find strong support for relating turnover and innovation.

When turnover is significant and considered costly, it can be a catalyst for positive organizational change. The organization that moves toward making salary increases contingent on results, for example, may not only reduce turnover among better performers but also may enhance overall employee performance.

Deficiencies related to withdrawal behaviors.

When individuals would like to leave their jobs but are unable to do so, (because they lack alternatives or because of family constraints) they may engage in such forms of withdrawal as absenteeism, job apathy, sabotage, or poor quality of work. It may be beneficial to the organization to encourage these individuals to leave.

Reduction of conflict. At times that conflict occurs out of fundamental value or belief differences turnover may be the only effective resolution of conflict that may hinder performance.

The rate of turnover

There are many statistically based ways of measuring turnover. However, a problem is created by the statistical data yielded by each measure because the results often are not comparable. Because there is no single measure which

yields the extent of turnover, turnover rates are frequently evaluated higher than they are in fact.

Price attempted to set a definite statistical rate for employee turnover. He considered many factors and combined them to provide a statistical table of turnover rates. However, he states that "It would have been impossible to codify benchmark statistics in any meaningful way if perfect comparability among the studies had been insisted upon. The insistence on perfect comparability would have excluded many of the data used" (1977.,p.46). Some of the central findings are:

Occupational categories

Price (1977) presents an integration of the published literature on turnover by occupational group. Turnover was found to be higher among blue-collar workers than white-collar workers; lower skill levels were correlated within blue collar and non-managerial employees. Nongovernment organizations usually have higher rates of turnover than government organizations.(low correlates).

Type of industry

Price (1977) found that manufacturing had the highest median separation rate and that goods producing organizations had more than twice the separation rate of service organizations. However, the statistical variance suggests that

there are strong influences on turnover other than the type of industry.

Organizational size

The empirical research on employee turnover and organizational size provides no clear-cut conclusion" (Mobley et al., 1979; Porter and Steers, 1973; Price, 1977). The BNA (1980) reports that in its sample, organizations with less than 250 employees had the highest average monthly turnover, while organizations with 2500 or more employees had the lowest. "If organizational size does influence turnover, it is indirect through the effects of other variable" Mobley (1982).

Work unit size

There is some evidence that smaller work units, particularly for the blue collar workers, have lower turnover (Muchinsky and Tuttle, 1979). However, this also is believed to be related to other variables such as group cohesion, personalization, and communications.

Job content

Price (1977) indicates that there is a weak but consistent positive relationship between routinization and turnover. Porter and Steers (1973) found a positive relationship between task repetitions and turnover and a negative relationship between autonomy, responsibility, and turnover.

Variables and Turnover

To understand the variables that are considered to influence turnover, and to understand how they may effect turnover, Price's model was used for the analysis while employing other research which supports or contradictss his findings.

Price's model of employee turnover

Determinants

The determinants Price (1977) identifies are included in a causal statements which he calls a "proposition". The content of Price's proposition indicates predictive power, either probabilistic or deterministic. The propositions considers turnover as the dependent variable. McEvay and Cascio (1987), argue that all the information discovered about turnover are correlates, and not causes. They indicate that the strongest relationship found to date is between the intent to quit and turnover. Moreover, Carsten and Spector challenge this statement with their conclusion that unemployment rates significantly effect the relationship between the intent to quit and turnover. Thus, both would tend to look at the determinants as probabilistic.

Pay- Successively higher amounts of pay can be expected to produce successively lower rates of turnover. Pay is the amount of money directly received by the member from the

organization. It is not, however, the satisfaction which the member receives from the pay. Those represent two distinct issues.

Several researchers support the relationship between pay and turnover, Pencavel(1970., p. 22), for example, states that " The depressing effect of the level of wages on quits seems well established". Ingham (1970) also supports this proposition. Other empirical studies support the theory that increases in pay reduced turnover. A variety of studies have concluded that both blue-collar and white -collar workers manufacturing, and service organizations, governments agencies and mining companies, have responded in the same empirical direction (Armknrecht and early 1972; Burton and Parker 1969; Mackay et al. 1971; Wales 1970; and others.).

The assumption here is that pay is an attractive outcome for members of organizations. However Lawler(1973) suggests that the attraction of pay varies among members of the organization, pay seems to be less attractive to professionals than to nonprofessionals. Lawler (1971., pp. 157-201) identifies the complexity of the pay by the inclusion of subjective comparisons in his discussions. Employees compare the amount of pay they receive with the amount others receive, this comparison is part of their attempt to perceive whether they are high or low salaried employees. Lefkowitz (1971) however, indicates that financial compensation is not the most important consideration in the minds of employees, yet he does

agree that the data indicate that pay has some effect on the termination of employees.

Integration- "Successively higher amounts of integration will probably produce successively lower amount of turnover" (Price 1977., p. 70). Integration is seen as closely related to "group cohesion". Van der Merwe and Miller (1970) clearly believe that integration is a more important determinant than pay in its effect upon turnover. However, other scholars and researchers support the integration proposition fully without relating it to pay (Lawler 1973; Lefkowitz 1971; Pettman 1973a; Porter and steers 1973;) The Mayo and Lombard (1944) study of the aircraft industry is commonly cited to indicate the beneficial effects of participation in primary groups. There is one study that does not support the assumption that participation in primary and/or quasi-primary groups results in a positive outcome to members of an organization. Goldthorpe (1968) found that few if any, of the workers in one firm participate in what is called primary or quasi-primary groups. They explained the low degree of integration by the great value workers assign to pay. This research was done in England. Price suggests that having a single research that is deviant is not sufficient to change the above assumption.

Instrumental and formal communication- "Successively higher amounts of instrumental communication will probably produce successively lower amounts of turnover", and "Successively higher amounts of formal communication will probably

produce successively lower amounts of turnover" (Price, 1977., p. 73). Communication is defined as the degree to which information is transmitted among the members of a social system (Price, 1972a). The formal communication refers to officially transmitted information. Goodman et al. 1973; Lawler 1973; and Porter and Steers 1973, all support the idea that high amounts of formal and instrumental communication produce low turnover.

Porter and Steers state that when individuals are provided with a "realistic picture of the job environment including its difficulties prior to employment" it results in reduced turnover (1973, p. 153). Information necessary to individuals is considered instrumental communication, and the means by which this information is transmitted is primarily formal. Other reviews and empirical studies also support both communication propositions (Scott 1972; Wanous 1973; Drexler and Bowers 1973; Johnson and Graen 1973). Those studies involved both white and blue collar organizations, and service, government, communication, manufacturing organizations. Their assumption was that the receipt of information is an attractive outcome to members of an organization. There is no literature to contradict this assumption, nor is there literature to verify that this is the most important factor in reducing turnover (Price, 1977).

Coldwell and O'Reilly (1985), conducted their research on the impact of information upon job choices and turnover.

Their subjects were M.B.A. students who were searching for jobs. Several of their findings appear to relate to the communication issue, however, their research concentrated on entry information.

Turnover was found to be significantly lower than expected across studies of individuals who had received realistic job preview information. The extent to which initial expectations were exceeded was positively related to the perceived overall accuracy of information, and negatively related to turnover.

The extent to which individuals consulted formal and personal sources, was positively related to how useful those sources were perceived to have been in improving job alternatives.

People who reported getting accurate information were less likely to have left the organization 18 months later, than were those who reported receiving inaccurate information. Turnover was highest for individuals who had extensively consulted sources that did not provide useful information.

Available information sources were identified as company documents and publications; Library research; informal discussions with faculty and other students; and discussions with people in the relevant industries.

Job research was found to be independent of the degree to which expectations were met.

Centralization-"Successively higher amounts of centralization will probably produce successively higher amounts of turnover" (Price, 1977., p. 76). The level of centralization will be highly related to the level of participation in decision-making, both are concerned with the concentration of power. the degree of membership participation in decision-making will indicate the degree of centralization. Argyris 1973; Goodman et al. 1973; Lawler 1973, Lefkowitz 1971; March and simon 1958; Porter and Steers 1973, agree that high centralization produce high turnover. "Decreasing the individual's experience of control over his immediate work area, decreasing his use of the number of abilities, and increasing his dependence and submissiveness" (Argyris, 1973., p. 150). This decrease would lead to withdrawal behaviors, which Argyris contends, and turnover is one of those behaviors. Argyris has conducted few empirical studies that support his views. Herzberg et al. (1957), and Blumberg (1969) support the centralization proposition. Blumberg studied participation in decision-making and employee alienation.He concluded that participation produces a reduction in alienation. Although alienation is not related to turnover, some of the literature he reviewed indicated turnover as well as alienation. The assumption is that some degree of participation in decision-making is an attractive outcome to members of an organization. Pettman (1973a p.47)

states that "it is assumed that the individual requires some level of independence and control over his work situation".

Intervening variables

In addressing the difference between variables and determinants, Price (1977) requires clarity and states that the determinants are the independent variable and that the turnover is the dependent variable (figure 1.). Therefore, Pay, integration, communication, and centralization, are all independent variables of the dependent variable, turnover. He states that in addition to the two variables we need to examine the intervening variables, satisfaction and opportunity. Price is aware that much of the turnover literature views satisfaction as the determinant or the independent variable. Price believe that satisfaction is a product of the five determinants described earlier.

Satisfaction- (will be discussed in greater detail as an individual factor) "Satisfaction is the degree to which the members of a social system have a positive affective orientation toward membership in the system" (Price 1977., p. 79). "The studies in this area have consistently shown that dissatisfied workers are more likely than satisfied workers to terminate employment" (Lawler 1973., p.85).

This same view is found in, Herzberg et al..1957, Lefkowitz 1971, March and simon 1958. Some of them are coming

from motivation theory and see the "affective responses to the job" as satisfaction, and "termination" as the behavior.

Price and others do not consider satisfaction as a single issue in the organization. McEvay and Cascio (1987) support Price and go further by indicating that they found positive relation between job performance and satisfaction, but they believe that job performance should become one of the independent variables of turnover. Price further suggests that satisfaction and dissatisfaction are measured in the perception of the individual before the decision becomes apparent. "Dissatisfactions are subtracted from satisfactions to arrive at a net balance" (Price, 1977., p. 80). March and Simon describe the same phenomenon which they define as the "Balance of inducement utilities over contribution utilities" (1958, p. 93).

Opportunity- "Opportunity is defined as the availability of alternative roles in the environment" (Hickson et al. 1971). However, the dimension of opportunity must consider the supply and demand scale, "Labor wastage (a British term for separation) may be influenced by alternative job opportunities for the employees" (Bowey, 1974., p. 16). Others including March and Simon (1958), and Pettman would agree with this statement. Bowey views opportunity as one factor among many that are all part of the process that might lead to "labor wastages". However, unlike Price, she does not distinguish between determinants and intervening variables.

Several empirical studies corroborate the finding that opportunity influences turnover, Burton and Parker (1969), Mackay et al. (1971), Wales (1970), and others, have conducted studies both on blue and white collar workers ,and in different countries.

Fry (1973, p. 288) went further by stating "Individuals react more to opportunities or lack thereof than to incentives"

Price indicates that its the dissatisfied worker who than seek to leave the organization, and that alternative oppotunities that are sufficiently appealing or attractive most often cause them to leave.

Relationship with correlates

Price tests his theory by examining its relationship to empirical generalizations. For example members with short term of service usually have higher rates of turnover than members with many years of service. Price suggests that length of service is particularly compatible with the five determinants. Members who have been with the organization a short period of time, are likely to have low pay, few close friends, poor information, and little power. Therefore, as the Price's Model demonstrates, they may have low satisfaction, , because they lack the experience and specific skills which would enhance their value to the orgnaization. (Price 1977., p. 84).

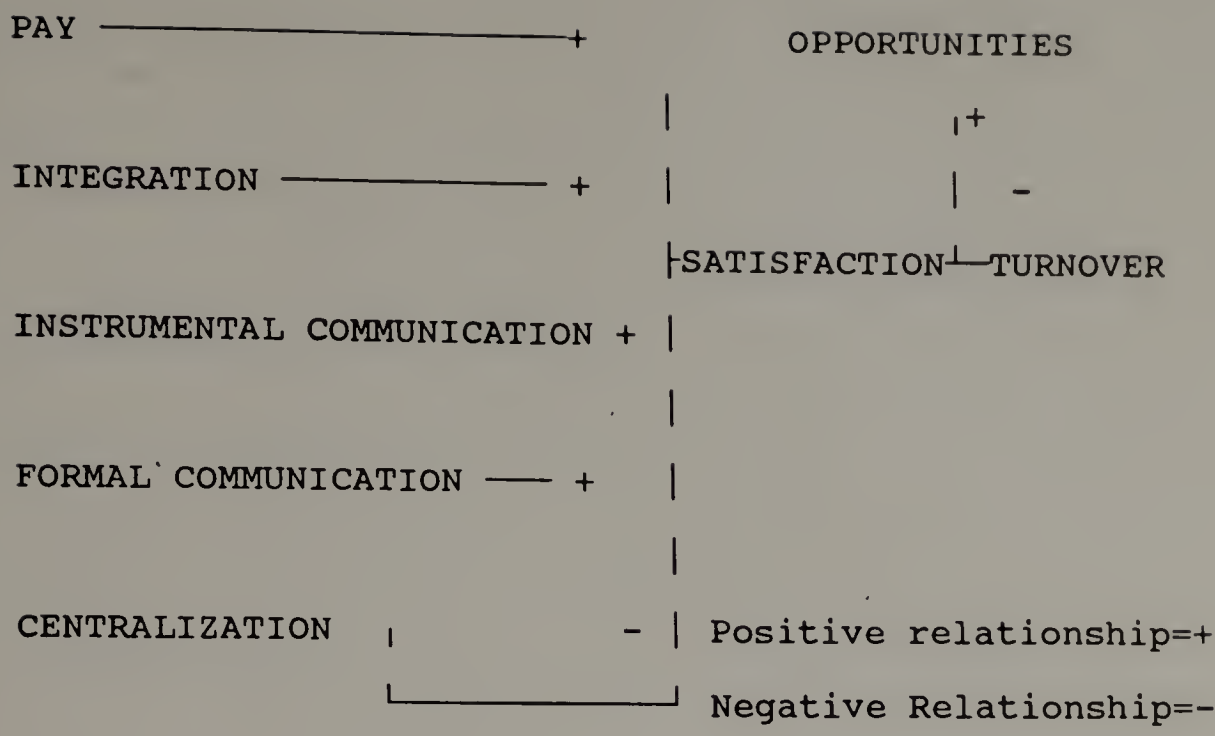


Figure 1. Relationships between the determinants, intervening variables, and turnover. (Price 1977., p. 84).

The combination of low satisfaction with opportunities creates a higher likelihood of turnover.

Weak determinants

There are determinants which are low in support, but consistently related to turnover in the literature.

Routinization

This is the degree to which role performance in a social system is repetitive. The data indicate that successively

higher amounts of routinization probably will produce successively higher amounts of turnover (Price 1977., p.88).

Professionalization

The extent to which an occupation is based upon knowledge and a service orientation (Goode 1960). Higher attainment of professionalization probably will produce successively higher amounts of turnover.

Upward mobility

Movement from low to high strata in a social system. The strata in organizations typically are occupations, ranked by income, prestige, and power. Price (1977., p. 88) further states that "Successively higher amounts of upward mobility in organizations, is commonly discussed in terms of- Promotional opportunities, probably will produce successively lower amounts of turnover". This finding also is supported by Bennis et al. (1958a), and Herzberg et al. (1959).

Distributive justice

The degree to which conformity is followed by the receipt of positive sanction. Price (1977, p. 88) explains that "when there is a close relationship between merit and pay in organizations, the degree of distributive justice is high". "Successively higher amounts of distributive justice probably will produce successively lower amounts of turnover" (p. 88).

This notion is supported by others like, Cole (1971), Lawler (1973), Porter and Steers (1973), and others.

Price (1977) examined the impact of turnover upon the organization. He offers several propositions with a moderate amount of supporting data. These propositions would make turnover the independent variable. Price's propositions do not define the changing dependent variables.

Administrative staff

"Successively higher amounts of turnover probably produce successively larger proportions of administrative staff members relative to production staff members" (Price, 1977., p. 93). Kasarda (1973) found that when personnel turnover is high, more training and supervision of newcomers is required, ^This tends to raise administrative intensity. He also suggests "that with increasing personnel turnover, greater administrative expenditures are incurred to meet the costs of employee separation, recruitment, and placement". Kasarda's School research is supported by Carlson (1962) , and Gellard (1967) who observed other levels of the organization and discussed an interesting pattern, "In order to gain the loyalty of his subordinates, the new executive will also tend to make various efforts to establish informal contacts with them. But he will also, and more significantly, especially if these efforts are unsuccessful, replace the key offi-

cial... create new assistants, and expand his administrative staff" (p. 24).

Formalization

"Successively higher amounts of managerial turnover probably produce successively higher amounts of formalization at a decreasing rate" (Price 1977., P. 96). "Formalization is the degree to which the norms of a social system are explicit"(Price 1972a, p. 107). Carlson (1962), Cole (1971), Gouldner (1954), Grusky (1959), McCleery (1957) support this supposition. Gellard (1967) notes "that the new executive, because he is a newcomer, to the organization, is ignorant of the network of communication and of the system of informal procedures and arrangements.... to cope with the problems raised by his ignorance, he will resort to measures of, rule making and the reliance on formal procedures"(p. 24).

Integration

"Successively higher amounts of turnover probably produce successively lower amounts of integration" (Price, 1977., p. 100). Three empirical studies support to this causal relationship. Moskos (1970, pp. 134-56) in discussing the behavior of combat soldiers in Vietnam, notes that there was a rotation system that led to rapid turnover of personnel which "hinders the development of primary - group ties".

Uyeki(1960) found in a number of studies conducted during World War 2, that frequent transfers between units weakened the primary groups as a source of support.

Burling et al. (1956) studied six medical hospitals. They found that nurses who have "worked together for a long period of time " have a low rate of turnover. They also found that nurses who belonged to a team were not isolated and probably participated in a quasi- primary group. This study provides additional data which documents that reduced turnover increases the amount of integration.

Propositions with low amount of supporting data

Satisfaction-"Successively higher amounts of turnover probably produce successively lower amounts of satisfaction (Price 1977., p.102).

Grusky worked thoroughly on the causal relationship between turnover and satisfaction. Satisfaction in the literature is commonly found in discussions of "morale". "Succession can ...promote conflict among the staff and lower employee morale (1960, p. 105). He continues "A number of studies of small organizations have indicated that succession is disruptive, typically producing low moral and conflict among the staff" (1964, p. 85). Gouldner (1954) sees consensus as a variable that intervenes between turnover and conflict. The change of personalities creates a reduction of consensus, which in turn, result in conflict, that leads to

lower satisfaction. The above researchers did their studies on the effects of manager's turnover, therefore Price is careful and declares it as a low amount of supporting data. Moreover, there is some data like Guest's study (1962b) on an automobile plant where the arrival of a new manager resulted in increased satisfaction of workers.

Inovation- "Successively higher amounts of turnover probably produce successively higher amounts of innovation at a decreasing rate" (Price, 1977., p. 104). Much is cited in the literature to support the above causal relationship. Grusky notes (1960, p. 105) that "by bringing in 'new blood' and new ideas, succession can vitalize the organization so as to enable it to adapt more adequately to its overcharging internal demands". Albrow (1970), Brown (1967), and others support this same idea, Dubin seems to capture the issue nicely when he gives his impressions of management in Great-Britain (1970, p. 193)," One of the important consequences of immobility in the careers of British management is what Thorstein Veblen once Labelled 'trained incapacity' . For non-mobile British Executives 'trained incapacity' is the inability to conceive of , or utilize, New ideas. This is obviously dysfunctional to innovation".

Centralization- "Successively higher amounts of managerial turnover probably produce successively lower amounts of

centralization" (Price, 1977., p. 107). Three empirical studies support the above statement.

Scheff (1961) studied a state mental hospital in which an unsuccessful attempt had been made by the higher administration to change the hospital from custodial to a therapeutic hospital. The ward physician was the key official in the ward, as well as the manager. The most effective resistance to the new policy was provided by the attendants, the largest staff group in the hospital. The turnover rate of the physician was every 10 weeks, which in effect transferred power to the attendants, and left the administration with a lack of power to be able to implement the change. Grusky also found support to the above proposition in both military and business organizations research, and he states: "Rapid succession is associated with limitations on executive control. It is frequently argued that in an organization where few executives can anticipate long periods of service and most can look forward to relatively short tenures in that particular organization, the ability of the executive to implement major policy changes is greatly weakened" (1964, p.83-111).

The third empirical study was done on 115 colleges and universities and indicates that "presidential leadership of long duration expands the institutional authority of the presidency" (Blau, 1973., p. 182).

Porter and Steers use some of the same data but organize it in a different way which is more known in the literature. Here is their frame:

Organization-wide factors

Are those variables affecting the individual that are primarily determined by persons or events external to the immediate work group.

Pay and promotional considerations often appear to represent significant factors in the termination decision. The above studies confirmed the conclusion of the importance of pay and promotion to turnover, other studies pointed out the importance of perceived equity and met expectations as important factors in such decisions." The size of the pay raise or the rate of promotion, while important in and of themselves, are, in addition, weighed by an employee in the light of his expectations, given the level of self-perceived contribution" (Porter and Steers, 1975., p. 280).

Immediate work environment factors

How the immediate work environment factors relate to withdrawal. Porter and Steers consider three factors:

a. Supervisory style- several studies pointed out the importance of supervisory style to turnover (Fleishman and Harris, 1962; Ley, 1966; Hulin, 1968; and Skinner, 1969). Employees who have supervisors that are high on human rela-

tions ability or considerations are less likely to quit than those employees who have supervisors who are low on these factors. Similarly, employees whose supervisors exhibit high structure or production-centered supervisory styles are more likely to quit than those employees whose supervisors are low on these factors.

b. The size of the working unit found to be related to turnover, but, research was done just with blue-collar subjects (Kerr et al. 1951; Mendell, 1956; Argyle et al. 1958).

c. Co-worker satisfaction, here the research indicates the potential importance of such satisfaction (Evan, 1963b; and Hulin, 1968), but others found zero relationship to turnover withdrawal (Taylor and Weiss, 1969a, 1969b; and Telly et al. 1971).

Job content factors

The literature suggests that the duties and activities required for the successful performance of an individual's job content have impact on his decision to remain with the employer. Such job is presumed to be a vehicle for personal fulfillment and satisfaction or a continual source of frustration, internal conflict, and dissatisfaction. Four factors seems to be relevant to job content:

a. The overall reaction to job content- "In general, turnover has been found to be positively related to dissatisfaction with the content of the job among blue and white

collar workers"(Porter and Steers, 1975., p. 282). The above is also supported by, Taylor and Weiss, (1969a,1969b); Wild (1970);and Telly et al. (1971).

b. Task repetitiveness-The available data indicate positive relationship between turnover and task repetitive-ness. The above is also supported by, Taylor and Weiss (1969a,1969b),and Wild (1970).

c. Job autonomy and responsibility- "a strong positive relation has been found consistently between turnover and a perceived lack of sufficient job autonomy or responsibility"(Porter and Steers 1975., p. 282). The above is also supported by, Taylor and Weiss (1969a,1969b),and Waters and Roach (1971).

d. Role clarity- Research has been indicating that role clarity can effect turnover in two ways. First, an accurate picture of the job prior to hirer can select out the candidates who feel that the rewards are not enough for them incom-parison to the tasks they need to do. Secondly, as Porter and Steers suggest accurate role perception can help adjust employee expectation, and when congruence increased between expectations and actual experience it can increase satisfac-tion and continue participation.

The above is also supported by, Macedonia (1969) in his military academy subjects, and Lyons (1971), who did his study on nurses.

Porter and Steers use the above analysis as their base for their model of turnover, this model will be described at the last part of this section.

The work related variables believed to account for .40 of the turnover variance, this measure includes job satisfaction, and its pointed out that the organizational factors are tied in with the individual factors, with each accounting for some unique variance in the criterion. Thus, here are the individual factors.

Individual, work related issues and turnover

In this section age and tenure are consistently and negatively associated with turnover.

There is significant evidence that weighted biographical information can be useful but only if it is cross-validated. Although there is a limited amount of information there is indication that informal source of referral (friends, relatives of employees) would lead to lower turnover. There is insufficient research to verify individual interests, aptitude, and abilities as it relates to turnover. The evidence with respect to turnover and personality, sex, education, professionalism, performance, and absenteeism are inconclusive.

Job satisfaction variables

The research consistently supports the negative relationship between overall satisfaction and turnover. A consistent negative relationship exists between satisfaction with job content and turnover. Less consistent but frequently observed correlations exist between turnover and satisfaction with pay, promotion, supervision, coworkers, and working conditions.

Some integrative variables were tested and supported the findings of consistent negative relationship between turnover and overall satisfaction, behavioral intention to quit and organizational commitment. Job related stress was found to be inconclusively related to turnover.(more details, next section).

Job satisfaction and withdrawal research

Hulin (1966) matched each subject (female clerical workers) who subsequently left the company during a 12 month period with two of them remaining employed. The study was conducted across several geographic dimensions. He concluded that those who left could be accurately distinguished from those who remained based upon a knowledge of the workers' levels of job satisfaction 12 month prior to their departures. The company then established new policies for salary and promotional opportunities. After 18 months, Hulin repeated the study. The study established a high correlation between satisfaction and employee turnover. Of equal significance, a

comparison of the two studies documented that four of five job descriptive index scales rose dramatically while the turnover rate declined from 30% to 12%. Other significant studies support Hulin's findings. Several of them are, Weitz and nuckols, 1955; studied life insurance agents, Mikes and Hulin, 1968; studied male and female office workers, and Wild, 1970; studied female operatives.

Porter and Steers add to the job satisfaction studies data about expectations prior to entering the job, Weitz (1956), Youngberg(1963), and Macedonia (1969) found in their different studies that when individuals were provided with a realistic description of their work environment prior to employment, including its difficulties, they appear to have more realistic job expectations which results in reduced turnover.

Kraut (1970) found significant correlations between expressed intent to stay and subsequent employee participation. Atchison and Lefferts (1972) found that the frequency with which individuals thought about leaving their job was significantly related to rate termination.

Porter and Steers conclude that job satisfaction is an important predictor of turnover, and they argue that an expressed intention to leave may represent the next logical step after experienced dissatisfaction in the withdrawal process.

The notion of "withdrawal process" was suggested by Herzberg et al. (1957) and indicated that it is related to a

corresponding progression of dysfunctional employee behaviors from declining performance, through frequent lateness, to absenteeism and culminating in voluntary job termination. This relation found to be weak, and in Sheridan (1985) research the withdrawal behaviors could be explained as discontinuous changes in employee behavior.

Personal factors

Individual factors also appear to be related to turnover, which was previously discussed.

a. Age is found to be strongly and negatively related to turnover. Stone and Athelstan (1969) studied clerical workers and found a negative relationship between age and turnover. Farris (1971) who used scientists and engineers as his subjects, and Robinson (1972) studied female clerical workers and reached the same results.

b. Tenure with an organization, also is strongly negatively related to turnover. Robinson (1972), and Knowles (1964) who studied factory workers support this finding. Price and Mueller (1981) found that the propensity of nursing employees to leave jobs declines as their job seniority increases. Mangione (1973) believe that the length of service is the single best predictor of turnover. Sheridan (1985), went further and concluded that turnover among senior staff is more sensitive to job tension, while new staff are more sensitive to group cohesion.

c. Congruence of job with vocational interests, has a limited number of studies but they appear to be inversely related. This relationship is supported by, Ferguson (1958)- who studied 520 insurance salesmen, Boyd (1961) who studied Engineers, and Mayeske (1964) who used foresters as his subjects. (Porter points out that if vocational tests are reliable then administrating them to employees prior to acceptance could be helpful)

d. "Extreme" personality characteristics may reflect elevated anxiety, emotional instability, aggression, independence, self confidence, and ambition. People with these symptoms would leave the organization more frequently than those people who have these characteristics at a moderate rate. Porter and Steers states that the research show only these tendencies that these characteristics produce and more research is needed to verify these findings. However, Meyer and Cuomo (1962) tested 1360 engineers and found positive tendencies related to this relationship, Farris (1971) also supports this finding after studying 395 technical personnel.

e. Family considerations Schein (1978) states that the individual career development process has three interrelated components: self, job, and family. Thus, turnover may have positive consequences which are not directly related to the job. Research most frequently addressed size of family and family responsibilities. These factors are generally found to be positively related to turnover among woman. Their

impact on men appears to be mixed, while, Muchinsky and Morrow (1980) note that the impact on male is negative. However, for females acting as primary rather than secondary wage earners, the relationship between family size and turnover parallels the negative male samples. Female clerical workers were studied both by Minor (1958) and, Fleishman and Berniger (1960), each of whom found positive relation; however, as indicated the primary moderator may not be sex but the status of primary secondary wage earner.

Potential positive individual consequences

The individual who quits a job may be motivated by expectations of greater net positive consequences in a new job. Being recruited or successfully finding a job could be positive for employee self-confidence. Increased internal upward mobility could be a positive consequence for individuals who stay.

It has been suggested that voluntary turnover might result in a better fit between an individual's vocational interests and actual work activity. The Muchinsky and Morrow (1980), Bell Telephone Company study found that 65% of its voluntary terminators elected to be reemployed by a company other than a large corporation, suggesting better person-job congruence. However, Robbins et al (1978), did not find support for a better job-person congruence through turnover. The research is inconclusive about both, financial gain for

the individual because of quitting, and career success. Financial gains appear more consistently in relation to prearrangement of a job before termination.

Potential negative individual consequences

Because individuals make their decisions from an expectation that might come from "the grass is greener phenomenon", moving could in reality result in a net negative consequence. Thus, expectations and reality are not congruent.

Muchinsky and Morrow (1980), hypothesized that negative consequences, such as, an increase in negative orientation to work among "hard core unemployed" trainee dropouts, and others who exhibit withdrawal, this behavior believed to be connected to quitting as well.

Individual motivation

Herzberg and his associates began their initial study of factors affecting work motivation in the mid-1950's. After reviewing the literature thoroughly and conducting research, Herzberg's theory with supporting data was published in 1959. In 1966 Herzberg published a book entitled "Work and the nature of man". This book was both, a development of his theory, and a response to criticisms of his earlier work. Although, motivation is not the focus of this paper, it is important to determine how turnover and motivation are related. I have chosen Herzberg's work to represent the issue

of motivation since " One of the most significant contributions of Herzberg's work was the tremendous impact it had on stimulating thought , research, and experimentation on the topic of motivation at work" (Steers, R. and Porter, L. 1975., p. 88),

Motivation - Hygiene Theory

Prior to discussing his theory Herzberg describes other theories that dealt with motivating workers. He suggests that all of them may be useful to move an employee, but not as ways to enhance motivation. Herzberg states that the person who wants the job accomplished is the one who has the motivation. The decisions are between doing the job, wanting to do the job, or to have an employee with a self sufficient motivation. Thus, the question arises "How do you motivate an employee?" (1968, p.58).

The basis for the Motivation-Hygiene theory emanates from the view that " the factors involved in producing job satisfaction (and motivation) are separate and distinct from the factors that lead to job dissatisfaction", and " The opposite of job satisfaction is not job dissatisfaction but, rather, no job satisfaction. Similarly, the opposite of job dissatisfaction is not job satisfaction, but no dissatisfaction"- (1968, p. 58) The factors are motivated by two different human needs. One set of needs is the built in drive to avoid pain from the environment, and all the learned drives that

become conditioned to this basic biological needs. The other set is derived from the ability of humans to achieve and, through achievement to experience psychological growth. "The stimuli for the growth needs are tasks that induce growth; in the industrial setting , they are the job content. Contrariwise , the stimuli inducing pain-avoidance behavior are found in the job environment"(p. 59).

The growth or motivator factors which are intrinsic to the job as Herzberg views them are: achievement, recognition for achievement, the work itself, responsibility, and growth or advancement.

The dissatisfaction or avoidance or hygiene factors that are extrinsic to the job include: company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security. In a study that was conducted with a sample of 1,685 employees from a variety of disciplines, Herzberg found that "of all the factors contributing to job satisfaction, 81% were motivators. And of all the factors contributing to the employee's dissatisfaction throughout their work, 69% involved hygiene elements" (p. 60). These results led the theory to suggest that work should be enriched to bring about effective utilization of personnel. Herzberg makes a distinction between horizontal job loading, which leads to reducing the worker's personal contribution, like "removing the most difficult parts of the assignment in order to free the worker to accomplish more of the less

challenging assignments" (p.62). Or, vertical job loading, that follow the upcoming principles (p. 62):

- A. Removing some controls while retaining accountability. Involves, responsibility and personal achievement.
- B. Increasing the accountability of individuals for their performances motivated by responsibility and recognition.
- C. Giving a person a complete natural unit of work. Involves, responsibility, achievement, and recognition.
- D. Granting additional status to an employee in his activity; job freedom. Involves, responsibility, achievement, and recognition.
- E. Making periodic reports available directly to the worker rather than to the supervisor, thereby providing internal recognition.
- F. Introducing new and more difficult tasks not previously assigned promotes growth and learning.
- G. Assigning individuals specific or specialized tasks, enabling them to become specialists; this fosters responsibility, growth, and advancement.

Herzberg, who employed his theory in different research settings, reports successful results both in employee performance and, job satisfaction.

Criticism of Herzberg's work

Herzberg's theory was criticized because it is contended that his work is methodologically bound; second, that it is based upon faulty research; and that it is inconsistent with existing evidence concerning satisfaction and motivation. For the purpose of this study a brief discussion of the third criticism is provided.

Herzberg's dual-factor theory assumes that highly satisfied people would be highly motivated and would be more productive. Brayfield and Crockett (1955), based upon an exhaustive review of empirical research, concluded that one's position in a network of relationships need not imply strong motivation for outstanding performance within the system. Further, they argue that productivity may be only peripherally related to many of the goals toward which the industrial worker is striving.

"At the present time, there seems to be general agreement among most researchers that the effect of satisfaction on worker motivation and productivity depends on situational variables yet to be explicated by future research"(House, J. R. and Wigdor A. L. 1967., 369-89), they add " If one reflects on the kinds of conditions necessary for productive work, it becomes quite clear that motivation is only one of them".They also conclude that "A given factor can cause job satisfaction for one person and job dissatisfaction for another person...-
... A given factor can cause job satisfaction and dissatis-

faction in the same sample. Intrinsic job factors are more important to both satisfying and dissatisfying job events".

These observations about individual factors and turnover appear to be inconclusive. Muchinsky and Morrow state that the magnitude of the correlative relationship using individual variables as predictors of turnover usually is no larger than .30 . While, Abelson (1987), observe in a recent study that models using individual characteristics and attitudinal variables account for at most 20% of the variance in statistical turnover. Abelson's conclusion might be the most conclusive about individual factors related to employee satisfaction.

As noted earlier turnover seems to be related to all economical, social, organizational and individual factors. The final part of this section attempts to review the ways in which the above information was employed in the development of intervention and models.

Models and interventions for managing turnover

This part of the second chapter will describe interventions and models that were developed from the previous data.

As mentioned above Herzberg's work was highly significant for development of the organizational behavior field. It "motivated" researchers to extend their research efforts. Despite Herzberg's methodological errors, or the reasoning of

his conclusions, his vertical job redesign was tested extensively in the field . Because motivation is not the focus of this study , it seems to be one of many other factors of job satisfaction, it is not the place to expend on this complex subject.

However, one study which is important to consider for its significance in the literature of employee turnover was the classic research related to Phillips the Television manufacturers, Saab and Volvo Car manufacturers, job redesign published in Organizational Dynamics (1973).

Much has been written about the two Automobile plants in Sweden, and the T.V. assembling plant in the Netherlands.

This redesign effort is discussed with an emphasis upon the conclusions of the study. The redesign effort was first implemented during the 1960's based upon the negative effects of long assembly lines upon production. Philips had three generations to its job redesign. The first began in 1960 when deficiencies of long assembly lines became a concern. They broke the 104 workers line into five shorter assembly lines. This change reduced the assembly line waiting time for product parts by 55%, improved feedback, and balanced the system. Further, 51% of the testline workers responded positively to the question " I like doing my job" versus 29% of the workers on the other lines. Given this positive response, several other plant assembly lines were modified as well. These changes had a number of effects upon worker satisfaction and

job performance. It allowed workers to rotate among and perform different jobs. It encouraged employees to set their own pace within established production standards. Finally, it made employee responsible for inspecting the quality of their work.

Dr. H. G. Van Beek, who participated in the implementation of the changes said that morale and job satisfaction improved but productivity showed little improvement.

Second generation began in 1965, involved few thousand employees in 30 different locations, and it led to the abolition of foremen. With supervisors' enlarged span of control, the man on the assembly line acquired autonomy and more control over their jobs. The profits were social again, with no significant monetary gains.

The third ongoing phase started in 1968 creating groups of seven or eight employees who have total responsibility to the completion of a black and white Television set, and for example, the group is incharge for the full range of tasks, including, negotiation with other departments and with the stors.

This change was more difficult for employees to get used to, but eventually led to production costs to reduce by 10% assembly line waiting time dropped more, and quality levels have increased.

Saab-Scania, made their changes in 1969, because of two major factors. The first was a turnover rate of 40% and 70%

in the plants, which led to a lot of production problems, and lack of swede workers, out of 100 high school graduates 4 would go to work in factory job. 58% were non-swedes.

The changes were concentrated in the decision-making power. Production groups of five to 12 workers decide among themselves how they will do their job. They also developed development groups where a foremen, engineers, and two representatives of one or more production groups, were to consider ideas for improving work methods and working conditions.

The results of the changes were not measured but some estimates are available. There is increase in plant flexibility that makes it easier for workers to adjust to heavy absenteeism. Less money is invested in tools. Quality has definitely improved. Productivity is believed to be higher. Employee attitudes and satisfaction have improved, with many employees who want to move to the assembly teams. Turnover was reduced all together to 20% but on one hand there was an economic slowdown, but on the other hand they believe that in the assembly teams the turnover is even lower than the average.

Volvo in 1969 also moved towards job redesign, just by having a system for job rotation they cut turnover from 35% to 15%, then they included the production team approach with an additional factor of electing their own supervisor. The results have been unclear, but turnover decreased more.

Although part of the decline has contributed to the economical slowdown, management is convinced that "we can see a correlation between increased motivation, increased satisfaction on the job, and a decrease in turnover of labor". There has been no measurable improvement of productions output; the feeling is that improved quality and decreased turnover had more than covered the costs of installing the program.

In summery Philips is the only plant that showed increase in production, and management believes that the production groups are responsible for the improved output. However all showed improvement in production quality, attendance and turnover. Job satisfaction without being empirically measured ,was perceived to have improved.

Porter and Steers model

Based upon past review of the literature (see organizational factors) Porter and Steers concluded that job satisfaction is a central factor in withdrawal. They define withdrawal behaviors as both employee turnover and absenteeism. Throughout their review they emphasize the potential role that "met expectations " may have on withdrawal behaviors. " The concept of met expectations may be viewed as the discrepancy between what a person encounters on his job in the way of positive and negative experiences and what he expected to encounter"(1975., p. 277).

The model and interventions

Porter and Steers conclude from their research findings that the concept of met expectations in the withdrawal decision is a central causal factor. Different individuals predictably would have different expectations. Therefore, other factors would be considered in their decision to leave. Porter and Steers postulate that if an organization doubled the salary for an employee for whom is not a primary expectation, the salary increase might not be an incentive for the employee to remain on the job.

Porter and Steers base their model upon two significant findings related to expectations. Ross and Zander (1957), Katzell (1968), and Dunnette et al. (1970) found that the mean levels of initial expectations of those who remained and those who later decided to leave essentially were the same. However, those who left reported significantly lower levels of met expectations as time went on.

Conversely, Weitz (1956), Youngberg (1963), and Macedonia (1969), found distinctive differences in the initial expectations of employee who remain and those who leave upon initial in organizations. Those who decided to remain exhibit more realistic levels of expectations upon entry. Porter and Steers observe that these findings do not necessarily conflict. They postulate that initiating different reward levels would encourage workers who develop unmet expectations. For those who possessed more realistic expectations upon entry

and chose to remain, the differential reward level would increase their potential incentive.

The following are three interventions which could enhance employee productivity and reduce turnover within organizations. The enrichment of potential employee rewards would increase the probability that employee reward expectations will be met. The implementation of cafeteria-style compensation plans (Lawler, 1971) would permit employees a greater selection of reward incentives. Perhaps the most important innovations for organizations would be to improve communications about employee requirements and expectations for their jobs which, in turn, would improve the realities of employee expectations and foster more effective job performance.

The clarification of job expectations and rewards can be expected to increase the extent to which these expectations are met, thereby reducing turnover.

The Mobley intermediate linkages model

Mobley's initial emphasis is on the relationship between job satisfaction and turnover, he states that this relationship is well established and consistent, but usually not particularly strong. Therefore Mobley suggests looking beyond the satisfaction-turnover relationship to what might be the intermediate linkages in this relationship.

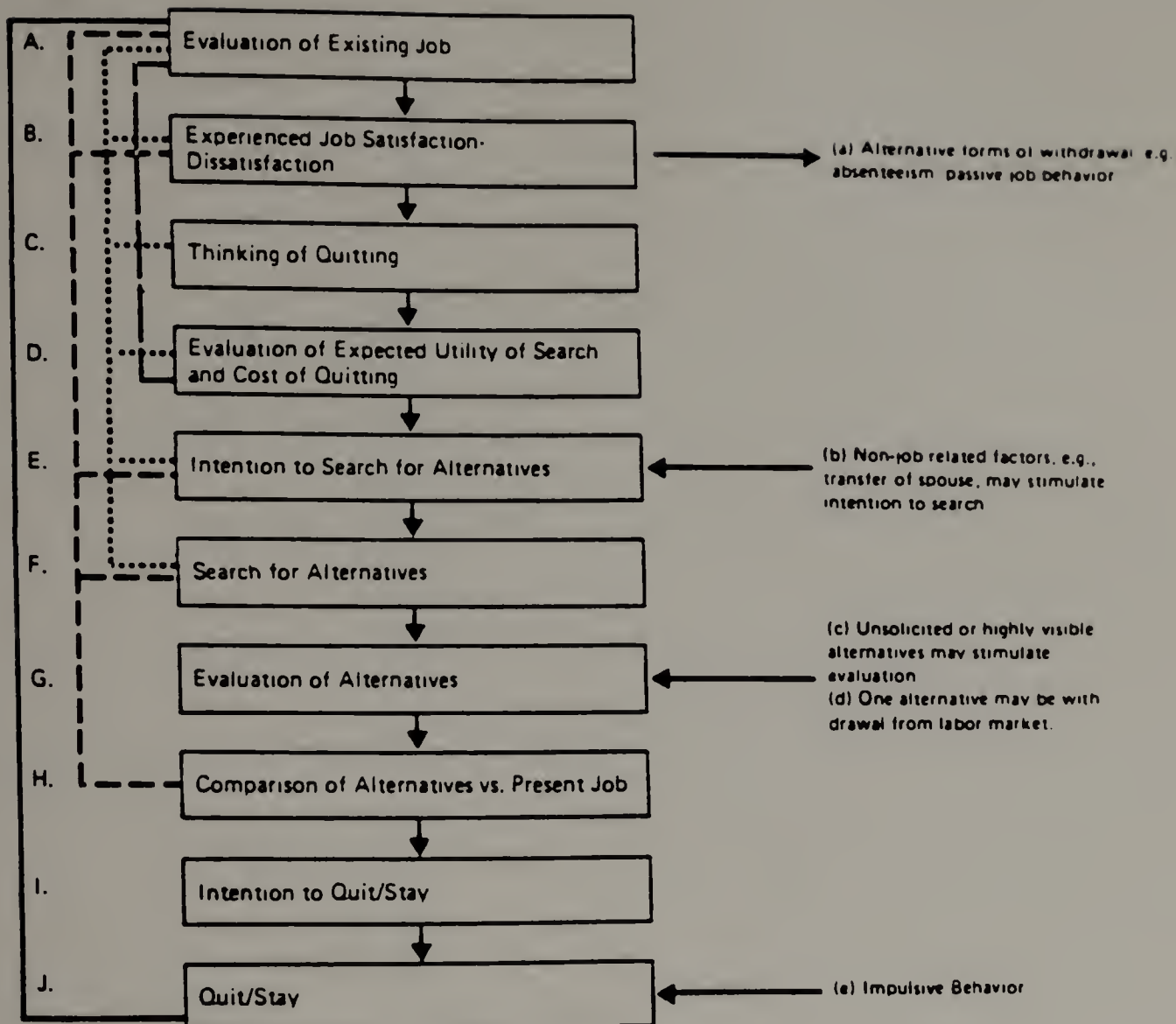


Figure 2. Mobley's intermediate linkages model (Mobley 1977, p.238).

Mobley's model is based on these intermediate linkages (see Figure 2). This model suggests that dissatisfaction provokes thoughts of quitting; search of occupational options evaluation, intention to quit, and a behavior. All the steps have a feedback loop to previous steps, but the last two steps, intention to quit, and quit, the reason for not having a loop from the intention to quit step, comes from a basic assumption that intention to quit immediately proceeds turnover.

These create a feedback loop, so that if an employee is unsuccessful in his/her search for alternatives, it causes him/her to reconsider maintaining his/her present job until s/he once again considers new alternatives.

It is apparent that this model perceives turnover as a process, identifies satisfaction as one among several other factors in this process.

In 1979 Mobley with other researchers developed a comprehensive new model that was based on all the research findings and models developed prior to 1979. The model constructed by Mobley and his associates is considered within the recent literature as the most advanced and comprehensive model of turnover.

The expended Mobley et al. model

The model suggests that there are four primary determinants of intentions to quit and subsequently turnover: (1) job satisfaction dissatisfaction; (2) expected utility of alternative internal work roles; (3) expected utility of external work roles; and (4) nonwork values and contingencies (See Figure 3). Job satisfaction is perceived by this model as "a present oriented evaluation of the job involving a comparison of an employee's multiple values and what the employee perceives the job as providing" Mobley (1982, p. 127). Another aspect of job satisfaction is the emphasis on perception. "Satisfaction is a function of what the employee, that is, what the employee sees or thinks (s)he sees, relative to his/her values. A third important aspect of job satisfaction is the emphasis on its multi-faceted structure, no one value controls satisfaction. Therefore, the interaction of the variety of values and the level that those are attained in the job would lead to the perception of satisfaction.

Expected utility of internal roles- The employee develops future oriented expectations in regard to changes in the present job, expected transfer possibility, expected promotion, expected changes in the organizational policies, practices or conditions, and/or expected transfer, promotion, or turnover among other individuals.

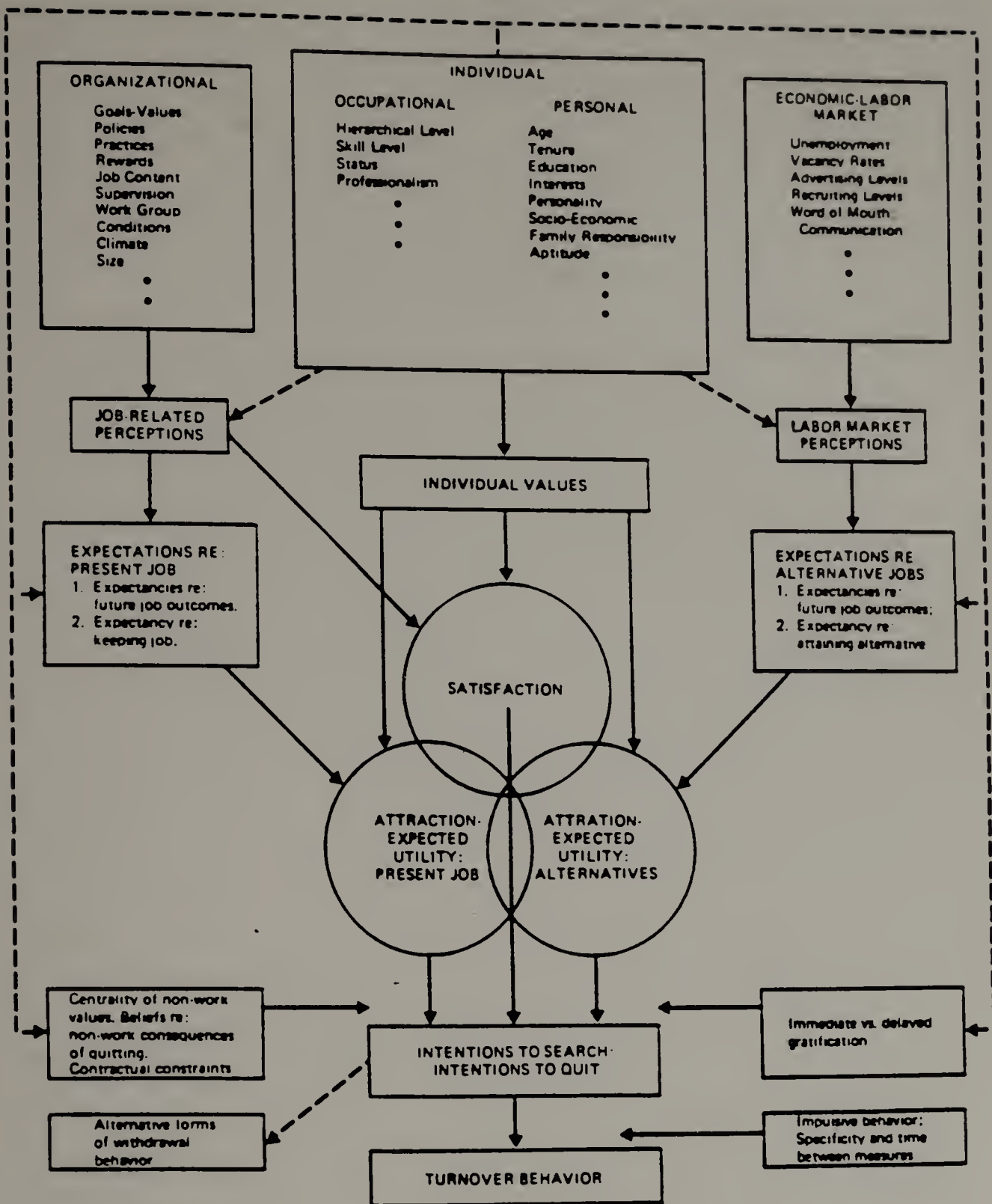


Figure 3. An expanded model of the employee turnover process (Mobley et al. 1979, p.517).

Expected utility of external alternative work roles- The unsatisfied individual may not quit because attractive external jobs are not perceived. However, a satisfied employee may choose to quit because an external highly attractive job is perceived.

Non-work values- For individuals whose central life values are predominantly oriented by family or geographical preference the most important factor related to turnover would be non-work values. For others it could be other non-work values and at times it could be a combination of values that would indicate integration of above four dimensions.

Other variables-As illustrated in the model, employee perceptions of organizational policies, practices and conditions, perceptions of labor market, and individual differences in values, expectations, and personal and occupational variables are the precursors of satisfaction, expected utility of present role, expected utility of alternatives, and relevance of nonwork values.

Mobley suggests that the model has yet to be empirically evaluated, but he postulated that "given the complexity of the model, it is unlikely that any one study will adequately evaluate the model" (1982., p. 123).

Mobley's management of turnover

Mobley (1982) developed several categories for managers to adopt if they want to manage organizational turnover. The

managers are urged to follow the process of turnover from a managerial perspective and develop some interventions to control turnover.

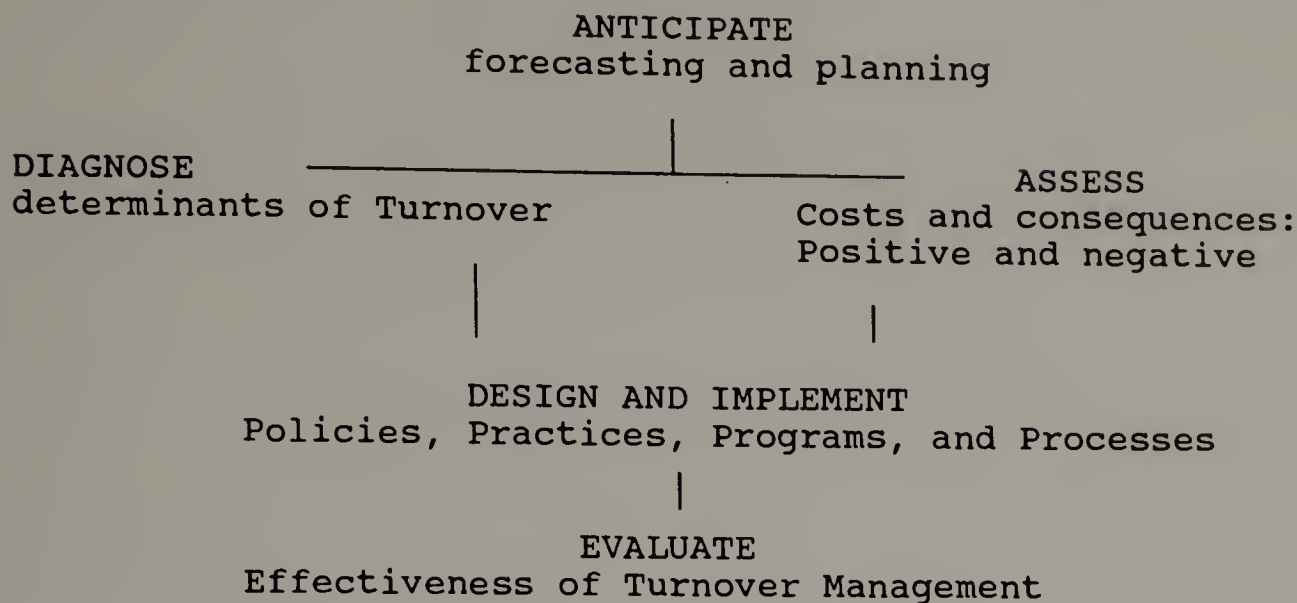


Figure 4. A management perspective of the turnover process.
(Mobley, 1982., p. 12)

Turnover analysis

Mobley suggests few parameters for managers to assess turnover. There are several methods employed to measure turnover. Yearly percentage, is commonly used but is ambiguous because it does not consider the tenure of the employees.

Survival and wastage rates. These rates track turnover by measuring cohorts (groups of employees) which enter the organization at the same time period.

The measures

$$WR = (Li:N) \times 100$$

where:

WR = Cohort wastage rate

Li = Number of leavers in the cohort with specific length of service i

N = Number of original cohort, e.g. all period hires

$$SR = (Si:N) \times 100$$

where:

SR = Survival rate

Si = Number of stayers in the cohort with specified length at service i

N = Number in the original cohort

Survival rate is the complement of cumulative wastage rate.

The latter is a more comprehensive formula than the yearly percentage rate. These formulas are important to managers although they should be treated carefully as a comparison tool to other organization's turnover rates.

Other analyses could also be useful to managers. Among these are the following.

Professional employees quit rate by performance. Managers must determine if there is a correlation between the level of performance and the rate of those who leave. If a manager finds that the rate of quitting among high performers

is significant, it would be important to analyse the causal factors.

EEO (Equal Employment Opportunity) assessment, what are the turnover tendencies in regard to all minority employees.

Turnover analysis should examine the individual's perspective of their job. Some of the factors to be examined are, job satisfaction, expectations from an alternative job, nonwork values, roles and their relationship to job behavior.

Job satisfaction may include, wages, more rewarding job content, promotion opportunities, flexible hours, more supportive supervision, and better working conditions. Those might be considered as an alternative to another job.

Nonwork factor may include family responsibility and dual career. One of the better individual predictors are the employees stated intentions.

Exit interview is important but does not produce turnover data, because employees may not want to "burn their bridges".

Controlling employee turnover

Controlling turnover means managing turnover rather than reducing it. Mobley emphasizes three factors which should be considered in turnover management: Recruitment, selection, and early socialization.

The traditional objective of the organizational entry process is to match the individual's personality and abilities

with the organization's needs. The matching process usually is accomplished through the use of testing and interviews. When these screening mechanisms are validated, they may be effective as selection techniques. When these techniques are employed consistently to match potential employees with organizations, they also may be predictors of turnover. However, many employers have abandoned the use of tests as a result of increasingly complex and inflexible governmental guidelines for the employee selection process. (Arvey, 1979).

In addition if this matching process should be successful both the organization and the employee should be actively involved. Too often newcomers have unrealistic expectations, therefore the Realistic Job Preview (RJP) Wanous (1980) is one way an organization can enhance realism. This is an approach for the organization to find ways to be as realistic as possible, and could be transmitted through booklets, films, realistic work samples, interviewers, supervisors, other recent hires, and any other combination of these approaches.

Turnover is higher among new employees (p. 57) if it is a negative utility for the organization, early socialization should take place. The new employee should be provided with: accurate expectations of the job requirements and the organizational expectations; a clear understanding of reward contingencies; and assistance in establishing a social support system among peers, the supervisor and others. Such early socialization may take several months, and might be formalized

as a probation period in which systematic evaluation, feedback, coaching and counseling occurs.

Compensation practices

"Organizational differences in pay rates are related to turnover rates" (p.60). Organizations must continue to assess their wages and benefits in the relevant labor market as well as the supply and demand in particular occupation. Management must have the flexibility to move quickly to create competitive salaries.

Internal equity is seen now perceived as a new reason for turnover. When there is a tight labor market new employees may get an entry level position with pay which could be close or similar to an employee who has been in the organization for several years.

Pay, benefits, performance and turnover

There is a strong link between pay and performance, therefore pay should be contingent upon performance. Thus, better workers will get a better increase. However, many managers are asking for across the board increase for their staff which may indicate to the good worker that good performance is not necessary for an increase in pay, and that it might encourage good performance turnover. A competitive supplementary or fringe benefits package may contribute to attracting and retaining employees. However, those are not

performance related. Therefore, they do not influence turnover as pay does. Some organizations allow employees to decide how to allocate company benefits, which helps to reduce the turnover issue.

Supervisors

Supervisors have to address several issues to enable their employees to participate in the management of turnover. They have to develop a supportive work environment, facilitate task completion, to establish reward contingencies, effectively manage the role learning and assimilation of new employees, and actively participate in the training and development of subordinates.

Career development

Career development also has a direct effect upon turnover. Employees should be actively involved in career planning and provide opportunities for employee self assessment, available information on career possibilities, and reward subordinates. A career development path should be seen as such by the employee. Organization's changing technology should be combined with retraining programs.

Alternative work schedules

Shifts, hours or schedules should fit differing needs of employees who have other obligations as parents, students,

caretakers, and responsibilities to community agencies and organizations.

job security

Organizations that are subject to fluctuation in employment should develop security funds or other methods to protect current employees from layoffs.

Working conditions

Work environments which are physically and psychologically safe and desirable are a worthy goal to reduce turnover as well as broader organizational and societal perspectives.

Team building

The immediate work group and the extended work group with whom the individual employee interacts are another source of organizational affiliation.

Centralization

Highly centralized organizations experience greater turnover, Price (1977). This conclusion may relate to less autonomy, less involvement in decision making, or a slower response time to unit or individual needs.

Communication

"formal organizational communications and task specific communications are determinants of turnover" Price (1977). Management attempts to improve the flow of communication should have a positive effect on turnover.

Organizational commitment

"The individual's belief in and acceptance of the goals and values of the organization are a major part of organizational commitment" (Mowday, 1979). Enhancing this identification by involving employees in the goals determination processes and sharing the rewards could help the management of turnover.

Muchinsky and Morrow model

Muchinsky and Morrow developed their model with greater emphasis on the economical factors. They believe that not enough multidisciplinary consideration was given by other model developers. The one model that they regard as particularly relevant is the Mobley et al. (1979) partially because of its comprehensiveness, and use of economical factors as well. Muchinsky and Morrow do not perceive their model to be in competition with Mobley et al. but rather, setting different priorities.

The three primary determinants that this model is based on are, individual factors, work related factors(which includes satisfaction), and economic opportunity factor. as presented in Figure 5. it is hypothesized that these three determinants exist in a dynamic relationship, with the economic determinant serving to control the degree of predictability related to the individual and work related determinants.

The double headed arrow between individual factors and work related factors indicates that the variables in these two cells interact. the cell entitled economic opportunity factors, reflects the economic determinant , as measured by the state of the economic indexes of national, regional, or occupational employment and the availability of work. Turnover represents voluntary turnover. The bold face arrow indicates the primary predictor of turnover. The lines between, individual factors, and work related factors, and turnover indicate some relationship but it is contingent upon the wavy lines between , individual, work-related factors and economic opportunity. This line acts as a 'valve' through which the individual and work related variables flow. Thus, when jobs are plentiful, the 'valve would be much more open than during unemployment. Basically it appears that researchers consider the statement that "the most accurate single predictor of labor turnover is the state of economy" (March and Simon 1958). They postulate that if a worker has a,

product oriented supervisor, negative job attitudes, is dissatisfied at time of high unemployment, it can be accurately predicted that the worker would not leave the job. However, they also acknowledge that even in that situation a worker might leave his job.

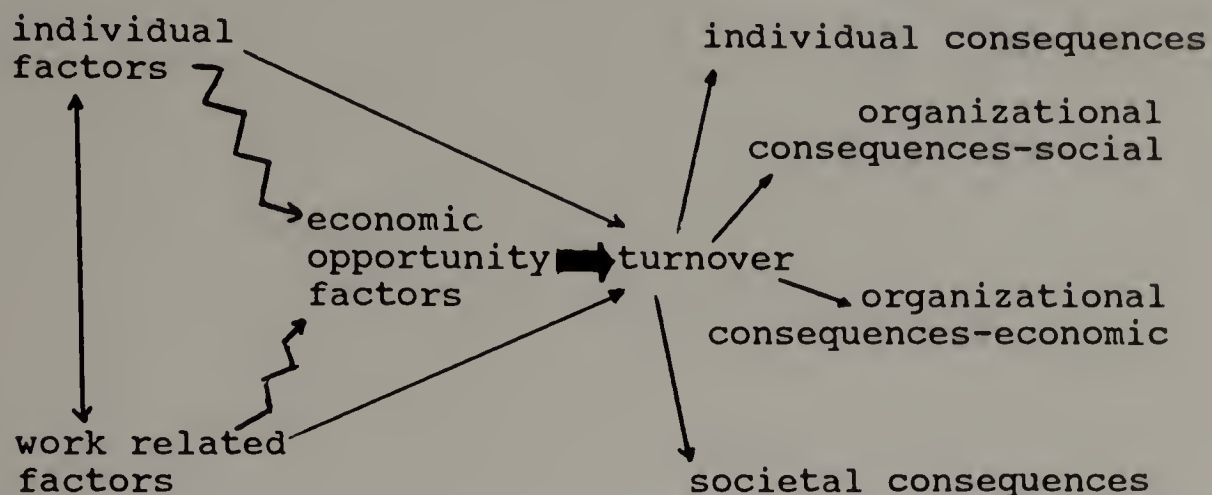


Figure 5. Muchinsky and Morrow model (1980, p. 274)

It is evident that Muchinsky and Morrow model deviates from the other models by its perception of turnover as not an end result, but as part of a process that leads to individual, organizational social and economic, and societal consequences (see consequences in previous sections of this chapter). which see turnover as an integral part of a dynamic process.

Steers and Mowday model

Steers and Mowday (1981), developed their model of turnover based upon Mobley et al. In some ways they note similarities between few of the previous models and this one. They propose a sequence of variables that encourage an employee to stay with or leave an organization Figure 6.: (1) job expectation, conceptualized as met expectations, and values influence an individual affective responses to a job; (2) Affective responses affect desire and the intention to stay or leave. The choice depends upon a variety of nonwork influences such as spouse's jobs and time available for family, and an intention to leave an organization leads to actual leaving. This sequence, however, may deviate among individuals.

Significant affective responses to job and organization are according to Steers and Mowday, job satisfaction, job involvement, and organizational commitment. Nevertheless the interactions of, job expectations and values, organizational characteristics and experiences, conceptualized as an individual's "experienced organizational reality", and job performance, are considered to have most direct influences on affective responses. They also hypothesized that (1) individual characteristics, (2) available information about a job and an organization, conceptualized as the "degree of complete information", and (3) alternative job opportunities influenced

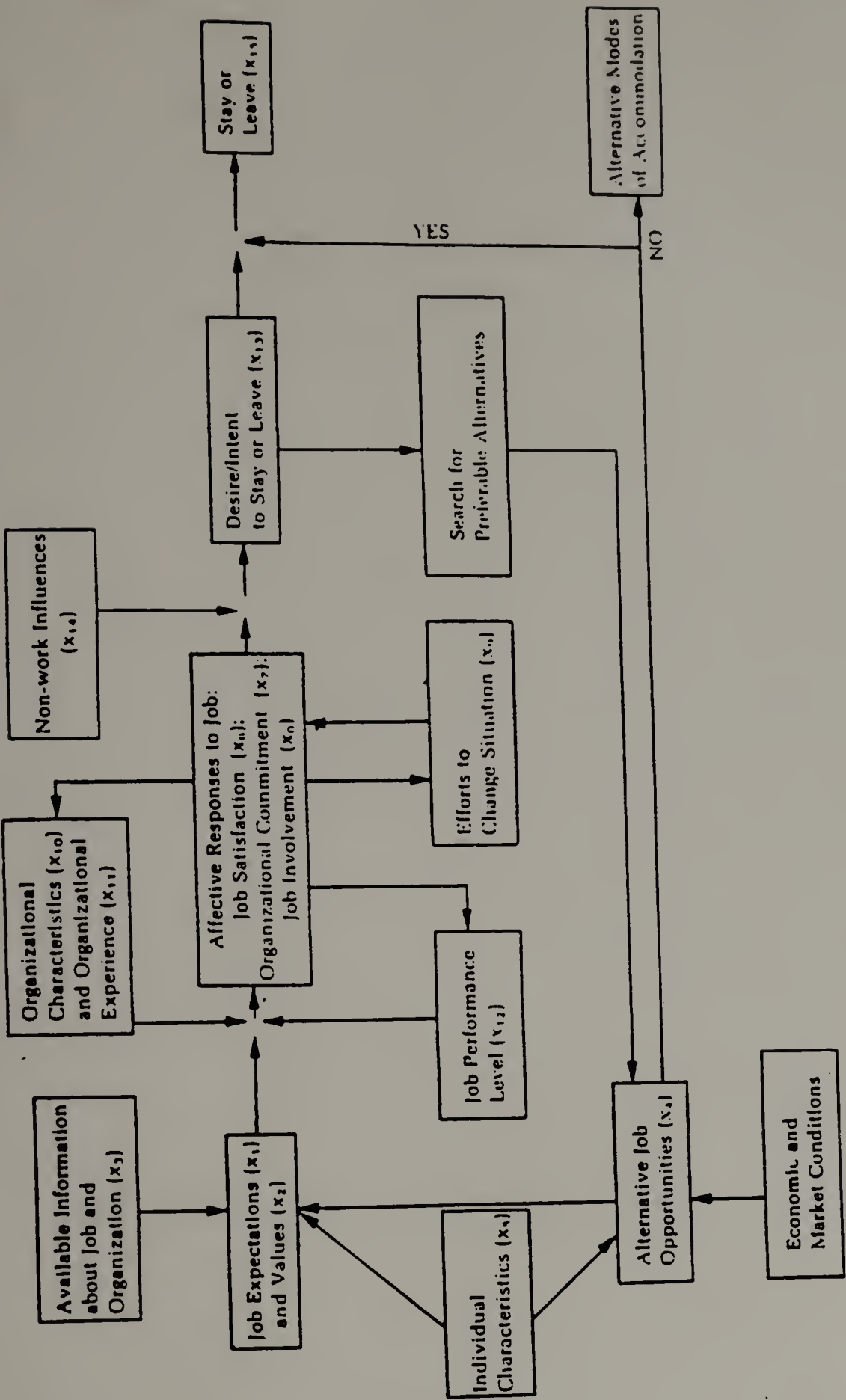


Figure 6. Steers and Mowday model (1981).

job expectations and values. Individual characteristics and labor market and economic conditions were viewed as the primary influences on alternative job opportunities.

Underlying this model there are two propositions: (1) the immediate antecedent of an employee's leaving is the interaction of intention to leave and alternative job opportunities, and (2) organizational characteristics and experiences influence job satisfaction as part of a larger interaction involving job expectations, values, and performance.

Steers and Mowday model adds few concepts to earlier models. They find the role of available information about jobs or organizations: their job performance influence affective responses, and that job attitudes to job satisfaction as antecedents to an employee's leaving, they contribute greater emphasis to nonwork influences, and they recognized the possibility that disaffected employees may try to change the environment before leaving an organization.

Empirical criticism of the models

The contribution of Williams and Hazer (1986), was not significant in deriving models .

They found that variables describing these personal characteristics and the work environment have no direct impact on turnover intentions. The personal characteristics include, expectations, age, job characteristics, instrumental information, and more. Therefore, consciousness should be practiced

with many of the models that were based upon the assumption that those characteristics directly influence turnover.

The same conclusion led the researchers to place additional emphasis upon satisfaction and commitment as an important intervening variables in models of turnover.

Personal and organizational characteristics influence satisfaction directly, but influence commitment only indirectly, through their impact on satisfaction. A strong and important relationship is indicated by this research from satisfaction to commitment, less support was found for a causal link from the reverse direction. These findings may indicate several methodological problems in the designs of much of the research that the models used as their correlates. The causality, and the relationship between the two should have been considered and it was not.

Dalton et al. Functional turnover

Dalton et al. (1981) introduced functional turnover and unavoidable turnover as two key factors, that seems to be taken lightly in the models.

Dalton et al. note that within voluntary turnover there are two categories. Functional turnover, "The organization has a negative evaluation of the individual", therefore "the organization is unconcerned" (p.716). Dysfunctional is a term used to indicate that the organization prefers to retain the individual. Within the category of dysfunctional turnover,

the authors suggests to distinct between the unavoidable versus controllable turnover. The unavoidable group will include reasons like, temporary, summer, education, health, family commitment, and personal.

In a research conducted on 1,389 bank tellers within 7-month period the organization experienced a 32% turnover rate. When they considered the valuable or at least acceptable employees, the rate was reduced to 18% turnover, that is dysfunctional turnover. From the 18% turnover, 45% was perceived to be unavoidable turnover. Thus, Dalton et al. conclude, "If an essential thrust of turnover research involves its reduction, the unavoidable category should be identified" (p. 719). Suggesting to organizations to intervene on the 9% dysfunctional avoidable turnover.

Dalton et al. critic of the voluntary turnover literature was strongly supported by Abelson's recent study. Abelson (1987) found that the stayers group was similar to the unavoidable leavers group, and significantly different from the avoidable leavers group, when measured on overall satisfaction, commitment, job tension and attitudes towards supervisor. Dalton et al. and the supporting research seems to be important when using any of the turnover modalities.

In summary this section introduced the available data, correlations and conclusions about employee voluntary turnover. The last part of this section reviewed the turnover

models. The models and the different variables will be used in the next section in the context of CMHSSs.

A literature review of employee turnover in
community mental health services

Many of the turnover researchers present an enormous amount of material about employee turnover. However, there appears to be little available material related to employee turnover in community mental health services.

"The community mental health system is a labor-intensive industry. Although staffing patterns are related to official mandates and are expected to influence productivity and outcomes, in actuality little is known about the mental health work force." (Kamis-Gould and Staines, 1986., p. 1030).

Jayaraten and Chess (1984) also indicate" there is little information on the stresses experienced by other mental health practitioners."(p. 448). (This refers to agencies other than those which deal with child welfare). The lack of literature on this subject seem to be symptomatic of the apathy toward mental health (see discussion in next section). Nevertheless, the few articles which discuss this topic include considerations of burnout as a major symptom of turnover. Apparently, in the human services field, burnout is highly associated with turnover. Therefore, information presented about turnover in community mental health services is provided in

the context of a discussion about burnout within community mental health settings.

"Psychological burnout, a term used to describe maladaptive reactions to stress in the work setting, has particular significance in the human service field. Idealistic professionals who experience burnout undergo a change in attitude toward their clients, become detached, and often leave the field or adopt a routine in which they are simply going through the motions. This has negative consequences not only for staff members and their families, but also to those people in the community whose circumstances force them to rely on the support of social agencies." (Stevens and O'Neill, 1983., p. 615).

Pines and Maslach (1978) define burnout as a "syndrome of physical and emotional exhaustion, involving the development of negative self concept, negative job attitudes, and loss of concern and feeling for clients." (p. 233) Stevens and O'Neill (1983) suggest that the opposite of burnout is commitment. When a staff member is strongly committed to an ideology that is shared by others in the same setting, workers appear to be protected from burnout. These researchers indicate that a job in community mental health may become emotionally demanding for long periods of time, resulting from the worker's feelings of commitment and responsibility for the well-being of clients. The consequences of mistakes and errors of judgement can be catastrophic for clients. Workers

are exposed to clients' psychological, social, and physical problems, and are expected to exhibit competence and concern toward all their clients all of the time. Stevens and O'Neill also observe that demands are great and sources of feedback are few and that criteria for success usually are ambiguous. In addition, they add that human service field workers are underpaid.

Pines and Maslach (1978) found in several preliminary studies that the incidence of burnout is often extremely high among health and social service professions. Among these populations, burnout has been identified as a major causal factor for high job turnover and low morale, absenteeism, and other indexes of job stress. In 1975, Pines and Maslach followed their preliminary studies with a study of 76 staff members from different mental health organizations, psychiatric hospitals and halfway houses within the community. Participants in the study represented all professions, mental health attendants and volunteers.

The researchers developed an institutional (organizational) set of variables and an individual set of variables, all of which were found to be significantly correlated to job satisfaction.

Institutional variables

The larger the ratio of patients to staff, the less the staff liked their jobs. When this ratio was extremely large,

staff members indicated that they would leave their job if given the opportunity. Stevens and O'Neill also found that the larger the percentage of schizophrenics in the patient population, the less job satisfaction staff members expressed. When the patient population was less seriously ill thereby limiting the hours which workers were required to devote to patient care, working relationships between workers and patients improved. When these relationships were good, staff reported many "good days " and fewer "bad days". It also described the average schizophrenic in more positive terms.

The high frequency of staff meetings was found to be correlated with negative and dehumanizing attitudes toward the patients. This also correlated highly with higher average age, higher rank, and avoidance of direct contact with patients. Longer work hours were correlated with greater staff stress and negative attitudes. Lower ranking staff members spent more time in direct contacts with patients than did higher ranked staff members such as psychiatrists and psychologists.

Personal variables

For staff members with higher education, those who hold a graduate degree, their stated reasons for entering mental health work tended to be self fulfillment. Their attitude toward patients and toward the mental health field changed negatively over time.

The longer staff members worked in the mental health field, the less they liked working with patients, and the less successful they felt working with them.

Staff members who believed they had a voice in institutional policies and who felt free to express themselves at work had a much more positive view of themselves and the patients.

Pines and Maslach (1978) give some recommendation to both the individual and the organization about how to cope with stress. For the organization they suggest:

Reducing the patient to staff ratio.

Shortening the work hours.

Allowing more opportunities for time-outs.

Sharing different types of patient loads.

Changing the function of staff meeting to be much more of support and informal way of socializing.

Improving work relationships, team building.

Holding retreats for staff members.

(all are Horizontal job loading, less time doing the job)

For the individual they suggest:

Being aware of work stresses and recognizing the sign of impending burnout.

Training students to deal with future stresses, since they see themselves as coming to a self fulfillment type of job.

The next study conducted by Stevens and O'Neill also was related to burnout, but employed more specific populations. Their research was conducted in community facilities for the mentally retarded, but they indicate that the mental health field was similar to their previous studies in that front line staff they could be expected to have little training before they began working with clients. Further, several researchers have found that the longer people work in the mental health field, the less time they want to spend with clients. (Daley, 1979).

The researchers continued to investigate the cognitive phenomenon of expectations, and their hypothesis was postulated to be that "staff members expectations about client progress and potential, and about their own impact on clients, may play a role in their ability to cope with job stress." (Stevens and O'Neill, 1983., p.620). One measure used to evaluate burnout through stress in addition to the emotional exhaustion scale is the "Depersonalization Process" which assesses the extent to which workers fail to realize that others are capable of the same feelings, impulses, and responses as they are. Using the depersonalization scale with the personal accomplishment scale, they found that the higher expectations are, the less burned out the staff is. Negative change in expectations was related to higher burnout scores. The process that researchers observed relates to young people who enter the job with high expectations who are then faced

with the harsh reality that leads them to negative change, that result in burnout behaviors. However, they note that some findings indicate that more time in the field creates more expectations of personal accomplishment. Thus, at times, instead of exhibiting burnout behaviors, a staff develops personal expectations of accomplishment and feelings of competence that indicate a higher score in their emotional exhaustion scale.

This study described one layer of staff within the hierarchy of community mental health services. Another study describes staffing patterns in community mental health centers.

Thompson and Bass (1984) collected their data from NIMH's (National Institute for Mental Health) Annual Report to examine staffing pattern of CMHCs. They selected three years as observation points ---1973, 1977, and 1981--- the last year that NIMH collected such data from agencies across the state. Between 1973 and 1981, the average number of psychiatrists decreased by 11%, and the average number of FTE psychiatrists decreased by 22%. Thus, a movement developed among psychiatrists towards part time employment. As a result, the average number of psychologists and FTE psychologists increased by 58% and 62% respectively. The increase in psychologists was created by a 93% increase in Master's level FTE psychologists. The number of social workers also increased during this nine year period. Nurses and other clinical staff increased

during 1973 and 1977, but then declined during 1977 and 1981 to levels below those reported in 1973. Administrative and support staff increased steadily within the total aggregate of centers. The number of core professionals (the total number of psychiatrists, psychologists, nurses, and social workers) FTEs have risen from 43% to 48%.

Based upon information about the location of the CMHCs, the researchers suggest that "this may point to a larger 'YAVIS' patient population in many hospital based centers, a population reported to be favored as patients by mental health professionals." (Thompson and Bass, 1984., p.1113). From staffing patterns, the researchers suggest that "this staffing pattern might indicate that the new 1981 hospital-affiliated centers are operating on an individual practice model for psychologists and social workers, with only a minimum of psychiatric input and with much decreased input from other mental health workers."(p. 1113).

Another cross disciplinary study by Kamis-Gould and Staines (1986) contained a review of the literature and a survey of community mental health agencies in New Jersey. 3,255 surveys were completed and analyzed for the research.

Type of staff disciplinary mix. The study found, significantly, that staffs with high level expertise tended to be associated with more desirable (less difficult) client groups. Outpatients, a relatively attractive client group, were found to be disproportionately served by the best

educated medical staff members and those with doctorates in psychology. Partial care or day treatment facilities, which usually serve the most difficult clients, were more likely to be staffed by personnel with degrees of lower status.

Staff productivity. Within its discussion of staff productivity, the researchers found that levels of productivity of experienced workers were higher than those of non-experienced workers. However, the New Jersey survey found that a large proportion of staff have been employed by their organization for only a few months or a few years, and the researchers explain that "The development of new programs may partially explain why personnel were concentrated in the low-tenure groups; the other plausible explanation is staff turnover." (p. 1033).

Staff salaries. The New Jersey data shows that medical degrees produce the highest incomes among mental health workers. Doctorate degree in psychology result in the next highest salaries, followed by staff members with a degree in social work or nursing. Other mental health workers earned less.

Another layer of the mental health hierarchy, social workers, is examined in a study which connects burnout with other factors. Further, it appears to be one of the more comprehensive studies which considers turnover.

Jayarathne and Chess (1984) conducted a national study to compare job satisfaction, burnout, and intent to change jobs

among 60 child welfare (protected services), 144 community mental health and 84 family service MSW social workers. They note that there is little doubt that social workers practice under stressful conditions. The study found that among the common stressors and their sources were role ambiguity, role conflict, and work load which relate to organizational structure, problems presented by clients, and hostile clients which relate to worker-client interaction.

The groups were similar in respect to marital status, time in position, income and gender. Conversely, a disproportionately higher percentage (67%) of workers 40 years of age or younger worked in community mental health, and 89.9% of all community mental health workers have received MSW degrees after 1960, which was found to be significantly higher than the other two groups. Jagaratne and Chess suggest that an explanation for this pattern of employment is that proportionately more social workers started their professional careers in mental health than moved into other fields after a few years of practice experience. Moreover, family services which had an average of higher age group workers are considered to have more prestige within the profession. However, the researchers note that they did not find differences in earned income.

Overall satisfaction was found to be high among all three groups. 84.3% of all subjects stated that they were very or somewhat satisfied. 97.4% believed that they were very or

somewhat successful in their work. However, Jagaratne and Chess note that despite high satisfaction and success, a large number of individuals stated that they intended to seek new employment. 40% of all respondents indicated that they were very likely or somewhat likely to leave their job. 42.5% of the community mental health workers were in this group.

The study found that both welfare workers and community mental health workers reported high levels of role ambiguity and low level of physical comfort. The researchers state that these findings are unfortunate because these are organizational factors which could be addressed by the organization.

On the emotional exhaustion and the depersonalization scales (as explained in the Stevens and O'Neill study) community mental health workers and welfare workers had higher results than family services workers.

The best predictor for job satisfaction for all three groups was found to be promotional opportunities. Financial reward emerged as the best predictor for leaving the job among the same two groups. Thus, the researchers conclude "no significant differences among groups with respect to levels of satisfaction and absolute income. Yet financial rewards emerged as the only significant predictor of intent to change jobs among child welfare and community mental health workers. Thus, simply addressing the issue of financial rewards may

result in less turnover among these workers." (Jayaratne and Chess, 1984.,p.452).

In contrast to these assumption, Zautra et al. (1986) used Herzberg's (1966) two factor theory to examine satisfaction and dissatisfaction of nurses in psychiatric hospital. Because their results refer to turnover, they concluded that "Turnover increased dramatically with higher levels of stress only for employees with little interest in the work they performed." (p. 388). Their conclusion supports Herzberg's two factor theory in findings that employees could be dissatisfied with their job context regardless of their interest in the work. Thus, job context satisfaction is found to be distinct from job content satisfaction. Although this study was conducted in a hospital facility, its emphasis on job related stress and job content satisfaction are documented in the context of the community mental health workers' experience as well.

Stress appears to be a common experience among all mental health workers regardless of their rank. Psychiatrists who top the list of income and prestige, appear to have more written about them than other community mental health professionals (see discussion next section). However, the following surveys would indicate that they have important concerns with the system and some noteworthy patterns are indicated.

There is growing concern that community mental health center psychiatrists experience high levels of stress. Many

suggest that attracting psychiatrist to and sustaining them in CMHC's is quite difficult. Some reasons believed to contribute to this difficulty are (Vaccaro and Clark, 1987): Fragmented input. The presence of psychiatrists within the CMHC's has become severely fragmented. In 1974 there were an average of 4.6 FTE per center. in 1979, there were 4.1 FTE per center, and in 1981, 3.8 FTE per center. Thus, increasingly less psychiatric time is spend in CMHCs.

Training. " Many have spoken of the need for adequate training for psychiatrists if they are to survive and grow in CMHC." (Vaccaro and Clark, 1987., p. 844). Psychiatry residents as a group now account for less than 14% of all trainees in CMHC's. This is less than half of those who were present in 1970. Vaccaro and Clark (1987) conclude that " many trainees are ill-prepared for the widely varied practices of individual CMHC's." (p. 844).

Role conflict. "how strictly a center adheres to the medical as opposed to the human services model is often a major point of contention." (Vaccaro and Clark, 1987., p.844).

Vaccaro and Clark (1987), conducted a mail survey. They sent questionnaire to 2000 psychiatrists who were on the CMHC's list of psychiatrists. They received a 10% response from 214 subjects. When asked " what is the most critical variable that did or would cause you to leave a CMHC", 62.1% perceived that actual or potential conflict regarding the psychiatrist role and values as a critical determinant. 69%

of the respondents rated themselves as generally satisfied in their work. This result differs markedly from the 1976 national survey that found just 18% who were satisfied with CMHC positions. 34.1% of the respondents have been employed as CMHC workers for more than 10 years. However, the results of this study are somewhat limited by the small samples and the risk of generalizations based upon such sample related to both the satisfaction and tenure factors. Another topic that may have skewed results is the 51.4% of respondents who indicated that they work 76%-100% of their time for CMHC's. NIMH gathered information during 1973 and 1981 and suggested that there have been movement towards part-time employment within CMHC's. 31.3% of the respondents indicated that 76% - 100% of their time was spent evaluating and treating patients.

Clark and Vaccaro (1987) used the same survey to publish different findings about psychiatric burnout. They connected burnout with satisfaction and dissatisfaction, and the following are the conclusions they reached. Factors connected to satisfaction were identified as, having a variety of tasks to perform; being valued for possessing uniquely comprehensive expertise and having administrative support of the clinical oversight role; being in charge of the entire center's operations; working at a center that is integrally tied to the medical community, and working at a center affiliated with an academic center. Factors connected to dissatisfaction were

identified as, having a lack of administrative support and validation; receiving no recognition for board certification; receiving low pay; having responsibility for the work of other clinical staff members without commensurate authority or adequate time to supervise them; being limited to a single task, such as evaluating patients for medication; feeling pressured to sign documents related to patients whom they had no direct or even supervisory part in treating; feeling pressure to see more patients in shorter periods of time; handling excessive paperwork; feeling a lack of respect from non-CMHC psychiatrists and other physician colleagues, and perceiving conflict in the CMHC's mission, considered to be an overemphasis on social services to the detriment of clinical care. Some expressions of dissatisfaction are worth quoting (from Clark and Vaccaro 1987., pp. 844-846). "Much responsibility and accountability, not balanced by a reasonable amount of authority or autonomy....the quality of services in the area of child therapy has deteriorated greatly as more and more people with less and less training appear, no time has been budgeted to actually train them....I had to do more private practice on the side to survive. The offer I accepted in Switzerland was considerably better....If I had to work full-time in a CMHC I would probably commit suicide... ..No distinction is made either between competent and incompetent psychiatrists with regard to reward or recognition, nor

between those who actually work and those who spend time elsewhere doing who knows what. forget CMHC's."

Lamb (1984) warned in his work about the future of mental health that community mental health service and deinstitutionalization could be forgotten. He urged society, the community and professionals to diminish their expectations for care of the chronically mentally ill. Lamb points out that these expectations lead both the worker and the client to experience failure. "This overselling of rehabilitation and unrealistic expectations of the patients and of ourselves can easily lead to frustration and to staff burnout and, in time, to a turning away from working with schizophrenics." (Lamb, 1986., p.1008). In speaking for mental health, Lamb asks: " Where are the interpersonal rewards that keep us going? Where are the financial rewards? Mental health clients tend to be less verbal than most of our other patients. just maintaining the interaction can be hard work. Insight comes slowly, if it comes at all. To develop meaningful relationship with such clients might take years, treatment never ends." Lamb (1986) state,"and the commitment of the system should be forever."

Summary and the implications of turnover literature to
community mental health organizations

Introduction

This chapter introduces the writer's perspective on employee turnover literature, and employee turnover in community mental health services. It contains a careful analysis of community mental health services, correlations and models of turnover, and several recommendations for both community mental health services and models of turnover.

The initial observation is derived from the process of collecting data for the literature review rather than from the data collected.

There is an enormous amount of data about employee turnover from four academic disciplines: economics, sociology, organizational, behavior and psychology. Many researchers may agree or disagree about the causes, correlates, or consequences of turnover, but they concur that turnover has many significant implications for society. Thus, through research reviews of turnover, it is possible to observe the positive and negative consequences of turnover and its effect upon our societal and economic functions. Approximate 2,000 publications consider turnover from an organizational perspective and, to a lesser extent, from an individual perspective as well. Organizations data contains much empirical and theoretical data about banks, insurance companies, large factories,

military organizations, government agencies, and multinational industries.

Other organizations which are included in the literature on turnover to a lesser degree than those categories previously cited are educational organizations and hospital organizations. Few publications exist which address turnover in mental health and community mental health settings.

The priorities of literature which addresses employee turnover appear to emphasize high powered financial and industries corporations and other profit-making organizations, government and the military, health and education organization. The way in which these priorities were established is important to consider.

Community mental health services are facing currently and in the future crucial decisions (Lamb, 1986) which will either establish major support for the development of its services or shrinking role in the mental health field. In addition to attracting greater financial support, the primary issue which these agencies must resolve is what to do with the homeless, an issue which Americans believe to be created by the deinstitutionalization of mental health facilities for the mentally ill (Lamb, 1986). The homeless issue could be considered as a symptom of the dysfunctionality of the community services. Although the placing of the responsibility on mental health organizations may ignore a different primary cause of homelessness---a lack of affordable housing.

Homeless has become a national crisis and mental health systems appear to be striving to find solutions. Community mental health services seem to be particularly responsive , but implementation of new methods and programs is stymied by a lack of financial resources, and priorities in using the existing resources. In most mental health agencies, budgets are dedicated to support staff salaries. Thus, to reduce costs, mental health agencies have workers who will accept low salaries. Therefore, direct care staff members are the least educated in the system, the least experienced, and the lowest paid. However, they work with the most intense and difficult populations within the system. From this short description it seems obvious why turnover is high among mental health workers.

Why is it then that mental health workers, psychiatrists who earn significant amount of money, both "good" and "bad" workers, all have high turnover? The answer to this question is complex and will be addressed through a consideration of the research on turnover within the literature.

Further, the relationship between mental health patients and workers also needs to be addressed. Long term mental patients and deinstitutionalized populations need long term treatment, long term relationships, and long term commitments if some order and stability in their disorganized lives is to be maintained (Lamb,1986). Thus, long term commitments,

relationships, and competence is expected from the workers who have had limited training, experience and education in mental health.

In conclusion, staff turnover could have a direct, negative effect upon the client. It could cause mutual deterioration and regression of the client, the community mental health services, and workers. Therefore, the turnover of community mental health staffs has implications for most, if not all, communities in the United States.

Criticism of the literature and analysis within the context of community mental health services

This section will criticize the literature and addresses the relationship between turnover and CMHS's.

Definitions

Dalton et al. (1981), and Abelson's (1987) definitions of avoidable and unavoidable turnover may be a significant factor in clarifying the concept of voluntary turnover. Their research concluded that unavoidable leavers and stayers belong to the same group when measured are based upon their attitudes and behaviors, while differing significantly from the avoidable leavers. This finding may indicate that the literature observes two distinct phenomenon within the same category without taking it into account.

The second criticism challenges the interfirm turnover definition. Interfirm turnover implies that an employee of one firm left to work in another firm. Most empirical literature does not indicate whether subjects who left were employed by another firm. Therefore, the use of this definition within the turnover literature appears to be based upon assumption. Therefore, these criticisms should be qualified within the definitions of turnover contained within the literature.

Societal and economical issues

Economists introduced the concept of allocative efficiency as a positive consequence of turnover. This macro level theory, which was not empirically tested, contains an implied assumption that significantly more employees are more productive in new job. This assumption seems to overlook employees who were productive in their previous jobs and left for reasons other than job dissatisfaction. These employees could be less productive in new jobs or professions.

Based upon macro analysis, economists suggest that decisions made by mental health services should be guided by a cost-effective model. This model is not yet employed by decision makers to compare institutions and community mental health services. However, a Massachusetts Department of Mental Health representative stated that unofficial figures

suggest that community mental health services are less cost effective than other types of institutions.

Community mental health services could have cause to view the economists' recommendation with alarm. In the process of developing a community mental health agency, care for the homeless is critical. Historically, the first consideration of mental health institutions was the societal awareness of the inhuman conditions of mental patients in big state institutions. The second consideration was the establishment of a Congressional committee to evaluate the source of the problems and to formulate recommendations. These recommendations, later stated in the President's message about mental health, referred to economic and financial issues and societal factors. Apparently, suffering families and individuals led to the development of community mental health services, with little consideration of economic implications and the cost involved.

Social criticism of community mental health services were founded upon a growing awareness of the conditions of the homeless mentally ill. A Federal evaluation of the homeless situation could be called to examine causes of individuals and family suffering, as well as economic and financial factors of the CMHSSs. Such an evaluation could well have reach an opposite policy recommendation than the one in 1963, which could change the President's message about mental health. Thus, the community mental health services may need to operate

with some new assumptions. Some of which may relate to quality of staff and treatment.

Inflation is another economic factor which is important to consider in the context of mental health services. Although inflation in the United States is not considered a major problem at this time, a brief introduction to economists' recommendations for controlling inflation is useful. Economists claim that the only way to control inflation is to reduce government expenditures. Governments then needs to decide how and where to cut its budgets. Government expenses which would be perceived by the decision-makers to have less social priority could receive the largest budget cuts. As indicated previously in this paper, mental health services appears not to be considered a high budget priority. Therefore, at time of inflation, mental health services budgets are often extremely vulnerable.

Organizational Issues

The organizational costs of turnover appear to be considered within the turnover literature. The attitude that managers should not compare their turnover costs with other organizations does not seem to be productive. Instead, a method should be developed which would permit managers to record their turnover costs by the type and size of organization. Categorization of budget expenditures, for example,

could then be helpful to managers as a method of comparison. Another useful method could be, establishing a category of budget size. Organizations may need to allocate their resources in many different ways. A small, high technology organization, for example, may have 70% of its resources allocated for materials, while the same budget size for a human service organization may result in the allocation of 70% of its budget for employee salaries. Having 50% yearly turnover, in each organization, could require significantly different approach from a managerial perspective. For one organization, turnover cost may be marginal, while for a human service organization turnover cost could be detrimental. Thus, more in depth information about the costs of turnover by several variables could be helpful to organizations.

Training is another type of organizational cost which the literature examines. Once again, however, the literature does not differentiate between types of organizations and types of training within organizations. Human service training appears to possess a unique and different element. Training in the human service field includes practical experience. The vast majority of schools would have an internship or practicum programs as a significant part of its curriculum. Although, experience is important in many other occupations, it is essential in mental health for employee development. Much of the literature describes task training for bank tellers and operators of different types of machines.

Tasks in mental health could be performed in many different ways. However, the successful accomplishment of a task is a different concept altogether. Therefore, the training issue is another which indicate that there is a need for the literature to identify the differences between type of organizations.

The ripple effect

Karckhardt and Porter (1986) finding of the non-random quits pattern is important for mental health services to consider. CMHS's established a comprehensive set of programs. Each program may have 1-25 employees working with a defined group of clients. If, for example, a program has seven employees who each work with 25 clients, and three of these workers leave during the same period, the program has to continue treatment for the 75 clients who are left without a worker. This situation could have a significant, stressful impact on the clients as well as on the stayers. The overload and burnout of the remaining workers could be detrimental to the program and ultimately to clients. This scenario is repeated frequently in CMHS's.

Performance

McEvay and Cascio (1987) suggest that good performers are less likely to leave an organization. This study does not

distinguish between types of organizations, and the different reward systems that organizations may have. From the little literature which exists about CMHS's, there is a statistical tendency for psychiatrists to leave. Statements from psychiatrists indicate that private practice would be much more financially rewarding for them.

Further research is needed on CMHS's to test the hypotheses that, good performers are less likely to leave the organization.

Innovation

Turnover may increase innovation in organizations. Is it the only way to increase innovation in organizations? One may wonder about the innovation results of a comprehensive staff development programs.

Withdrawal behaviors

As indicated in the literature, employee withdrawal behaviors could be dangerous in CMHS's. Finding ways to eliminate or reduce these behaviors should be an ongoing task of all CMHS's. Turnover is one solution of the problem, but other solutions should be investigated.

Turnover rates

Lower skilled employees have higher turnover rates. In mental health services, the less skilled the worker is the

more direct service (being with clients) they perform. The more clinically thoughtful time a competent worker spends with a client, the better chance s/he has to develop a therapeutic relationship. The better the relationship is the greater chances the client has for success. Thus, greater opportunity for client successes is related to quality time spent in direct service with the client. Therefore, higher levels of turnover of lower skilled workers may lead to lower chances of success for mental health clients. These assumptions were not empirically tested. However, they seem to be another key factor in the future of CMHS's.

Organizational size

CMHS's can be categorized in the high turnover, high risk group because the vast majority of these agencies employ fewer than 250 employees.

Work unit size

Because mental health units are small, they may experience less turnover. However, the research also indicates that smaller unit size has less turnover when workers experience group cohesion, personalization, and clear communication. The individual treatment orientation that exists in community mental health services may reverse the positive effect that small unit size may have on turnover.

Job content

The literature indicates that less task repetitiveness and more responsibility and autonomy correlate with less turnover. This is one of several indicators that appears to identify the critical flaw within the turnover literature and models (see critic of models and conclusions section). Could responsibility and autonomy add to employee turnover rates? Does a new worker want immediate responsibility and autonomy related to job content? Does a worker who has to work on a new task want to be responsible for it? This writer tend to believe that there are times in the career development of an employee that having too much responsibility and autonomy is counter-productive to turnover. In addition, there are times in the career development of an employee that having too little responsibility and autonomy could be counter productive to turnover. Therefore, more research on this topic is indicated.

Another issue that requires exploration is the relationship between responsibility and autonomy in CMHS's. As indicated in the literature, job content stresses could bring about more turnover. The questions related to these issues are: what level of responsibility and autonomy do mental health workers need for lower turnover, and what level may increase turnover? How are the level of autonomy and responsibility related to career stages of employees?

Porter and Steers (1975) suggest that successful performance of the employee's job content correlates to less turnover. In CMHS's, success is extremely relative. Most of the time it is relative to the employee's expectations and to the organization's and community's expectations. Nevertheless, success in job content is seen as a vehicle for personal fulfillment and satisfaction. Lamb (1986) indicate that CMHS employees would not generally perceive themselves as successful or fulfilled. Thus, this correlate may be another indicator to explore as it may effect turnover in CMHS's.

Porter and Steers (1975) also indicated that role clarity has implications for turnover. Jayaratne and Chess (1984) indicate that community mental health workers are lacking role clarity. Therefore, having more role clarity may reduce employee turnover.

Pay

Lowler (1973) introduced internal comparison and expectations to the issue of pay. In CMHSs, the notion of comparison is expanded to incorporate other occupations. MSW and doctorate degrees often will compare their income to the pay a person with the same degree would earn in other occupations. A tendency also is observed which indicates that those who can, would leave or reduce their time in CMHSs to develop a private practice (as seen with psychiatrists). Other direct service

workers would compare their income to "Burger King" employees who would receive virtually the same pay. Mental health workers learn through experience not to expect financial compensation. Nevertheless, when faced with job stresses and burnout, they may quit because of low pay (see nurses' turnover literature), and, Jayaratne and Chess (1984) found pay to be the most significant variable for community mental health social workers for predicting intent to change jobs.

Communication, formal and instrumental

Communication also appears to be related to stages of career development. Which information and how information should be transmitted is another factor that may imply different needs at different stages of an employee's career. A formal communication which requires changes in instrumental requirements, for example, could be perceived as satisfying for one worker and intimidating for another. Employees with tenure may believe that organizational communications which affect the fulfillment of their jobs diminishes their autonomy.

The research also support giving a new job candidate as much reality based information as possible. This recommendation seems to be highly significant for CMHS's because many of their direct service staff members lack the experience which mental health professionals must possess. New employees

need to know about job stressors, unrewarding experiences, and requirements of their work.

Centralization

The need for employees to participate in the decision making processes is well documented in the literature. However, the terms participate and process should be emphasized. There is no research within the literature which addresses the supposition that if individual employees have decision making power, there will be less turnover.

The decision to be made, the level of participation for the employee, and the process by which the decision will be reached all must be clarified. This is another issue which may require a consideration of the stages of career development as a factor in determining levels of participation in decision making processes (see, critic of models and conclusions).

Opportunity

Mental health employees probably could be expected to behave as employees in other occupations would in regard to the job market. However, further consideration should be given to the movement of CMHS employees to other positions in the human relations field, such as organizational development, staff development, and training. These types of opportunities

usually pay significantly more and have fewer job content stressors.

Professionalization

Based upon weak empirical evidence, it may be suggested that professionalization is just a marginal factor related to high employee turnover experienced by CMHS's.

Upward mobility

As indicated earlier, community mental health programs usually are small. Therefore, upward mobility within a specific organization is rare. (The literature indicates that small organizations have less upward mobility).

Distributive justice

Most CMHS's do not offer a merit pay system. These agencies claim not to have sufficient budget flexibility to adopt this system. Merit pay is another issue that should be explored further by CMHS's.

Employee turnover and organizational consequences

Administrative staff

Research suggests that higher amounts of turnover probably increase the proportion of administrative staff. This phenomenon could be significant for CMHS's. A higher

proportion of administrative staff results in fewer direct service staff which, in turn, may produce larger case loads and burnout.

Integration

Higher amounts of turnover probably produce less integration. Since CMHS's have high amounts of turnover, it may produce significantly less integration which may escalate turnover. Thus, mental health agencies should seek a way to end this cycle.

Individual issues

Age and tenure are consistently and negatively associated with turnover. CMHS's have more employees who are (under 40 yr.old, see Jayaratne and Chess 1984) lower in age and tenure than employees in any other human service group. This appears to be a significant factor related to an understanding of employee turnover among CMHS's (see models of turnover and conclusions section).

Satisfaction

The research consistently supports the negative relationship between overall satisfaction and turnover. Jayaratne and Chess (1984) and Clark and Vaccaro (1987), found that both community mental health social workers and community psychiat-

rists expressed satisfaction with their jobs. However, the high rate of employee turnover in community mental health agencies seems inconsistent with these findings. Because the relationship of satisfaction and turnover is well established, there is need to further analyze these mental health research findings. Clark and Vaccaro, in their conclusions, indicate that these findings cannot be generalized because they were established by mail questionnaires which are known to attract responses from respondents who have a predisposed interest in the subject. For this survey, most of the sample respondents were psychiatrists who already were interested in CMHC's. As a result of the bias inherent in the design of this study, its implications about the effects of job satisfaction among CMHS employees must be rejected. Jayaratne and Chess refer in their findings to the high level of satisfaction that they found. However, they also noted that 42% of the community mental health social workers intended to leave their job. . These findings, in light of their relationship to satisfaction turnover indicate that more research should be conducted to identify and establish mental health workers' perceptions of satisfaction. Because these correlations have not yet been established, this potentially significant predictor of turnover cannot be employed to determine the rates of employee turnover in CMHS's.

Motivation

Motivation is a factor that turnover literature virtually ignores. Only one reference attempts to make a tenuous connection between motivation and job satisfaction. However, as indicated in the literature review, motivation related to job satisfaction creates a different Organizational Development perspective. It appears that employee turnover and motivation are parallel concepts which are both derived from job satisfaction. Nevertheless, these concepts are not interrelated.

However, several studies appear to indicate that human service employees are motivated to work in this field for idealistic reasons. Thus, working in the human service field may be a mechanism for self fulfillment. Self fulfillment is closely related to motivation. Therefore, it would be interesting to conduct future studies which would examine how and to what extent the motivation to work in mental health relate to employee turnover.

The employee turnover models and conclusions

All models of employee turnover were developed to establish some generalized principles within the enormous amount of information available on this subject; to categorize the variables; to prioritize these categories; to verify sequential factors which promote turnover, and to produce

findings that will assist administrators who will attempt to control patterns of organizational turnover pattern.

The Mobley et al. model and criticism

As mentioned earlier, the Mobley et al. model (1979) is the most comprehensive model of turnover currently available. The model: Addresses the met expectations notion of Porter and Steers; contributes significantly to the role of economic determinants; addresses individual work and personal values; contain the organizational factors, and illustrates the dynamic process of turnover.

It seems, as other authors suggested, that this model adopts the most significant findings and organizes them in an understandable way. This writer finds Mobley's work to be the most significant contribution to the research on employee turnover, but there are reasons to challenge this model and many of the research findings within the literature on employee turnover. A major independent variable related to the research findings has been overlooked by all of the models and research studies. They have failed to consider that there is variation in the organizational career path for individual employees. The research has failed to consider that employees are not the same. They differ not only in their ages, levels of education, personal characteristics, socio-economic status, cultural values and motivations. They differ in their stages of development as workers within the organization (Hersey and

Blanchard 1982). There is a process which a worker needs to experience to become highly productive and satisfied with the job.

Since developmental models are not the focus of this study, Hersey and Blanchard's Situational Leadership developmental model, has been selected because of its capacity to extend the theoretical foundation of the Mobley et al. model, and as Burke (1982) noted "the situational leadership best represent the contingency theory"(p. 142). In summary, the Situational Leadership model describes four developmental stages, each of which is separated from the other by the combination of two factors of importance to the productivity of the organization, competence and commitment. Competence refers to job content variables within the turnover literature. Commitment refers to affective orientations towards the organization. Thus, the first developmental stage is defined as low competence and high commitment. The second stage of employee development is characterized by the attainment of some competence and evidence of low commitment. In the third stage, the employee experiences high competence and variable commitment. In the fourth and final stage of development, the employee experiences high competence and high commitment to the organization.

This process may take months or even years to complete. While the workers experience these stages, they may have different needs and tasks to accomplish. Those needs and tasks

must be considered in turnover models if they are to be employed in analysis of interventions to manage turnover successfully. Adding a worker development model to Mobley's model may enhance the utility of his model significantly. For example, satisfaction is identified as a primary element in both the turnover literature and in Mobley's model. Mobley's model would incorporate satisfaction from virtually all individual and organizational variables. However, it should be noted that a worker in the first stage of development may perceive satisfaction differently than a worker in development stage four. The satisfaction of a new worker who is highly committed to learning the task would be less likely to be influenced by organization goals and values, policies, rewards, conditions, hierarchical status and family responsibilities, than a worker who is high in commitment and competence. The satisfaction of a developmental stage four worker could be highly influenced by organizational goals and values, policies, rewards, and family responsibilities.

This example could be expanded to characterize all four developmental stages and the key elements of Mobley's model. This example is intended to demonstrate that a turnover model which ignores the stages of worker organizational development is a flawed model which limits the ability of organizations to manage turnover successfully.

The use of a developmental model within a turnover model could benefit organizations experiencing critical incidents

of turnover as well. Thus, when a team of workers is reassigned to a new task with a new supervisor, the levels of commitment and competence change. The turnover model, as it currently is constructed, would not accommodate such change. However, in combination with a developmental model, it could identify turnover risks much more accurately.

The literature indicates that no model substantively explains the variance of turnover and that the level of predictability of these models is low. The combination of the turnover model with the developmental model could result in the addition of a significant variable to employee turnover literature. Many conceptual and empirical studies could be performed upon these theoretical foundations.

Conclusions

This section provides many correlates to indicate and explain the high turnover rates among community mental health services. It also suggest several ways to control employee turnover. Several of these suggestions may require these organizations to obtain additional financial resources. Some of these resources could be obtained from existing CMHS budgets. However, the decision to support these recommendations ultimately is a matter of management priorities.

The data reported in this paper may indicate the need for more comprehensive organizational planning to manage

turnover in community mental health services. For example, high turnover is associated with younger employees. Mental health clients pay the price for this turnover. Instead, CMHS's could upgrade direct service positions, which could be designed as transitional positions for worker career development. Greater resources could be allocated to support the clinical training. By establishing a team approach clients could establish therapeutic relationships with several workers rather than with an individual worker.

CMHS's could consider the establishment of collaboratives to improve training opportunities and staff development. They could also consider cross organization career development paths, and collaborations with educational institutions to provide work study programs.

These are merely a few example of the level of planning which must be implemented if CMHS's are to survive. The causal factors related to turnover in community mental health services should be explored in much greater detail. Conceptually, they should evaluate several characteristics of turnover literature which may or may not be relevant to mental health organizations, including the definition of overall satisfaction and job training.

Empirically, turnover models could be modified to analyze the significance of self fulfillment as it relates to satisfaction, and to consider the importance of professional growth to mental health workers. Once a model is modified,

it could be used to enhance the knowledge of turnover, since so little is known.

Minorities issues

The literature about employee turnover does not address sufficiently the issues regarding minorities. Given that racism and other forms of isms may be assumed to be related to turnover, the lack of this consideration with the literature is a problem.

C H A P T E R III

METHODOLOGY

Introduction

This chapter describes the research methods that were used in this study. Included here are descriptions of the sample subjects and the process of their selection, the steps used in the instruments' construction and evaluation, the procedures for carrying out the study, and the statistical analysis that was used to address the research questions.

The research procedures described in this chapter were designed to investigate:

- (1) The dysfunctional turnover and avoidable turnover rates of a community mental health residential organization.
- (2) The adaptability of turnover variables studied in other organizations to community mental health residential organizations.
- (3) The influence of the workers' tenure and/or stage of development on the variables that influenced them most in a decision to leave the organization.

Subjects and sample size

Borg and Gall (1983) maintain that a reasonably homogeneous group is important in order to avoid obscuring relationships between variables, Price and Mueller (1981) state that "full time nurses and part time nurses are different"(p. 72). To assure a group of reasonably homogeneous subjects, all 118 participants were full time direct service community mental health residential workers employed by the same organization, the Center for Human Development (CHD), in western Massachusetts.

Since the literature indicates that age, level of education, gender, seniority, primary/secondary earner, marriage and children status, are variables associated with differences in turnover behaviors, data on these variables was collected.

Selection of Sample

CHD was chosen as the appropriate organization for the study, because of its client population, size, availability and cooperation. The study consisted of two sample groups. The "leavers" group and the "workers" group.

The leavers group included all direct service workers who had left the organization between July 1, 1988 and December 31, 1988. In order to be qualified to participate as a leaver in the study, persons needed to meet the following criteria:

(1) The person had to have worked in the organization and left not earlier than July 1, 1988.

(2) The person had to have left the organization voluntarily.

(3) The person had to have worked in the organization as a full time direct service residential worker.

The workers group consisted of 104 full time direct service residential staff. In order to be qualified to participate as a worker in the study, participants needed to meet the following criteria:

(1) The person was employed by the organization at the time of the study.

(2) The person had to be a full time direct service residential worker.

Procedures for Protection of Human Subjects

The purpose of the study, the data collection procedures, and the reporting format was explained to subjects both in writing and verbally by the researcher. All participants gave consent to serve as subjects, and maintained the right to refuse at any time. Subjects in this study were asked not to identify themselves on any of the questionnaires administered.

Instrumentation

Three instruments were used to collect data: Two separate questionnaires administered to workers and leavers and a set of questions to gather organizational data. The organizational data was collected by using Dalton (1979) questions to determine functional and avoidable turnover.

The questionnaires (Appendices A and B) were developed for the collection of data from both groups and were specifically aimed to address few turnover factors that needed further research in community mental health organizations (Kamis-Gould and Staines, 1986., Jayaraten and Chess, 1984). No turnover research instrument exists that was sufficient in the collection of data from community mental health residential workers, and which addressed this study's problem statement.

Process of instrument construction and evaluation

The instrument developed for this study consisted of four sections. Explanation and instructions; nine personal information, circle your choice questions; twelve rate 5 point scale questions; and, two rank order questions from a list of 18 turnover-related factors. The leavers group were asked also about reasons for leaving and current status. The construction of all four sections was based on, turnover

research instruments previously used in other studies; and quantitative research literature.

The explanation and instructions section was taken mainly from other questionnaires including Price's nurses turnover (1981,p. 123) and CHD's Employee Satisfaction Survey (CHD, 1986). The guidelines for this section followed Rossi et al. (1983) "(a) who the survey is for; and (b) what it is about ...information should be given as briefly as possible....truthfully and honest ...unless it would bias answers" (p. 219).

Demographic information questions were basically structured from Price's nurses research (1981), but contained several items from CHD's employee satisfaction survey (1986). Categories were adapted to CHD's realities (staff age, salary range, tenure etc.). Consideration was given to the suggestions of Berdie et al. (1986) on developing factual questions. Respondents were able to give accurate answers. Only one piece of information was asked per question. Words that had more than one meaning...and the terms 'if yes, then'" were avoided (pp. 34-36). The response options also incorporated suggestions from Berdie et al. (1986, pp. 37-39), "one response category is listed for every conceivable answer...make response options mutually exclusive".

Several resources were used for each scale question. The structure of the questions was adapted from Price (1981, pp. 124-133) with the context altered as appropriate. For example, the question, "how would most of your co-workers rate

your job performance as a nurse?" (p. 132). Was changed to "how would most of your co-workers rate your job competence as a residential worker?". Performance was changed to competence because of the content area explored by the study, and nurse changed to residential worker, as that was the job title of the target sample. Other considerations in writing these questions were given to Rossi et al. (1983) "keep questions simple...avoid lengthy questions...it is almost always important to specify alternatives...avoid ambiguous words like 'what is your income?'" (pp. 216-218).

The numerical rating scale follows the five options that Price indicates and incorporated several principals from Sudman and Bradburn (1986) "respondents will have more or less accurate information about the average against which they are ask to compare...when concepts like average are used, there must be an odd number of points on the rating scale symmetrical around the middle or average points...the basic strategy is to use a numerical scale running from 0 or 1 to some number and give English value equivalents to the lowest and the highest categories" (p.156).

since the literature suggested many turnover variables that could be influenced by the organization the last two questions were rank order questions; "Sometimes you may be interested not in respondents' agreement or disagreement with particular opinions but, rather, in the relative ranking of attributes... ranking are most easily done in written ques-

tionnaires" (Sudman and Bradburn 1986, p. 158). Berdie et al.(1986) suggested that the researcher should not be "overly enthusiastic about asking people to rank various things by assigning a number from 1 to 10..."(p. 36). Therefore the researcher used Sudman and Bradburn (1986) "When there are larger number of items than can be conveniently ranked...respondents are asked to rank only those items at each end of the distribution...the respondent ranks the most important and the least important only...with ranking task of more than four or five items, respondents often complain of the difficulty ... and the uncertainty of their preferences for the middle rankings" (p. 161).

The topic of the last two questions posed a problem. How should a question be formed to ask about a hypothetical reason for future behavior?. A similar problem was addressed by Rossi et al.(1983) "questions such as 'would you buy this product if it were available?' were useless for the prediction of purchase behavior...The Gallup Poll does not ask people to predict their behavior on election day, but rather asks, 'if the election were held today....?'"(p. 217) Likewise, the last question was worded "If you were to decide whether to leave your job and agency today..."

The questionnaire was evaluated at several stages by the researcher, his peers, colleagues, dissertation committee members and other university professors. At each stage revisions were made. Once these revisions were complete, a

pretest was conducted on 15 community mental health direct service workers as subjects. Subjects were encouraged to give feedback either in writing or verbally. Once again changes were made in the questionnaire and more feedback was asked from several CHD supervisors.

Procedures for carrying out the study

The Assistant Executive Director of CHD was contacted several months before any data was collected. Since she is oriented towards research, and turnover is a "painful situation in her agency (as in many others)" she was supportive of this research from its beginning.

After an initial meeting to discuss the study, the researcher provided CHD with a short description of the study and the potential benefits to the agency and the mental health field as a whole. This description was discussed in the agency's research committee which supported it.

Once the agency agreed to participate in the research and the dissertation proposal was signed, the researcher called CHD's houses managers who scheduled meetings with the researcher during their staff meeting times. The researcher went in person to all those staff meetings and administered the questionnaire. The researcher briefly explain who he was, the purpose of the study, confidentiality, and the voluntary nature of the research. Subjects were asked to pay close

attention to the questions. The questionnaire did not take more than 15-20 minutes to complete. Once the questionnaires were completed, the researcher collected them and added them to previously completed questionnaires. The process ended when questionnaires were completed by all available subjects.

Questionnaires were sent to each leaver's addresses, and followed-up by a phone call. Those who wanted to participate had their answers ready, and read those answers to the researcher.

Statistical analysis

The Statistical Package for the Social Sciences (S.P.S.S.) program was used to perform statistical tabulations and analysis.

Many cross tabulations were done since the program had the capacity to "display the distribution of cases by their position on two or more variables" (Nie et al. 1975, p. 218). Thus, joint frequency distribution was conducted on the variables of, age, education, income, sex, and tenure. These variables were tabulated among themselves to determine whether they were statistically independent and each of them was tabulated with "plan to leave the agency" . Other cross tabulations were conducted with tenure and level of desired responsibility, level of responsibility desired and level of average competence, self assessment of success and perceptions

about clients success, and overall satisfaction was cross tabulated with plan to leave. When a numerical scale was used as the mode of response in the questionnaire, correlation coefficients tests were conducted. "These correlation coefficients indicate the degree to which variation or change in one variable is related to variation in another" (Nie et al. 1975, p. 218).

Relationships between average competence (from three competence rating) and tenure, as well as average morale (from three morale rating) and tenure were also examined.

A T-test was performed to test the hypothesis that workers in different stages of development would have no differences in their selection of the most important factors influencing their decision to leave the agency. However, the 18 factors had to be grouped into four categories to enable a reliable statistical analysis.

Individual task related factors--not enough or too much responsibility in job, lack of personal effectiveness with client treatment, lack of satisfaction from direct work, stress.

Team factors--bad relationship with co-workers, not feeling part of team, lack of participation in workers' clients decision making processes, bad relationship with supervisor.

Reward factors--low salary, lack of upward mobility, lack of merit pay system.

Organizational factors--Role communication, agency communication, participation in agency decision making, physical conditions in the work place, organizational values goals, or policies.

The relationship between tenure and the clusters factors selected was also tested, as was the analysis of tenure, competence, and morale with factors selected by assigned groups.

C H A P T E R I V
RESULTS OF THE STUDY

Introduction

This chapter consists of the findings and analyses of the data collected. The results are organized and reported by their relative complexity. Descriptive data both about the subjects and about the organization will be introduced initially. Relationships and differences between variables will be reported next. Recoding and manipulation of groups and clusters of data with procedures and results of the statistical analysis will conclude this chapter and lead into the discussion of those findings in Chapter V.

Groups categories

Group 1 in this study consisted of 104 full-time mental health direct service staff who at the time of the study (December 1988 - January 1989) were employed by CHD (the studied organization). The total number of mental health direct service staff in December 1988 was 136. Thus, this group had a high participation of 74.5%. Group 2 consisted of 14 full-time mental health direct service staff who left CHD during the period July 88 through December 1988. This group was interviewed by a mail/phone interview, and reached

50% return, which is also high for such a technique. One should assume that both groups come from the same population, unless otherwise indicated.

Demographics

Descriptive data about the subjects who were employed at CHD at the time of the study is reported at Table 1. It includes gender, age, education, marital status, children, primary earner, and income.

As can be observed in Table 1, 50% of the direct service staff are under 30 years old; 65% have an associate degree or less; 74% make less than \$16,000 a year; and 62% are the primary earners in their households.

Employee turnover and separation rates

In 1988 CHD's voluntary turnover rate for full-time direct service staff was 50.2% and the separation rate (includes dismissals) was 72.6%. See Table 2.

TABLE 1

Demographic data

Variable Name	Variable Code	Frequency #'s	Percent %	Mean	Mode	StD.
Gender	1)Female	62	60.2	1.47	1	.89
	2)Male	41	39.8			
Age	1)18-20	3	2.9	3.87	2.0	1.79
	2)20-24	30	29.1			
	3)25-29	19	18.6			
	4)30-34	14	13.6			
	5)35-39	12	11.7			
	6)40-49	16	14.6			
	7)50-older	10	9.7			
Education	1)No GED	2	1.9	3.04	2	1.24
	2)GED	46	45.1			
	3)Asso. degree	19	17.6			
	4)BA	24	23.5			
	5)Graduate	6	5.9			
	6)Other	6	5.9			

Continued next page

Table 1 continued

Marital Status	1) Married	32	30.8	1.8	2	.62
	2) Single	60	57.7			
	3) Other	12	11.5			
Children	1) Yes	51	49	1.51	2	.5
	2) No	53	51			
Primary Earner	1) Yes	65	62.5	1.38	1	.49
	2) No	39	37.5			
Income	1) Less-13,000	2	2.0	4.07	4	1.2
	2) 13000-13999	5	5.0			
	3) 14000-14999	15	14.9			
	4) 15000-15999	53	52.5			
	5) 16000-16999	17	16.8			
	6) 17000-17999	4	4.0			
	7) 18000-18999	4	4.0			
	8) 19000-More	1	1.0			

TABLE 2

CHD voluntary turnover and separation rate

	voluntary turnover	separation rate
average # of employees for '88	111.5	111.5
voluntary terminations for '88	56	56
non-voluntary terminations for '88	---	25
percent total	50.2%	72.6%

Tenure

Figure 7 shows that 57% of the participants had worked at CHD less than nine months, and 13% had worked longer than three years.

In group 2 (the leavers) 50% worked longer than 1.5 years at CHD before they left. However, 22% of direct service staff that left in years 1987-88 had worked for 0-3 months and 44% had worked for 0 - 9 months.

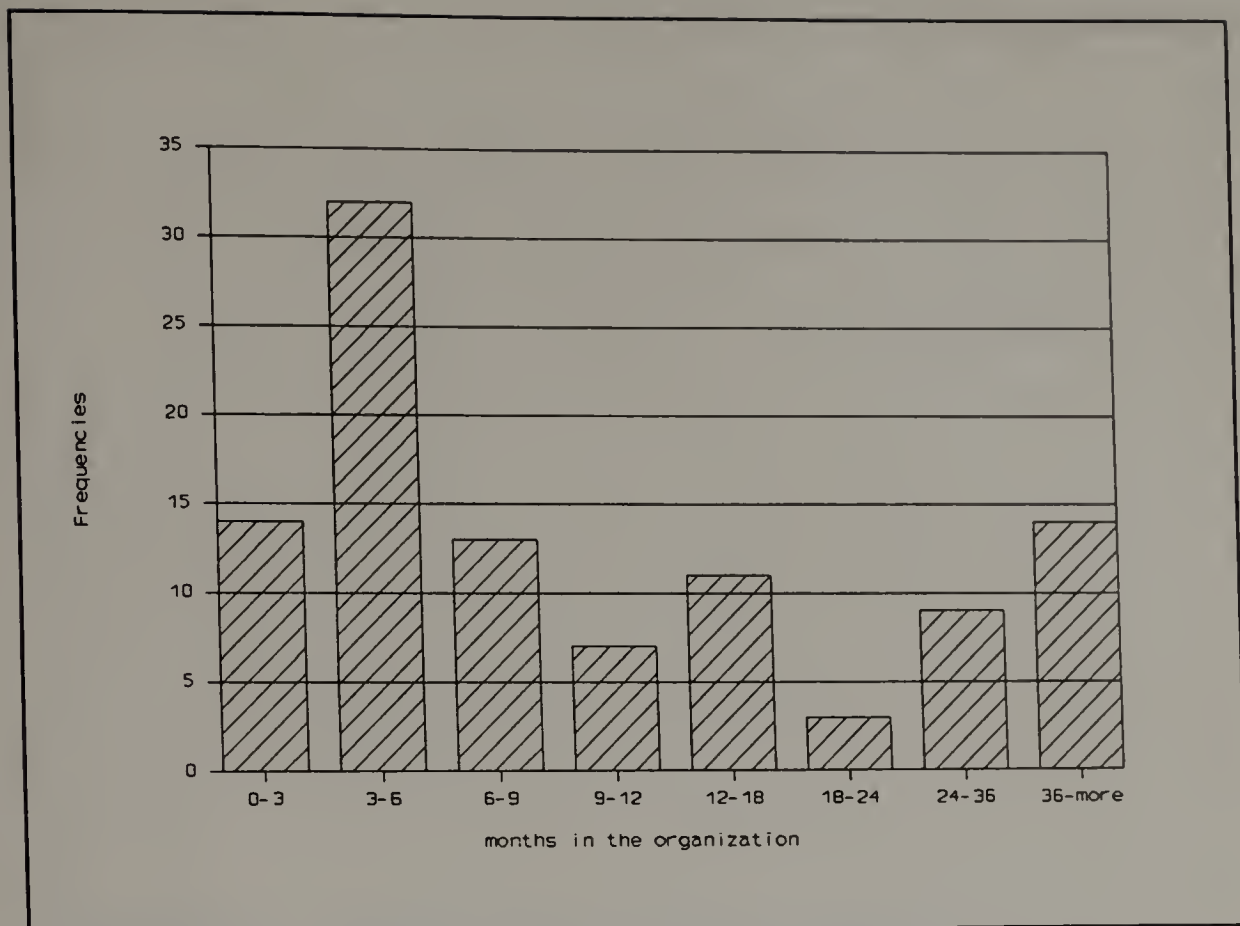


Figure 7. Direct service staff tenure

Ratings of desired responsibility, team cohesiveness and effectiveness

Table 3 reports the results of the 1-5 rating scale for workers' perceptions about their own or their program's effectiveness, workers' desired responsibility in their work with clients, and workers' perceptions about the levels of team cohesiveness. It is interesting to note that workers perceive themselves to be more successful in their work with clients than they perceive their program is with the same clients. Workers' relatively low desired responsibility rating indicates a need to consider workers' responsibility assignments in their work with clients.

TABLE 3

Frequencies

Variable name	low					Mean	StD
	1	2	3	4	high 5		
Individual success	1	2	15	44	42	4.19	.83
Program success	1	8	36	33	25	3.7	.96
Desired Responsibility	3	11	33	31	25	3.62	1.06
Team cohesiveness	2	7	27	33	35	3.89	1.02

Other patterns that are seen in Figures 8 and 9 show that the leavers have different perceptions about both team cohesiveness and program success.

Expectancy of leaving the organization

Figure 10 shows the frequency distribution of the expectancy to leave the organization. "Definitely not expect to leave the organization within the next year" is 5, the mean was 3.51 (S.D. 1.44). Noteworthy is the cumulative frequency of 1 through 3, which adds up to a 50% yearly voluntary turnover rate.

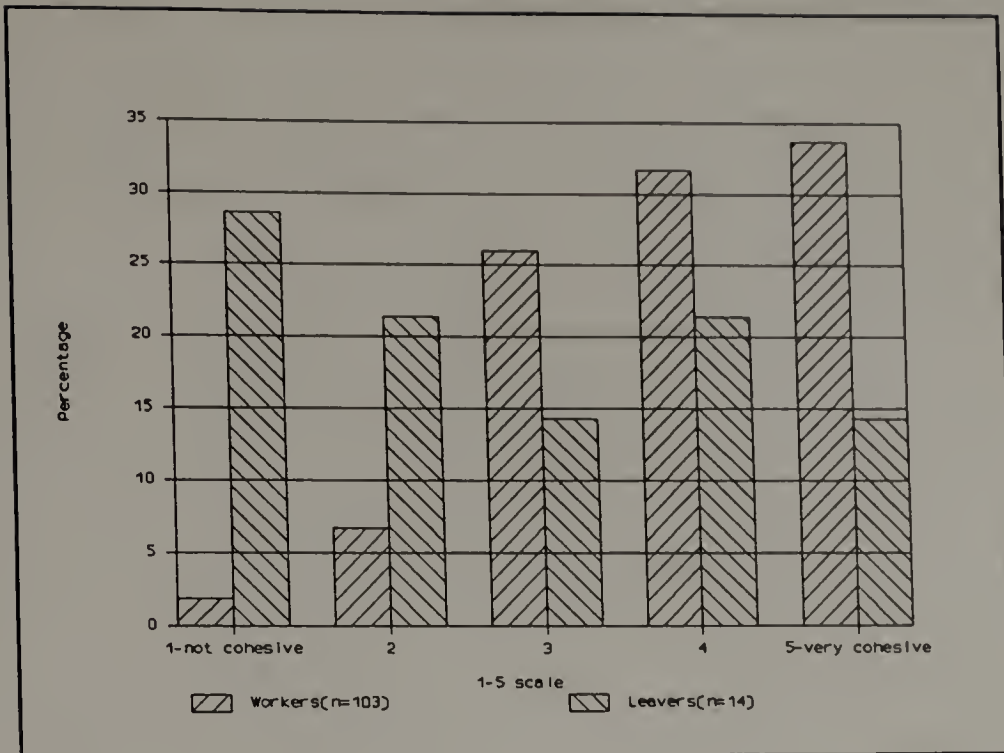


Figure 8. Team cohesiveness

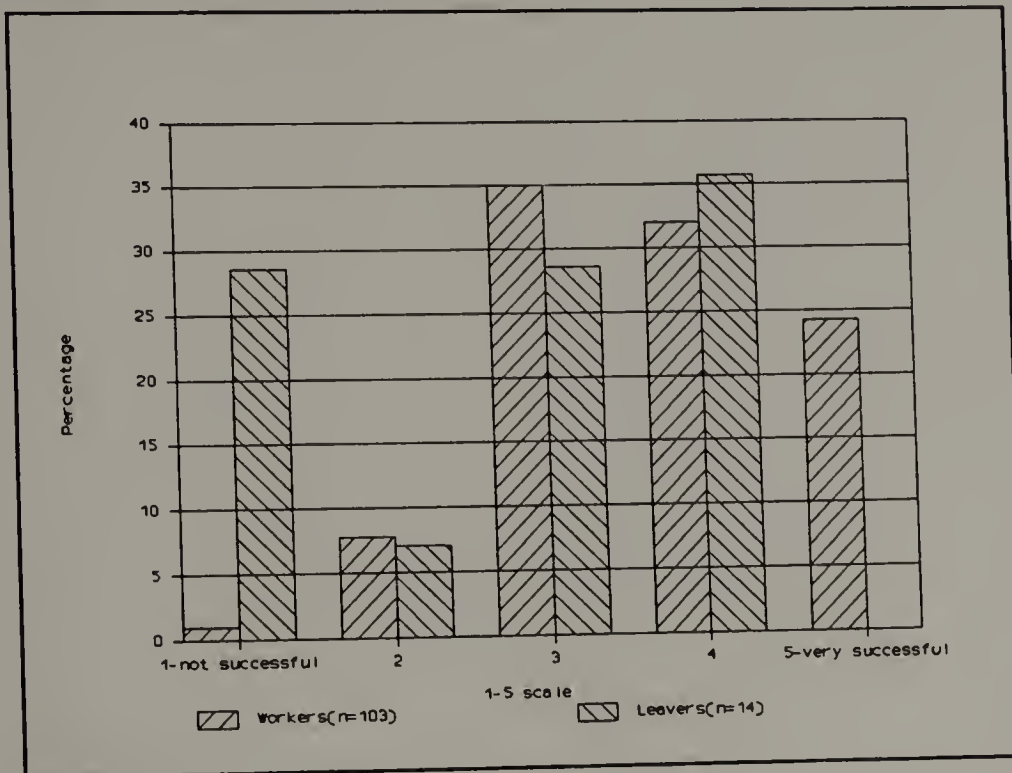


Figure 9. Program success

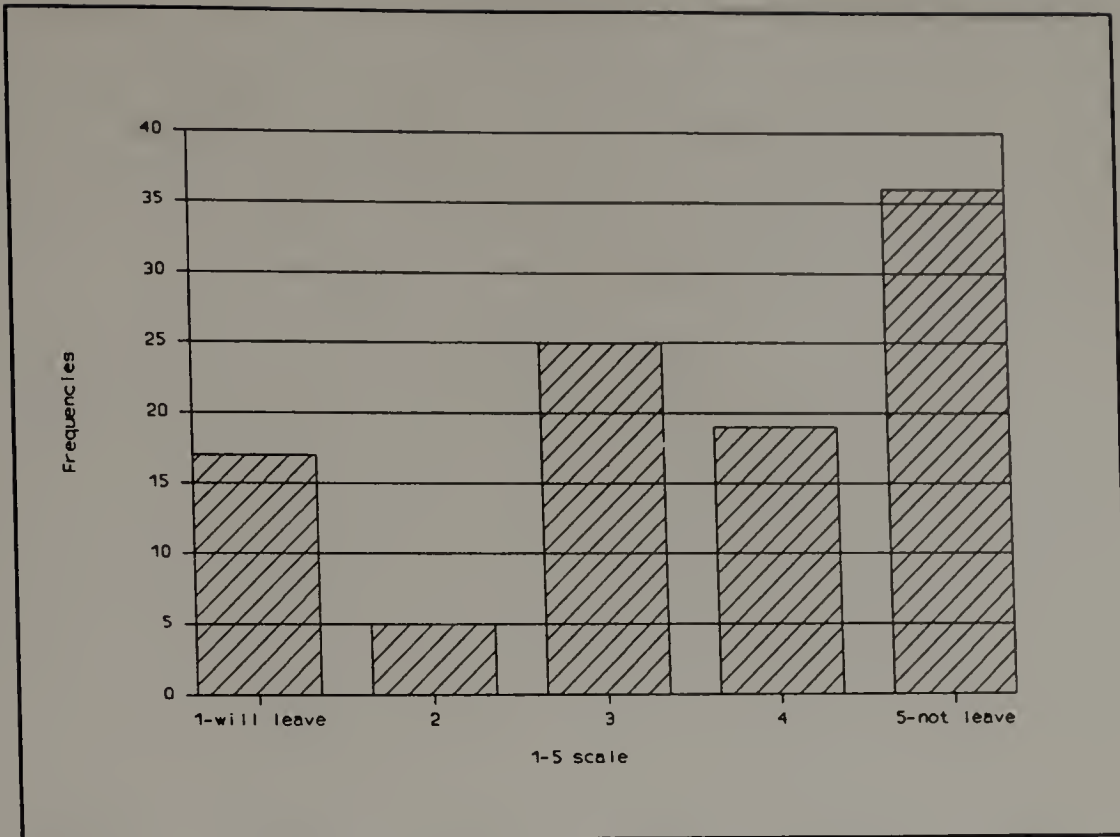


Figure 10. Expectancy of leaving the organization

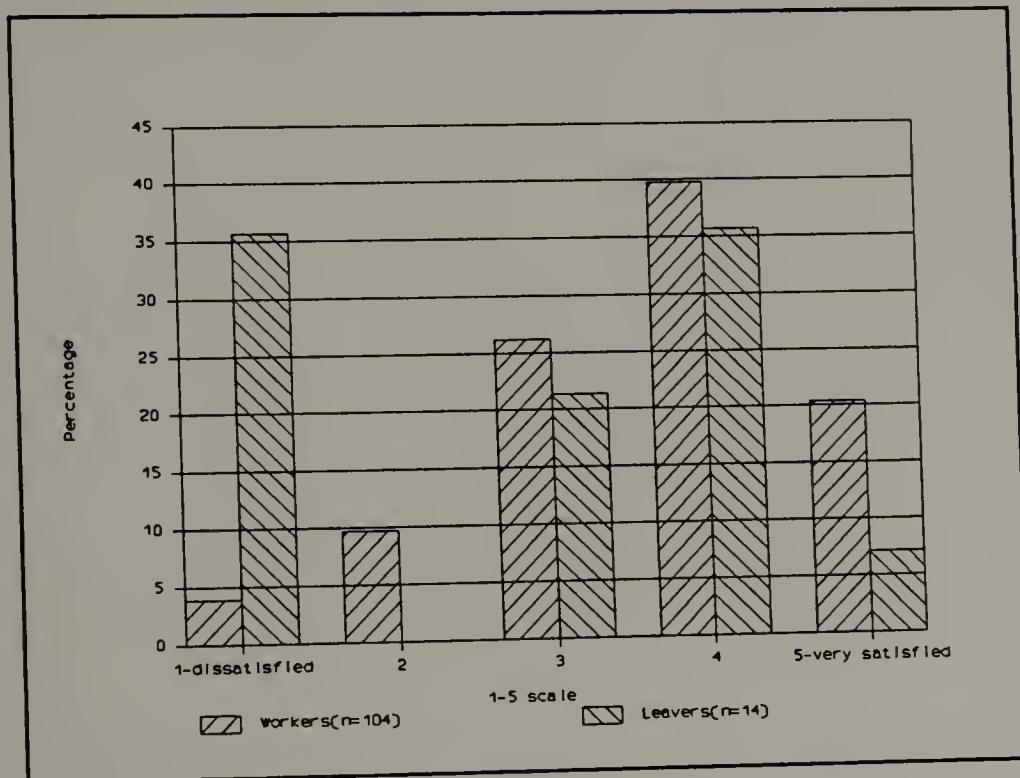


Figure 11. Overall staff satisfaction

Overall satisfaction

The leavers were found to score significantly lower in their overall satisfaction than the workers (group 1). Group 1 mean was 3.361 (S.D. 1.038), and group 2 mean was 2.786. See the frequency distribution for both groups in Figure 11.

Average competency and morale

Average level of competency and morale was calculated using the 1-5 scales, with "much above average" as 5. The scales included self rating, perception about how coworkers would rate self, and perception about how supervisor would rate self. Those three ratings were recoded as average competency and average morale for each participant using the formula $(\text{self rate} + \text{supervisor rate} + \text{coworkers rate})/3$. The mean average competency was 4.182 (S.D. .79), and the mean average morale reached 3.74 (S.D. .957). See frequency distribution for both average competency and morale, Figures 12 and 13. Group 2, the leavers, had a significantly ($\alpha < .05$) lower average morale, with mean of 3.0 (S.D. 1.54).

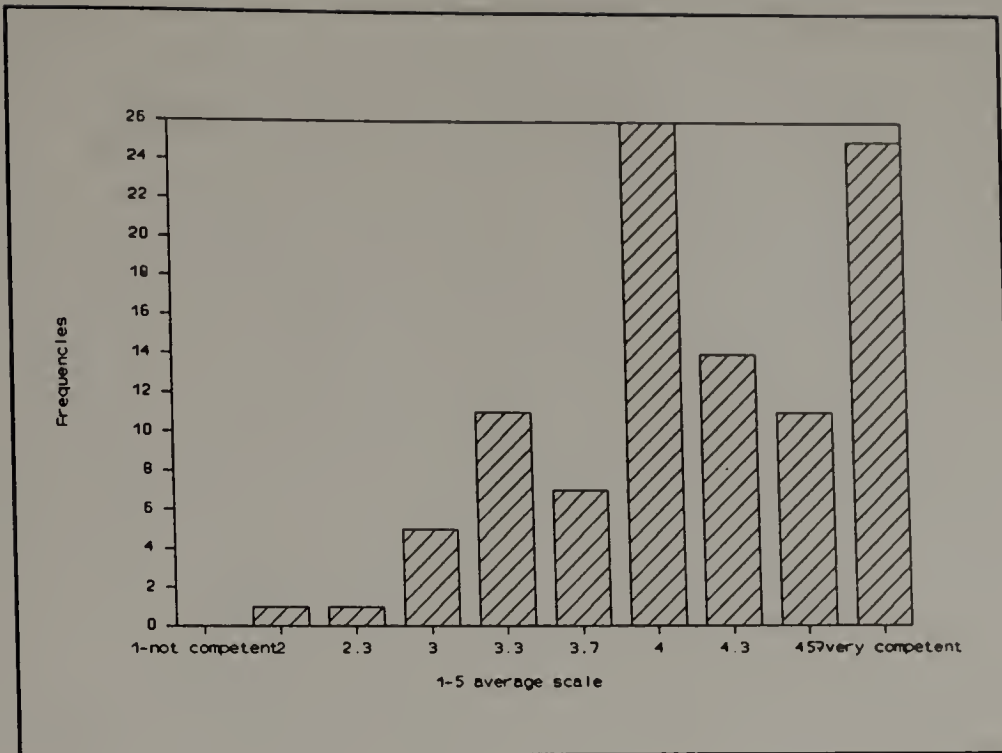


Figure 12. Average competence

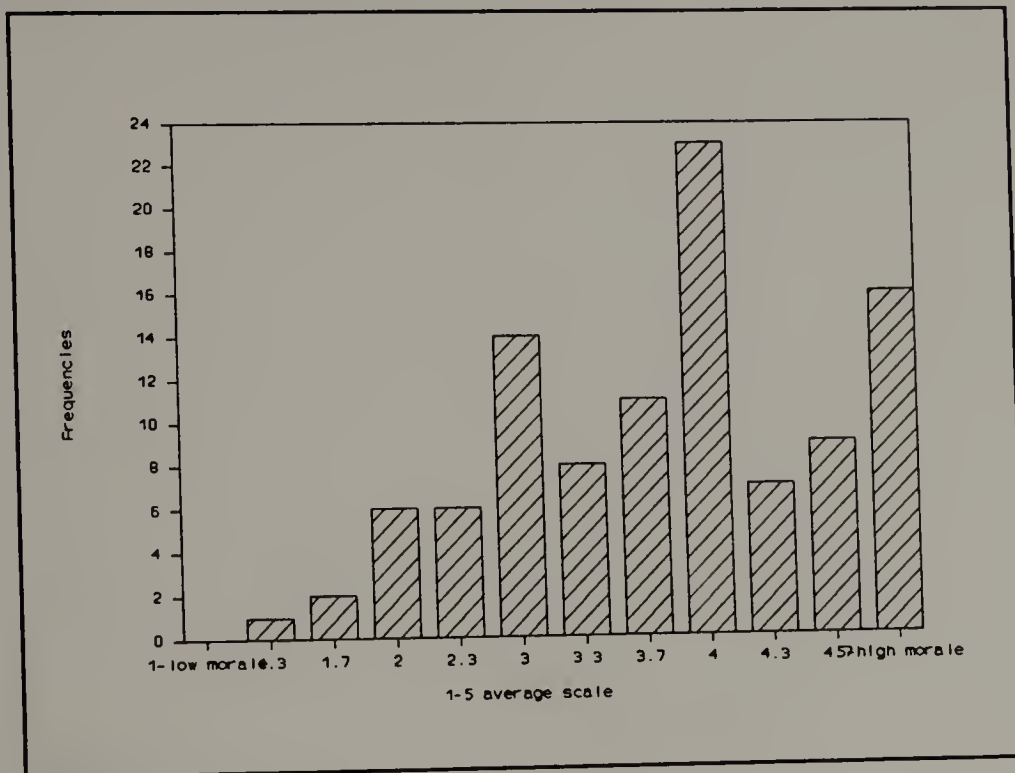


Figure 13. Average morale

Most important turnover factors

From the 18 factor list (see Appendix A), 33.6% of the participants chose low salary as the most important factor if they were to "decide to leave today." Other important categories in the most important list were "feeling on going stress" 11.6%, and "lack of participation in decision making about clients" 7%. See frequency distribution in Figure 14.

Least important turnover factors

The least important turnover factors chosen did not indicate one specific factor to be significantly least important in a decision to leave. Nevertheless, it introduced several factors as least important, including bad relationship with coworkers, too much responsibility, no merit pay system, and dissatisfaction with work conditions. See Appendix C least important factors.

Information from leavers

The leavers (group 2), were asked about the reasons for leaving CHD, such as, Do they hold a new job? Is the new job in the mental health field, and if so, does it pay more? Although the findings have no statistical inference capability (n=14), they may be helpful for future discussion and therefore are reported here. Of the leavers 93% gave one or more reasons for their leaving that fall under the category of

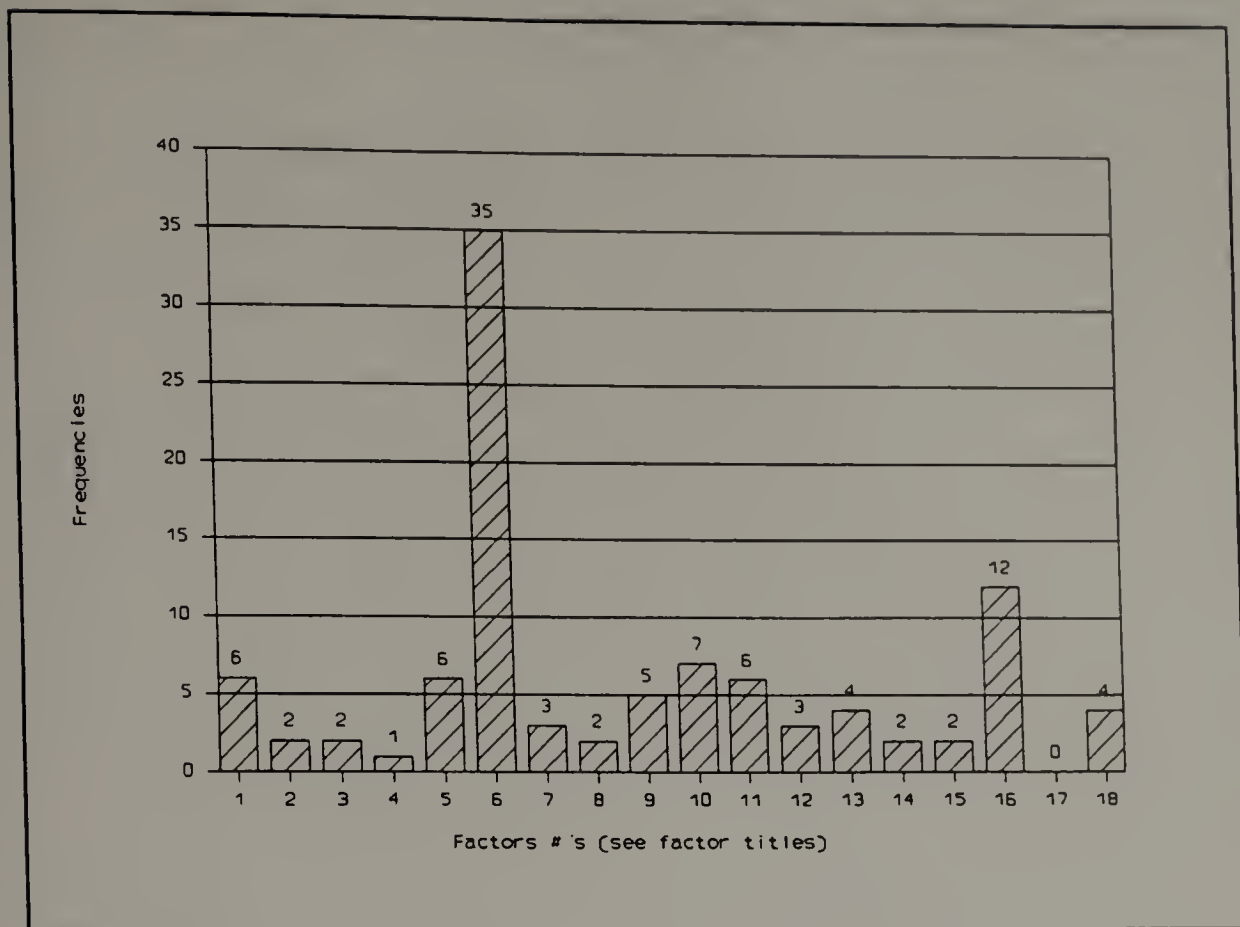


Figure 14. Most important factors

LIST OF FACTORS

1. Bad relationship with my co-workers.
2. Not feeling part of my team (part of my unit staff).
3. Not enough responsibility and autonomy in my job.
4. Too much responsibility and autonomy in my job.
5. Lack of effectiveness of treatment with my clients.
6. Low salary.
7. Lack of clear communication in my agency.
8. Lack of clear communication about my role.
9. Lack of opportunities for me to participate in the decision making processes in my agency.
10. Lack of my participation in decision making processes in regard to my clients.
11. Lack of opportunity to move up in the hierarchy of my agency.
12. Lack of a merit pay system (better worker gets more pay).
13. Bad relationship with my supervisor.
14. Lack of satisfaction from my direct service work.
15. Lack of satisfaction with the physical conditions of my work place.
16. Feeling on going stress.
17. Not identifying with my organizational values and goals.
18. Disagreeing with organizational policies in my agency.

dissatisfaction with agency and 78% had new jobs at the time of study. Of the latter, 64% had their new job in the mental health field and 64% of those with new jobs also had higher salaries.

Relationships and differences
between variables

Correlations between demographics and rating scales

Pearson correlation coefficient procedures were used to determine linear relationships between age and tenure, not having children, expectancy to leave the agency, and satisfaction. See significant relationships in Table 4.

TABLE 4

Correlations of age by tenure and children

		tenure	having children
age	r=	.235*	.495**

* $\alpha < .05$ ** $\alpha < .01$

Age, however, did not have significant ($\alpha < .05$) correlation with either expectancy to leave the organization within the next year or overall job satisfaction.

Pearson correlation coefficient procedures indicated a negative correlation at a significant level ($\alpha < .05$) for education with both expectancy to leave the organization and overall job satisfaction. See Table 5.

TABLE 5

Correlations of education by satisfaction and expectancy to leave.

	by expect to leave	satisfaction
Education	$r = -.245^*$	$-.206^*$

* $\alpha < .05$ ** $\alpha < .01$

No significant correlation was found between education and both tenure and average competency.

Marital status

Marital status did not have a significant ($\alpha < .05$) relationship to any other variable in this research, as measured with both the Pearson correlation coefficient and ANOVA.

Children

Pearson correlation coefficient procedures show that having children was correlated with workers who want more responsibility, have less expectancy to leave the agency and have a higher level of overall job satisfaction. See Table 6.

TABLE 6

Having children by expectancy, satisfaction
and responsibility

	by expectancy to leave	satisfaction	responsibility desired
Having children	r = .397**	.222*	.264**
	* $\alpha < .05$	** $\alpha < .01$	

The ANOVA procedure supported the above findings and also prove the relationship by differences of the means between having children and tenure. This relationship would be negative by looking at the direction from the Pearson correlation test. See all ANOVA results in Table 7.

TABLE 7

ANOVA procedure for tenure, expectancy, satisfaction, responsibility by having children.

Analysis of variance (n=104)

	Sum of squares	DF	Mean square	F	Signif of F
Tenure by child	18.78	1	18.78	5.31	.024*
Expectancy by child	27.18	1	27.18	16.49	.001**
Satisfied by child	4.66	1	4.66	4.87	.030*
Respons. by child	11.05	1	11.05	11.09	.001*

* $\alpha < .05$ ** $\alpha < .01$

Therefore, the direction of the above relationships adds to the correlational relationship that workers with children would have higher tenure.

Primary earner

Being the primary earner in the household did not have any correlation or other statistically significant ($\alpha < .05$) relationship with any other variable.

Income

Pearson correlation coefficient procedures showed an unexpected significant negative relationship between income and both expectancy to leave and overall satisfaction. As expected, a positive relationship was seen between income and tenure. See Table 8.

TABLE 8

Income by expectancy, satisfaction, tenure.

	by	expectancy	satisfaction	tenure
Income	r =	-.204*	-.285**	.366**

* $\alpha < .05$ ** $\alpha < .01$

Thus, higher income is related to longer tenure and to higher rating of expectancy to leave the agency within the next year and to lower rating of overall job satisfaction.

Tenure

In addition to the relationships that were indicated earlier (age, education, marital status, children, and income) tenure was also correlated with overall satisfaction, average competency, average moral, and most important factor in a decision to leave the organization (see Figure 15).

High correlation with significance $\alpha < .05$ was found just in group 2 ($n = 14$) in regard to the relationship with overall satisfaction, $r = .605$, $n = 14$, $p = .022$. However, none of the other variables were found to have any significant relationship with tenure. Since the relationship between tenure and the most important factors was of special interest in this study, an additional test was done. The chi square statistic is used to determine whether the variables for a population are statistically independent. In the case of tenure and the clusters of the most important factors (individual, team, reward, and organizational factors), the variables were found to be statistically independent ($\alpha < .05$). Therefore, no significant relationship exists between tenure and the clusters of most important factors.

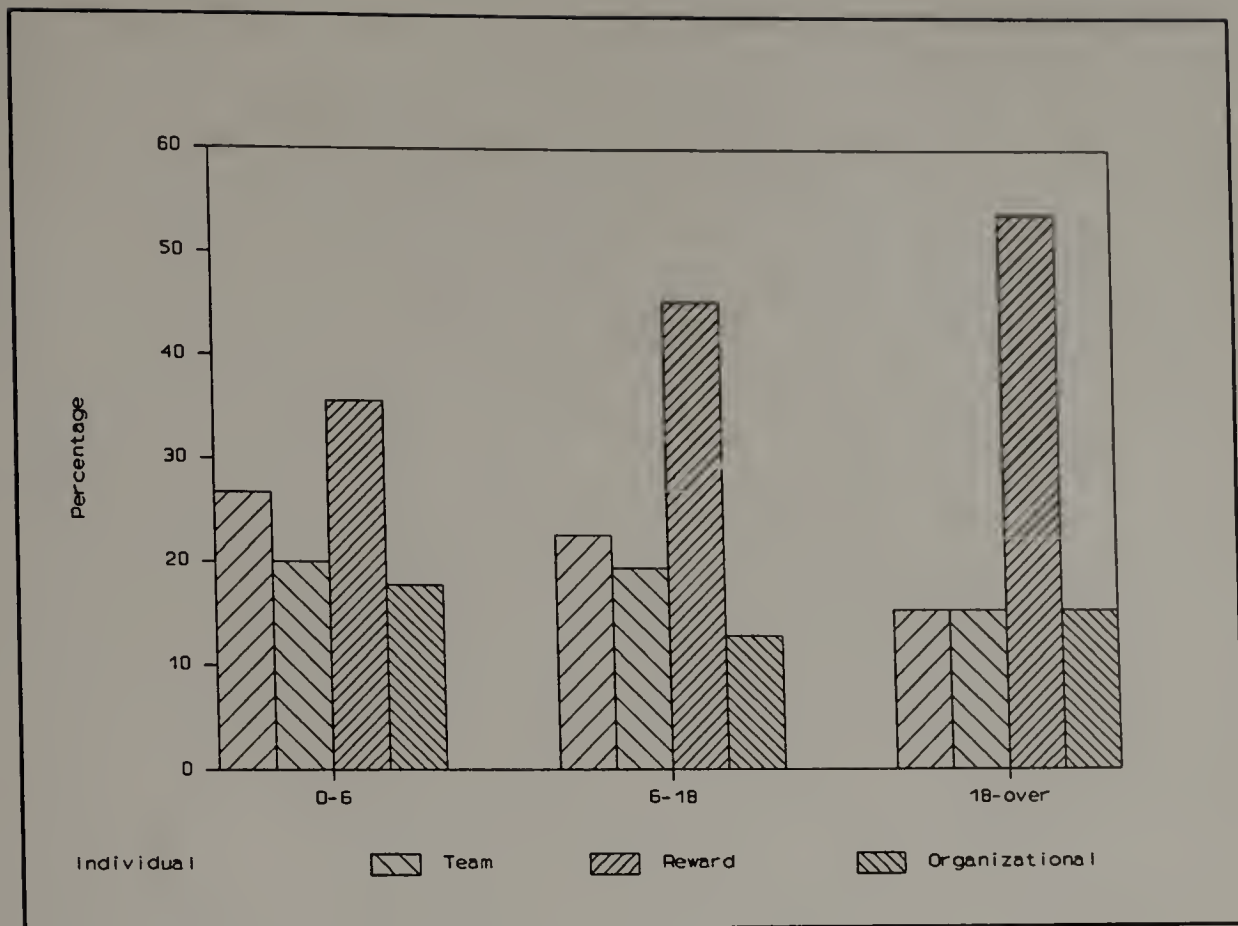


Figure 15. Most important factors by tenure.

Individual and program success

Individuals' perceptions of their success in their work with clients did not have a significant ($\alpha < .05$) relationship with expectancy of leaving within the next year. However, individual success as well as program success were found to be significantly correlated to satisfaction, and program success was found to be correlated with not expecting to leave. See table 9.

Table 9. Correlations between perceptions of success, expectancy and satisfaction

	by	satisfaction	prog.success
Individual			
success	r=	.309**	.381**
Expectancy			
to leave	r=	.506**	.169*
		* $\alpha < .05$	** $\alpha < .01$

Expectancy of leaving

In addition to the results obtained from the previous variables, when expectancy was the dependent variable, relationships for expectancy as the independent variable were tested. Expectancy was crosstabulated with the four clusters of the most important factors in a decision to leave the organization. Although a chi square statistic was performed without significance ($\alpha < .05$), a difference can be noted in the choice of the most important factor cluster: 59.1% of the total choices of the workers who expect to leave was given to reward factors (pay, upward mobility). Where the same factors were chosen just 27.8% of the total by workers who expect to stay.

Expectancy of leaving was also found to have a strong positive relationship with overall job satisfaction, see

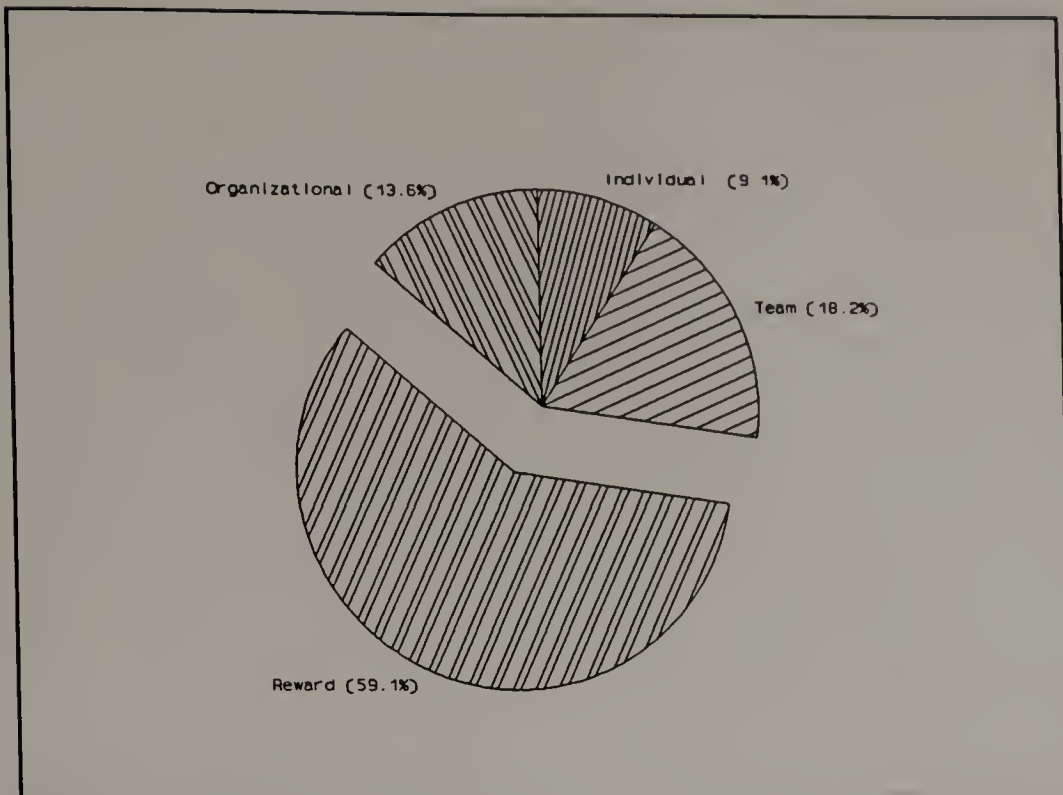


Figure 16. Most important by expect to leave

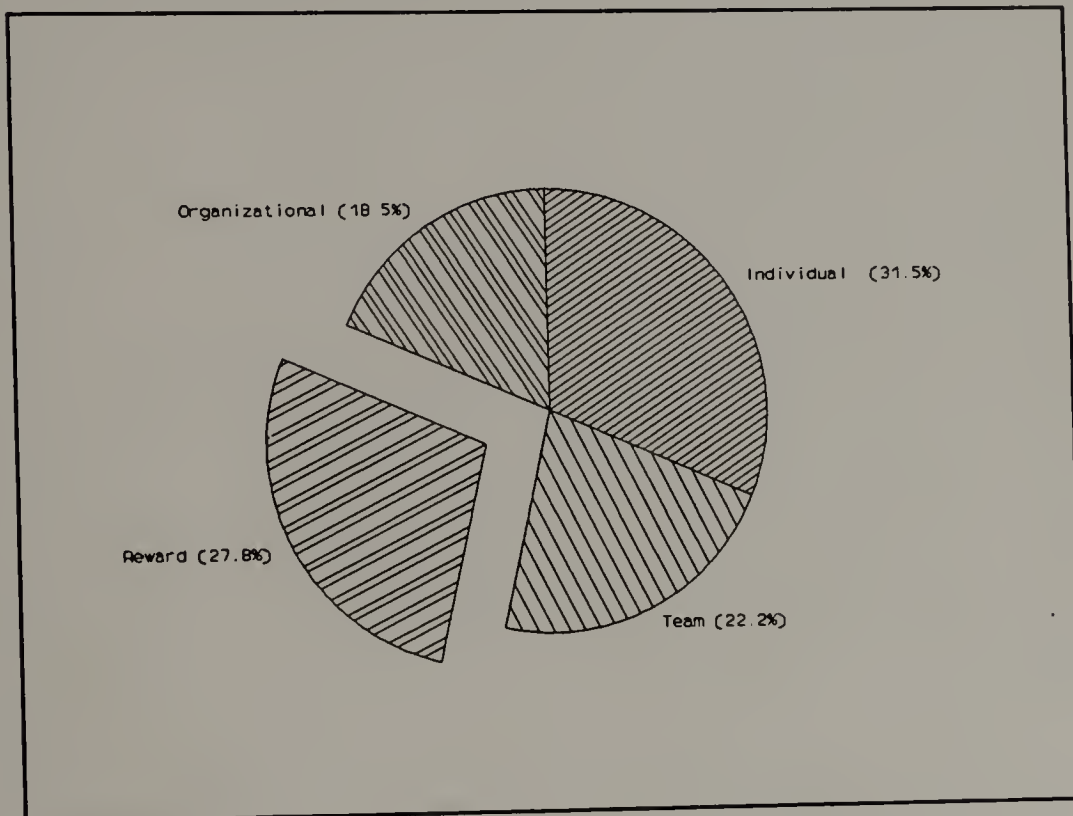


Figure 17. Most important by not expect to leave

table 9, as well as self rating of employee morale, $r = .558$, $p = .001$.

Team cohesiveness

Correlation was found between rating of team cohesiveness and both expectancy to leave the organization within the next year and overall job satisfaction. Thus, higher rates of team cohesiveness have a positive relationship with job satisfaction and expectancy to stay. See table 10.

Table 10. Cohesiveness by satisfaction and expectancy to leave

	by expectancy	satisfaction
Team cohesiveness	$r = .215^*$	$.55^{**}$

* $\alpha < .05$ ** $\alpha < .01$

Group differences and clusters results

Workers and leavers differences

Having two groups with a large difference in the number of cases put in question any statistical analysis. Nevertheless, a T-test pooled was conducted. Groups 1 and 2 (workers and leavers) were found to be significantly ($\alpha < .01$) different in their group mean for program success and overall satisfaction, and at a $\alpha > .05$ level for average morale. See Table 11.

TABLE 11

Differences between groups 1 and 2

T-test 2-tailed pooled

Group 1	n = 104	Satisfaction	X = 3.631	S.D. 1.038
---------	---------	--------------	-----------	------------

Group 2	n = 14	Satisfaction	X = 2.786	S.D. 1.477
---------	--------	--------------	-----------	------------

Significance	$\alpha < .01,$	$t = 2.71$	$p = .008$	$df = 115$
--------------	-----------------	------------	------------	------------

Group 1	n = 104	Prog. success	X = 3.709	S.D. .956
---------	---------	---------------	-----------	-----------

Group 2	n = 14	Prog. success	X = 2.714	S.D. 1.267
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Significance	$\alpha < .01,$	$t = 3.5$	$p = .001$	$df = 115$
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Group 1	n = 104	Average morale	X = 3.747	S.D. .957
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Group 2	n = 14	Average morale	X = 3.0	S.D. 1.54
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Significance	$\alpha < .05,$	$t = 2.52$	$p = .013$	$df = 116$
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Factor clusters and developmental groups

An analysis of mean differences between developmental groups in their choice of turnover factors was performed. In this analysis there were three types of variables considered.

A. The four factor clusters:

Individual factors-responsibility and autonomy in job, lack of worker's effectiveness in treatment, lack of satisfaction with direct service, stress.

Team factors-relationship with coworkers, team feeling, lack of participation in decision making in regard to worker's clients, relationship with supervisor.

Reward factors-salary, upward mobility, merit pay system.

Organizational factors-communication in agency, communication about role, participation in agency decision making, physical conditions in the work place, organizational values and goals, organizational policies.

B. The four developmental groups- Blanchard developmental theory (see Chapters II & III) was employed in this study to group workers into four distinct groups. Each group was identified by its high or low levels of competency and morale and is recognized as one of the developmental stages, D1 through D4. High or low refers to higher or lower than the mean, the mean competency was 4.182 and mean morale was 3.74 (see distributions Figure 12 and 13).

D1-people who fall in the low half of the recorded average competency rate, and who also fall in the high half of the recoded average morale rate.

D2-people who fall in the lower half of both average competency and average morale.

D3-people who fall in the higher half of average competency and lower half of average morale (Hersey and Blanchard identify the morale in this stage as variable; however, for research purposes and in order for this

stage to be distinct from others, morale is viewed as low.)

D4-people who fall in the high half of both average competency and average morale.

C. The type of data collected.

Data was used from the selection of the most important factor in a decision to leave the organization today.

Table 12 shows the pattern by which the four developmental groups selected the different clusters of turnover factors. The selections reported in this table relate to the most important factor in a decision to leave the organization today. One should note the increase in the percentage of workers selecting organizational factors, from D1 (4.8%) to D3 (26%).

A T-test was performed and found significant ($\alpha < .05$) difference between D1 and D4. See Table 13.

Thus workers in different stages of development can also be differentiated by their selection of factors that influence their decision to leave their organization.

Stages of development and
their relationship to tenure

As noted previously in this chapter, no statistical significance was found between the stage of development and

TABLE 12

Stage of development by factor clusters

Stage\Cluster D1-D4\ %	Individual	Team	Reward	Organiz.
D1 low competence high morale	33.3	28.6	33.3	4.8
D2 low competence high morale	24.3	16.2	40.5	18.9
D3 high competence low morale	15.8	21.1	36.8	26.3
D4 high competence high morale	20.0	11.4	45.7	22.9

TABLE 13

Factor clusters T-test

D1	n=21	Clusters X=2.095	S.D. .944
D4	n=36	Clusters X=3.167	S.D. 2.903
Significance $\alpha < .05$, $t = -2.04$ $p = .047$ $df = 46.18$			

tenure. However, the developmental stages were found to have different tenure means. Figure 18 shows the interaction between stages of development and tenure. Figure 18 illustrates two important findings. Stages of development had different tenure means, this is despite the short length of employment. On the other hand, the last two stages of development were not congruent with length of employment.

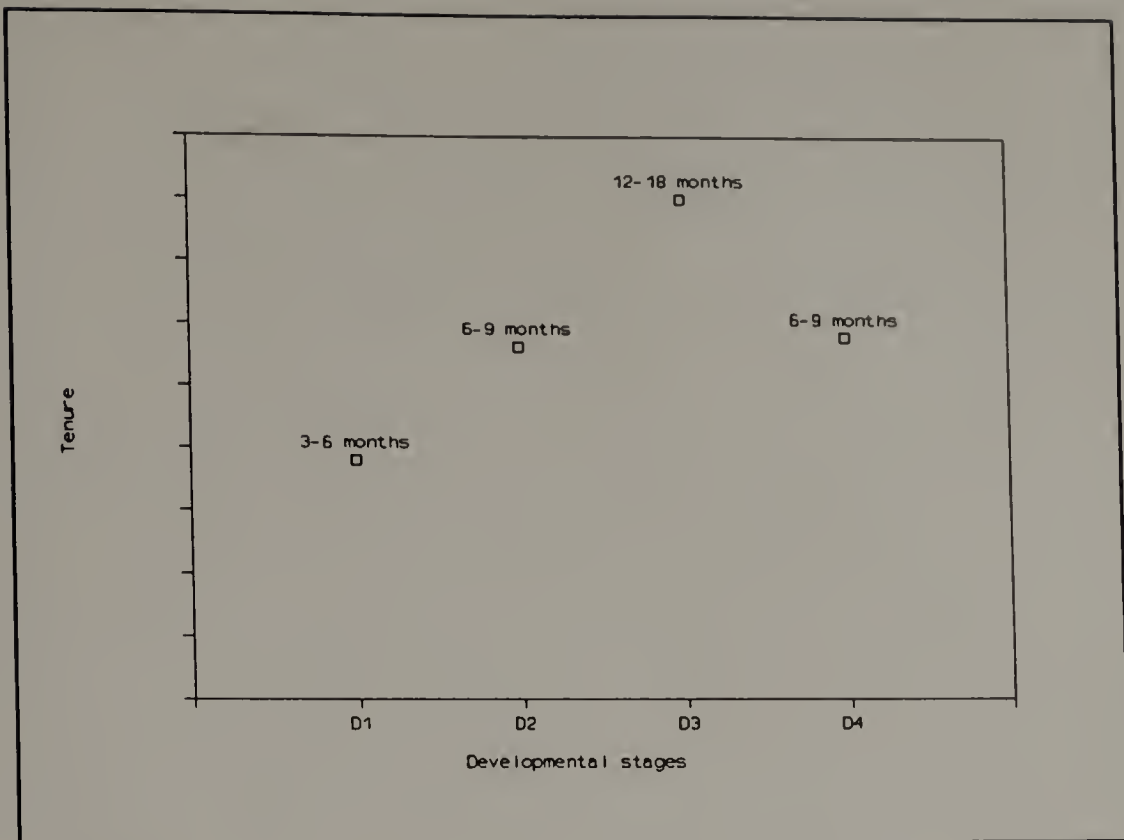


Figure 18. Tenure by developmental stages

Tenured staff characteristics

In this study an attempt was made to develop a profile of the people who worked in the organization as direct service staff for longer than 2 years. Reported here are the variables that the mean of the tenured group (n=23) were different than the mean of the whole group (n=104).

Age - 65.3% of the tenured group are between the ages 25-39.

Children - 65% have at the least one child.

Their choice of most important factor clusters was by order of frequency: reward, organizational, individual, team. This pattern is similar to that shown by developmental groups D3 and D4.

Critique of the findings

The statistical analyses and the presentation of the findings pointed out to several critiques to consider in future research. The lack of a large number of subjects in the leavers group eliminated the possibility of inferences. Those inferences may be important in future research, since it may take the findings from this research a step farther. Having supervisors rate their staff would help provide a fuller assessment of competency. This may also help establish more distinct developmental groups and not just groups that are separated by their means. Having four rank order factors caused more confusion, took more time for staff to answer, and eventually did not contribute much information that was not known with just the most important factor.

Summary

Data gathered in this study was presented and analyzed in this chapter. Pearson correlation coefficient and ANOVA procedures were conducted to find significant relationships and correlations. Some of the positive relationships are age and tenure, income and tenure and having children and expectancy to stay. Some unexpected negative relationships were found between income and expectancy to stay and between income and satisfaction. Significant relationships were also found

between team cohesiveness and satisfaction, team cohesiveness and expectancy to leave, satisfaction and expectancy to leave. Developmental groups were found to have significant differences in their choices of the four clusters of turnover factors. Moreover, the findings supported the hypothesis offered in Chapter III that workers in higher developmental stages would be more influenced by higher order factors in their decision to leave their organization. However, the situational leadership developmental stages did not fully sequence with tenure development.

C H A P T E R V
DISCUSSION, AND IMPLICATIONS
OF THE FINDINGS

Introduction

The findings of this study appear to have implications for organizational development theory, employee turnover models, and mental health organizations.

The major focus of this study was the employee turnover phenomenon in community mental health residential services. Several new and interesting findings emerged. Income was found to be more of a concern to employees in later stages of development. Moreover, significant negative relationships were found between income and both satisfaction and expectancy to stay in the organization.

For the studied organization, significant findings and themes evolved from this study. The yearly voluntary turnover rate for 1988 reached 50%; even more significant was the 72% separation rate for the same year. As expected, significant positive relationships were found between expectancy to stay in the organization and both age and tenure. Regardless of all the above, the most important factor in a decision to leave this mental health organization was low pay.

Additional focus of this study was the relationship between employees' stages of development and their selection of turnover factors. The findings indicate that workers in higher stages of development tended to choose higher order turnover factors like rewards and organizational factors, whereas workers in early stages of development were more concerned with individual issues such as stress.

The situational leadership concept was found to have important implications for turnover theory; however, its developmental stages did not fully sequence with staff tenure in each stage.

The implications of such new findings are discussed in this section.

Theoretical implications of the findings

Implications to turnover theory

This study gathered information about the most and the least important factors in a decision to leave the agency. The examination of these factors revealed an interesting phenomenon: All factors were chosen as both most important and least important in a decision to leave the organization. For example, while pay was by far the most important factor, it was also chosen by a number of people as the least important factor. This result shows the complexity and diversity of organizations, it suggests that most advanced turnover

models have failed to introduce a frame that is useful to organizations in their management of avoidable voluntary turnover.

This research shows that the groups of factors identified in the literature as important to employees in their decision to leave the organization have a higher or lower influence on employees, contingent upon their stage of development. The stages of development were found to be statistically different in their relationship with the most important factors. The developmental model was found to have clear patterns that suggests a new dimension in turnover theory. Employees in higher developmental stage selected higher order turnover factors like reward and organizational.

Mobley et al. (1979) developed the expanded turnover model, a model that scholars call the most comprehensive turnover model (see models, Chapter II). In Chapter II this and other models of turnover were faulted for their lack of usefulness. The researcher suggested that having a model that includes more than thirty individual, organizational, and labor market turnover factors without any real distinctions does not help management to manage turnover better. Therefore, the introduction of the developmental approach to turnover has the capability of increasing the usefulness of turnover models for organizations.

Income and "met expectation theory"

A pattern that may initially seem to be contradictory shows that employees with higher income have longer tenure but are less satisfied with their jobs and have higher expectations of leaving the organization. The discrepancy here comes from the belief, which is supported by the literature (Price, 1977), that positive correlations exist between income and satisfaction, the latter of which, we know, is negatively correlated with turnover behavior. The research data show no relationship between tenure and satisfaction for group 1 (presently employed), and a high positive correlation between satisfaction and expectancy to leave. Therefore, the root of the discrepancy lies in the negative correlation found between income and satisfaction. The literature (Price, 1977) generally found a low but consistent positive relationship between those two. The researcher suggests that when pay is perceived as very low (see Income, Chapter IV) and increases in pay are perceived to be low, the relationship between income and satisfaction will be negative. Thus, the more tenured, competent, and good the staff feel about their job performance, the greater their dissatisfaction from their low pay would be. This proposition is supported by the finding that the factor "low pay" increased its proportion of importance (in comparison to other factors) as the stages of development developed or as the tenure got longer. (see Chapter IV, Table 12). The researcher's explanation of the

negative relationship between income and satisfaction seems to be related to Porter and Steers' (1975) notion of "met expectations." Porter and Steers found empirical support to the positive relationship between "met expectations" and satisfaction; for example, the more people expect certain level of rewards, and the more their expectations are met, the more satisfied they are. Thus, using Porter and Steers' frame, the more mental health workers develop higher reward expectations, and the larger the gap between their "met expectations" and the actual reward, the more dissatisfied they would become. Although this conclusion may be opposed by Mobley et al., it deserves to be further explored, while expanding the "met expectation model" to a "developmental met expectation" phenomenon.

The Situational Leadership Model

This study based its theoretical hypothesis on the situational leadership model of Hersey and Blanchard (1982). The model's elements of competence and morale (commitment) were used to create distinct groups of employees who fit different stages of development. The introduction of this approach to the study of turnover was found to be important. However, a question emerged from the findings of this study: Why were the last two stages of development found to be in an opposite sequence as they relate to each stage's mean tenure? Thus, the third stage of development (D3) had a mean tenure

higher than fourth stage of development (D4). This can be contributed to one of the two following reasons: (1) The uniqueness of the subject group--the model indicates regression between stages, which suggests that in this organization employees tend to have a morale drop after being top performers and thus remain in stage three for a longer time. (2) Fault in the situational leadership model--this possibility suggests that the above findings are a correct reflection of a developmental process. It argues that the move from a low morale, low competence stage is characterized by a circular reciprocal process of three variables: competence, success (Peters, 1985), and morale. Growth in one of those variables produces growth in the next one, which perpetuates the circular process. Therefore, the writer suggests that if an increase in competence occurs it will be closely related to an increase in morale. Graeff (1983) indicates the high influence of ability, motivation, and performance. Thus, the third phase (the word phase is used here to note the difference from the word stage used in the situational leadership model) of development may be characterized by practically similar levels of morale and competence, that is, mid-high morale and mid-high competence. Consequently, the fourth phase will legitimize the high competence, low morale phenomenon as a normative developmental stage. Moreover, there is a qualitative difference between the low morale in phase four

and the low moral in the situational leadership model's stage three.

This study shows that high competence, low morale employees are concerned with higher order organizational issues; therefore, management may need to incorporate the involvement of these employees in larger organizational issues like values, goals, and policies, and not just more participation in decision making. This may necessitate a qualitative difference in the manager's attitude toward such workers. Katz (1978) concluded that tenured employees reduce their dissatisfaction not just through improved interpersonal processes but also through their abilities to influence their work situation. Weick (1969) explained that such interest in higher order organizational issues comes from the state of available information. These findings suggest a relationship between stages of development and tenure, and although this study found some inconsistency in those relationships, one must note that tenure in the literature describes a range of 0-20 or more years of working in one organization.

Implications for the organization

Turnover, age, and tenure interactions

March and Simon (1958) suggested that "under nearly all conditions, the most accurate single predictor of labor turnover is the state of economy...as determined by the

availability of jobs." Carsten and Spector (1987) supported this hypothesis in their research and found unemployment rates ranging from 1.6% (generally associated with economic prosperity) to 10.6% (generally associated with economic recession and relatively poor economic times). As indicated earlier, unemployment rates in Massachusetts for the years 1987-1988 could be described as associated with times of prosperity. Therefore, higher labor mobility and lower tolerance with job dissatisfaction is expected. This most likely had an impact on the high turnover measured in CHD. Having 50.2% yearly voluntary turnover is an extremely high rate in comparison to other professions, including case workers, who can have up to 30% yearly turnover (Price 1977). Furthermore, adding the dismissals rate to turnover rate causes CHD's separation rate to reach 72% for 1988 (see Table 1). Thus out of an average of 111 employees, 81 full-time direct service staff, left the organization in 1988. There is much to say about how disruptive such a high separation rate would be for any industry, but when a job posting asks for "Candidate needs to be highly motivated, detail oriented, enthusiastic and compassionate" (Appendix D), it seems to be even more disruptive and difficult for clients, coworkers, and supervisors to lose the potential of having such people.

With this rate of separation, the organization needs to be able to attract new employees on a regular basis. Half of CHD's direct service staff are under 30 years old. This is

significant since a decline of approximately 25% in the number of young people entering the work force is expected during the period 1980-1995 (Mobley, 1982). In 1988 more than 40% of the separation occurred in the first three months of employment. This is consistent with the findings of Wanous (1980), who found that turnover was higher among new employees.

Fifty percent of the voluntary leavers in July-December 1988 would not be rehired by the organization (from the supervisor's evaluation). Seventy-five percent of the same group who left with 0 - 6 months of employment would not be rehired. All of the above indicates that recruitment and hiring procedures are a major problem for this organization. Several questions arise: How is it that so many new employees are dismissed? Are hiring procedures themselves at fault? What are the expectations that could lead to such high turnover in the first three or six months of employment? More information from the study is needed to understand the magnitude of the problem.

Higher age and having children were separately both positively correlated with tenure, which is in support of the literature (Mobley, 1982; Price, 1979). It was interesting to find that higher mean age and having children were also characteristics that distinguished workers who remained in the organization for more than two years from the rest.

It seems that the organization is in a vicious cycle. The type of job and level of income (see MH literature review) attract mainly young people to apply for available positions. Since the organization's demand is so high, the hiring procedures have become less and less rigorous. Thus, many young people with no experience or understanding of what the job entails and how it is expected to be performed are hired. More than 40% of those hired take advantage of the high demand for workers outside the organization and leave. With that, the cycle proceeds repeatedly.

Three measures of interventions

This discussion, as the few to follow, will bring about the researcher's belief system in regard to Organization Development.

Burke (1982), a known scholar in the organization development field, pointed out the division in this field between the normative and the contingent theorists. The latter believe in a facilitative approach for change, whereas the normative theorists would set specific directions for change. Both, of course, have different assumptions about change and its retention in organizations. The researcher, however, cannot see one without the other; organizations are multidimensional systems that need to be addressed from as many facets as possible at one time or over time. Thus, the key for the practitioner is to be able to assess and intervene

in any one or more facets of the system, in any one or combination of ways, from normative to contingent methods.

In the case of the researched organization, the researcher would like to suggest an intervention that has three facets: total system approach, organizational profile, and program/individual entry procedures.

The total system approach encourages the organization to look at itself as an open system (Jayaram, 1976). It needs to see itself as it interacts with other mental health organizations in Western Massachusetts. The organization's identity and core mission should be reevaluated in a systematic way. A desired state needs to be articulated, and the change effort should be systematically oriented by intervening into the organizational culture. For example, a mission statement can incorporate an understanding of the contingent relationship between the development and success of clients and the development and success of staff within a relationship with the mental health system. The systemic approach implies that change in one part of the system will cause other parts to change as well, and a new pattern will develop. It is proposed here that management should view direct service positions as the beginning of an employee's career in the mental health field and not as just another transitional position like a counter-person at McDonald's. Support for the above career direction is indicated by Ferguson (1958), Boyed (1961), and Mayeske (1964), who found less turnover when

there is higher congruence between a job and vocational interests.

Organizational profile looks at personnel needs by using empirical data. For example, using this research one can set up an optimal team. It includes stability, innovation, change, skill, and commitment, one can set a balance between potential "stayers" or potential mental health career people. This kind of balance could be explicit, with different reward systems for different groups of people. Thus, from a contingent approach, and as we know from this study, some people chose low pay as the most important factor in their decision to leave, while others chose low pay as the least important factor, a fit needs to be created. Therefore, using the developmental notion within the organizational goals and practices may help create the fit between the worker and the organization.

Program/individual entry procedures introduces Wanus's (1980) three stages in the entry of new employees: recruitment, selection, and socialization, with an emphasis on realism.

Realistic recruitment deflates the recruits' expectations. The "realistic recruitment should include a variety of methods to collect data" (p. 83), including several kinds of interviews and staff involvement from different positions. "The maximum benefit from realistic recruitment will occur when it is used for entry-level jobs with a low selection

ratio during times of low unemployment" (p. 84). Wanus states that the problem often lies with high expectations that eventually lead to dissatisfaction and turnover. This was also empirically supported by Weitz (1956), Youngberg (1963), and Macedonia (1969). Therefore, Wanus developed the realistic job preview, which helps reduce the level of unreal expectations on the part of both the employer and the new employee. Wanus also suggests paying attention to the socialization of the new employee into the organization, while being extremely clear in regard to role expectations and any other organizational requirements.

The above three facets of a suggested intervention constitute only one example of a multilevel assessment and intervention. In general, the organization needs to look at the interaction of the following factors: having young employees, extremely high turnover during the first six months of employment, high dismissal rate, and the characteristics of long-tenured employees.

Individual characteristics

From Chapter IV, one can observe two patterns of relationships in variables influencing turnover. The first pattern indicates that older employees with children want more responsibility in their job, are more satisfied, and less likely to leave the organization.

The second pattern suggests that employees with higher education are less satisfied and have higher expectations of leaving the organization sooner. This is another finding that calls for attention, since it may create the notion that the organizational culture is not supportive of higher levels of education. Once again, it increases the negative relationship between their job as a career step and turnover. Thus, having more employees who do not see their career in this field would increase turnover.

Individual and program success

The literature suggests that the duties and activities required for the successful performance of an individual's job have impact on the decision to remain with the employer.

Both individual and program perceptions of success in this study referred to the job content-the work with clients. Employees saw how contingent program and individual success are, as revealed by the high positive correlation between the two, although they generally perceived themselves as more successful than their program. Individual success was also positively correlated with job satisfaction, and program success was positively correlated with employees' level of expectancy to stay in the organization. Porter and Steers (1975) regard job content as either the vehicle for personal fulfillment or a source of frustration. Within job content Porter and Steers refer to categories that are also correlated

with turnover, such as role clarity and job autonomy and responsibility. Both variables did not show outstanding measures in this study. However, it is noteworthy that employees' rating on how much responsibility they want in their work with clients had the lowest mean rate in comparison to other rating questions in this study. The researcher suggests that it would be very important to the organization to know which employees want more responsibility, and who want less. Giving the same level of responsibility to all employees may cause an increase in stress for some of them. Stress (see Chapter IV, Figure 14) apparently was the second most important factor for employees in their decision to leave the organization. This concurs with other mental health research into the issues of job satisfaction and burnout. Therefore, attention should be given to job content since it is an important factor in a decision to leave the organization voluntarily.

Team cohesion

Price (1977) states that team cohesion is closely related to his "integration" determinant. Van der Merwe and Miller (1970) believe that it is the most important factor in its effect on turnover. Porter and Steers include in this category unit size, supervisory style, and satisfaction with coworkers. The research supports this determinant strongly. Team cohesiveness was found to correlate with expectancy to

leave; moreover, it had the strongest correlation ($r=.55$) to overall job satisfaction found in this research. The researcher proposes that higher team work expectations within the existing structure of team dependency would enhance team cohesiveness and therefore increase job satisfaction. Furthermore, the researcher emphasizes that leaders' roles in team building and cohesiveness are significant; thus leaders, supervisors, managers, and ultimately the organization may benefit from training in team work and team process.

Job satisfaction and expectancy of leaving

Employee's expectancy of leaving the organization was highly correlated ($r=.05$) with overall job satisfaction. This question about expectancy of leaving the organization within the next year is referred to in the literature as intentions to quit-stay. Among the best individual predictors of turnover is intention to quit. Twenty-two percent of the participants in this study expect to leave their job within the next year. Considering the issue of confidentiality (see Chapter III) and the expected level of turnover in this organization, one might add the "on the fence" (answer 3 on scale) employees to a group called thinking of leaving. This group includes 46% of the subject group. Employees in the "thinking of leaving group" gave 60% of their total most important factors in a decision to leave to reward factors, while the employees who expect to stay chose the same impor-

tant factor just 28% of their total. Consequently, dissatisfaction with pay is the major factor influencing the expectancy of leaving the organization within the next year.

Most important factors in a
decision to leave the organization

The most important factor in a decision to leave the organization was "low salary." Its frequency as the most important factor was three times higher than the second most important factor. The other most important factors are, in order of their frequency: feeling ongoing stress, lack of participation in decision-making processes in regard to the employee's clients, bad relationship with coworkers, lack of effectiveness of treatment with clients, and lack of opportunities to move up in the hierarchy of the agency. One cannot say enough about the issue of low pay; thus the political frame should be used to intervene in this painful issue. Workers' organization across the state may be the only way to improve the pay situation. Of course, employees who stay in their jobs less than a year are difficult to organize, and therefore the cycle continues. The issue of upward mobility may be dealt with by expanding the perception of the organization towards an open system (see measures of interventions). Individual issues like lack of effectiveness of treatment and feelings ongoing stress are once again an

element in the cycle of turnover. They both influence turnover decisions and are influenced by turnover. The researcher believes that these issues reflect a need for higher level clinical work and training and the need for employees to see their residential job as the first step in a mental health career. However, both the fact that CHD recruits staff from the same population that fast-food restaurants recruit from, and the research findings that higher education of employees correlated with less satisfaction and higher intentions to leave, suggests that the organization goes in an opposite direction. Team-level issues like lack of participation in decision-making processes in regard to the employees' clients and bad relationships with coworkers were addressed in the team cohesiveness section. Organizational issues like lack of opportunity to participate in decision-making processes in the agency and disagreement with agency policies should be reevaluated in the agency in a participatory way and not through the procedures currently used in the agency. The latter issue may call for reevaluating the committee system. As explained in Chapter III, the studied organization developed the "parallel organization" structure; the structure supposedly addressed the issue of staff empowerment and increasing staff participation in agency decision making and policies. Although it is beyond the focus of this study, the researcher suggests evaluating the committee structure by: analyzing whether such an organization (of

450 employees) can really have workers perceive themselves as part of the organization's decision-making process; examining the percentages of direct staff presentation, and noting if one person is in more than one committee; examining the communication process, particularly looking at how information flows to and from the representative, and determining whose responsibility it is to communicate, management or staff representatives. Such an evaluation should be done without the use of the committee structure.

Employee's stages of development
and most important factors

This segment includes the implications of the developmental turnover theoretical frame suggested earlier in this chapter. The researcher suggests incorporating the findings about the stages into the organizational process of addressing the above most important factors in a decision to leave the organization. Client, individual, and team-related issues such as lack of effectiveness of treatment, ongoing stress, and lack of participation in client-related decision-making processes tend to be more of a concern to employees who belong to the first stage of development. Thus, employees who were assessed to fit the stage one profile of low-competence, high morale should be given, for example, more content-related training (clinical training) than involvement in organizational decision making. Employees who are assessed to fit

a low-competence, low-morale profile seem to be in a higher risk of voluntary turnover. Reward factors like pay would become a major concern for this group, while individual issues like stress would still need to be addressed. However, organizational- related factors are not yet a priority in this stage. Employees who can be identified by their high-morale, high-competence qualities tend to be highly concerned with reward factors and organizational factors. However, they would be less concerned with individual and team issues. Same concerns would be shared by employees who fit the high competence, low morale profile. Since this group has a higher turnover risk, the organization may want to consolidate its efforts and address this group's particular needs by, for example, having individuals take part in the organization's management practices and decision-making processes as well as creating a system that provides them with more opportunities for upward mobility.

All four cluster factors influence employees' decision to leave the organization. Having a method that can identify what type of factor is more important to each type of employee can increase the allocative efficiency of the scarce resources available to the organization. Porter and Steers (1975) postulate that if an organization doubles the salary for an employee for whom it is not a primary expectation, the salary increase might not be an incentive for the employee to remain on the job. Thus, if the organization can match the need of

the employee with the appropriate intervention, a change in the patterns of avoidable voluntary turnover may occur.

Recommendations for further research

Based on the data and findings of this study, the following recommendations are made:

1. The replication of this study with larger organizations so there will be the capacity to gain better statistical inferences. These studies may include more reliable assessments of employees' competency level and should be longitudinal.
2. The development of research to explore further the relationship between employees' tenure and development stages.
3. The introduction of other organizational frames to employee turnover research, such as the relationship between the individual's frame of viewing organizations (Bolman and Deal, 1984) and reasons for leaving the organization.
4. A study to determine the relationship between level of clinical training and levels of employee turnover in community mental health organizations.

5. A comprehensive research into the relationship between the level of an employee's systematic clinical frame and that person's job satisfaction and turnover behavior.
6. Research on longitudinal turnover in mental health programs.
7. Implementation of suggested interventions from this study into a mental health organization within a longitudinal controlled research design.

Summary and conclusions

This research was unique in its consolidation of voluntary turnover theory within community mental health settings. As discussed in the literature review, turnover research has developed tremendously in the last twenty years. In times of prosperity, workers are hard to find and good employees are hard to keep. However, very little comprehensive turnover research has been conducted in mental health settings during such times. Having 60% turnover in community mental health services in Massachusetts does not seem to help explain the fact that there is so little research into this issue. The main purpose of this research was to study employee turnover behavior and reasons for leaving community mental health organizations through the use of general turnover theory. This study contributes to the general turnover theory by

adding a practical application to the current theories. The dimension introduced in this study was developmental levels, which created four profiles of employees.

The research findings included much and varied information about the studied organization. The study found 50% voluntary turnover and 72% separation rate, for 1988. Descriptive data of the 118 participants gave an interesting overview of many areas, including age, income, education, and tenure. Statistical measures and other forms of interactions led to many significant findings about patterns of workers' reasons for leaving and correlations between variables. As expected, higher age, having children, and longer tenure were correlated with a higher rate of expectation to stay in the organization. However, the income variable led to an important discussion about Porter and Steers' notion of "met expectations." The researcher concluded that when an important turnover determinant like pay was perceived as low, later small increases still kept the perception of pay as low. Thus, the more tenured and competent the employee becomes, the more his/her pay becomes an important turnover determinant. This may apply to any key turnover determinant.

Other high positive relationships were found between team cohesion, job satisfaction, and expectancy to stay in the organization. Many of the above findings could lead to specific organizational interventions to reduce voluntary turnover. The researcher suggested several interventions,

including a system wide effort in regard to practices of recruitment and socialization.

The researcher also incorporated the evidence found from the developmental analyses into the suggestions for the organization. Overall, using a developmental model to show that employees in different developmental stages have different priorities regarding turnover factors can be seen as a first step to bring turnover theory into organizational management practices.

The lack of full sequential congruence between the situational leadership stages and employee tenure was addressed, and recommendations concerning the stages were made.

The researcher indicated the need to expand the ideas from this study into other, much larger organizations. Mental health research should continue to be conducted regarding turnover, with less emphasis on burnout. The notion of employee burnout seems to take the responsibility off of the organization, rather than help reduce the level of turnover. Therefore, organizational interventions should be researched and implemented in controlled and longitudinal studies.

APPENDIX A. QUESTIONNAIRE FOR WORKERS

STUDY OF COMMUNITY MENTAL HEALTH
RESIDENTIAL EMPLOYEES TURNOVER

This study is conducted by a doctoral student at the University of Massachusetts, School of Education. The aim of the study is to learn more about why residential workers decide to leave their organization.

All responses to all questions are completely confidential, please do not write your name on this questionnaire. Completed questionnaires will be analyzed by the doctoral student at the University. Findings resulting from the study will be reported statistically in a dissertation format so that the identity of individuals and single small groups will not be revealed.

INSTRUCTIONS

1. Please answer all questions.
2. Questions 1 to 9 should be answered by circling one of the answers. Questions 10-21 should be answered by circling one of the numbers on the provided 1-5 rating scale. Questions 22 & 23 are rank order questions, directions are given at question 22.
3. Feel free to write any comments you may have in the margins and on the back of the questionnaire.
4. It is important that you be as honest as you can in answering this questionnaire.
5. Please return your completed questionnaire to the researchers envelope.

Thank you in advance for taking the time to complete this questionnaire.

EMPLOYEE TURNOVER IN COMMUNITY RESIDENTIAL SERVICES

THE SURVEY

Section I: (please circle one of the answers)

1. How old are you? (at your last birthday)
 - (1) Less than 20 years old
 - (2) 20 to 24
 - (3) 25 to 29
 - (4) 30 to 34
 - (5) 35 to 39
 - (6) 40 to 49
 - (7) 50 years or older
2. How much schooling have you had?
 - (1) Less than high-school
 - (2) High school/GED
 - (3) Associate degree
 - (4) Bachelor's degree
 - (5) Graduate degree
 - (6) Other
3. What is your present marital (partnership) status?
 - (1) Married
 - (2) Single
 - (3) Other
4. Do you have any children?
 - (1) Yes
 - (2) No
5. Are you the primary earner in your family?
 - (1) Yes
 - (2) No
6. Roughly, what is your total yearly income from this job before taxes and other deductions are made?
 - (1) Less than \$13,000
 - (2) \$13,000 to \$13,999
 - (3) \$14,000 to \$14,999
 - (4) \$15,000 to \$15,999
 - (5) \$16,000 to \$16,999
 - (6) \$17,000 to \$17,999
 - (7) \$18,000 to \$18,999
 - (8) \$19,000 or more.
7. Your sex?
 - (1) Female
 - (2) Male
8. Are you working?
 - (1) Full time (30 Hours or more)
 - (2) Part time
9. What is the total length of time that you have worked in your present position in this agency?
 - (1) Less than 3 months
 - (2) 3 to 6 months
 - (3) 6 to 9 months
 - (4) 9 to 12 months
 - (5) 12 to 18 months
 - (6) 18 months to 2 years
 - (7) 2 to 3 years
 - (8) more than three years

Section II: Please circle one of the numbers on the rating scale, read the English value for both extremes.

10. In your work with clients, rate how much responsibility do you want? (Responsibility refers to the level of participation and control you want upon decisions that effect your clients directly)
- no responsibility (1) (2) (3) (4) (5) full responsibility
11. Rate how successful you think you are in your work with clients?
- not successful (1) (2) (3) (4) (5) very successful
12. Do you expect to leave your job and agency in the near future (within more or less a year)? Rate your expectation-
- definitely leave (1) (2) (3) (4) (5) definitely not leave
13. Rate the cohesiveness of your team. (Cohesive team may be define as having the following characteristics: full participation, clear communication, able to resolve conflicts successfully, and a high morale pleasant group of people to be with).
- not cohesive team (1) (2) (3) (4) (5) very cohesive team
14. Rate how successful is the treatment your clients receive in your program?
- not successful (1) (2) (3) (4) (5) very successful
15. Rate your overall satisfaction with your job ?
- very dissatisfied (1) (2) (3) (4) (5) very satisfied
16. How would you rate your overall job competence as a residential worker? (competence refers to, knowledge, skills and task accomplishment)
- much below average (1) (2) (3) (4) (5) much above average
17. How would most of your co-workers rate your overall job competence as a residential worker.
- much below average (1) (2) (3) (4) (5) much above average
18. How would your immediate supervisor rate your overall job competence as a residential worker?
- much below average (1) (2) (3) (4) (5) much above average
19. How would you rate your morale (positive energy, excitement and motivation) in your job lately (during the last 6-8 weeks) ?
- much below average (1) (2) (3) (4) (5) much above average
20. How would most of your co-workers rate your morale in your job lately?
- much below average (1) (2) (3) (4) (5) much above average
21. How would your immediate supervisor rate your morale in your job lately?
- much below average (1) (2) (3) (4) (5) much above average

Section III: Rank order factors

22. Listed below are different factors that are believed to explain turnover decisions.

If you were to decide whether to leave your job and agency today, what would be the factors that would influence that decision most.

Please, read the list of factors thoroughly and write the four factors that would influence you today most.

Rank order the 4 factors that you have selected by writing the number that appears next to your selection in the space below.

Your most important factors are (see list below first)

Most important factor for me is # _____

Second most.....# _____

Third.....# _____

Fourth.....# _____

Suggestion: first read the following list and check about 10 factors that seem important to you, then, find four out of the 10 you have checked that are the most important to your decision to leave the agency if it were to be made today.

LIST OF FACTORS

1. Bad relationship with my co-workers.
2. Not feeling part of my team (part of my unit staff).
3. Not enough responsibility and autonomy in my job.
4. Too much responsibility and autonomy in my job.
5. Lack of effectiveness of treatment with my clients.
6. Low salary.
7. Lack of clear communication in my agency.
8. Lack of clear communication about my role.
9. Lack of opportunities for me to participate in the decision making processes in my agency.
10. Lack of my participation in decision making processes in regard to my clients.
11. Lack of opportunity to move up in the hierarchy of my agency.
12. Lack of a merit pay system (better worker gets more pay).
13. Bad relationship with my supervisor.
14. Lack of satisfaction from my direct service work.
15. Lack of satisfaction with the physical conditions of my work place.
16. Feeling on going stress.
17. Not identifying with my organizational values and goals.
18. Disagreeing with organizational policies in my agency.

23. Now, using the same list of factors, rank order the four factors that would least influence your decision to leave your job, if you were to decide about it today.

Please write the number next to your selections here:

Your least important factors are:

Least important factor for me is # _____

Second least.....# _____

Third.....# _____

Fourth.....# _____

APPENDIX B. ADDITIONAL QUESTIONNAIRE FOR LEAVERS

Section IV: Present work status, Please, circle your answer.

24. Why did you leave CHD?
(Circle any that apply)

- (1) Continue education
- (2) Health reasons
- (3) Family commitment
- (4) Personal reason
- (5) Had to move out of the area
- (6) Dissatisfaction with agency and/or job
- (7) Dissatisfaction with pay
- (8) Other: _____

25. Do you hold a new job now?

- (1) Yes
- (2) No

If yes, please continue with question #26. If no, thank you for your time, and I will call you within a week.

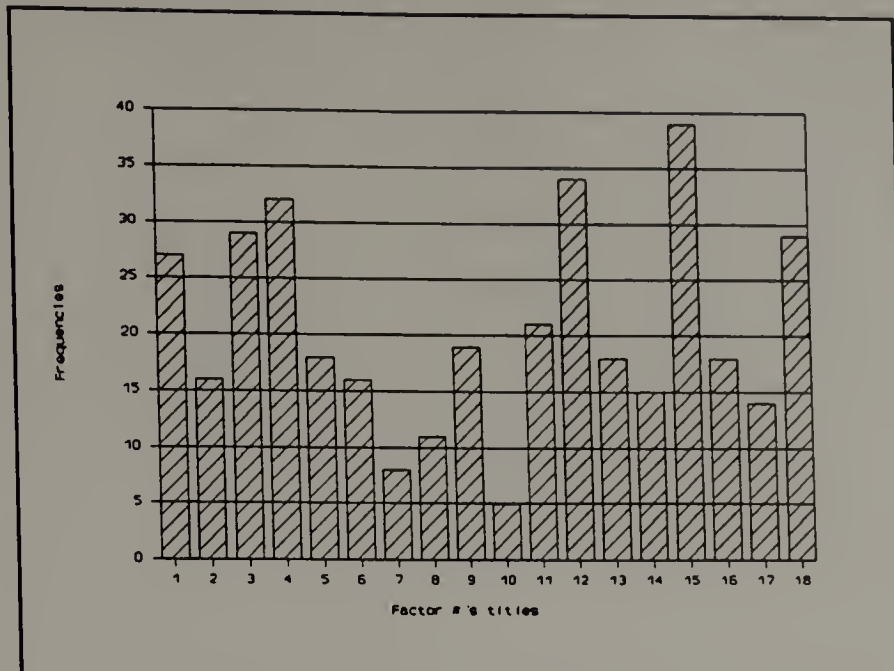
26. Is your new position in the mental health field?

- (1) Yes
- (2) No

27. Is your salary higher in your new position compared to your CHD salary?

- (1) Yes
- (2) No

APPENDIX C. FIGURE. LEAST IMPORTANT TURNOVER FACTORS



LIST OF FACTORS

1. Bad relationship with my co-workers.
2. Not feeling part of my team (part of my unit staff).
3. Not enough responsibility and autonomy in my job.
4. Too much responsibility and autonomy in my job.
5. Lack of effectiveness of treatment with my clients.
6. Low salary.
7. Lack of clear communication in my agency.
8. Lack of clear communication about my role.
9. Lack of opportunities for me to participate in the decision making processes in my agency.
10. Lack of my participation in decision making processes in regard to my clients.
11. Lack of opportunity to move up in the hierarchy of my agency.
12. Lack of a merit pay system (better worker gets more pay).
13. Bad relationship with my supervisor.
14. Lack of satisfaction from my direct service work.
15. Lack of satisfaction with the physical conditions of my work place.
16. Feeling on going stress.
17. Not identifying with my organizational values and goals.
18. Disagreeing with organizational policies in my agency.

JOB OPENINGS/ TRAINING

Newsletter

Job Openings
October-November 1988

Working with Youth/Families

Protective Service Worker: Conduct protective investigations and evaluate family functioning during assessment period. Experience in protective work preferred, plus knowledge of DSS regulations. Need good writing and communication skills. B.A. in human services field. Send cover letter to Comprehensive Evaluator Services, 24 Elm Street, Suite 6, Westfield, MA 01085. Salary \$19,200.

Residential Counselor: Provide direct care for emotionally disabled adolescents. Responsibilities include resident supervision, teaching appropriate daily living and social skills, following treatment goals and charting progress. Training provided. Candidate needs to be highly motivated, detail oriented, enthusiastic and compassionate. Full time and part time positions available. Send resume to PACE, 171 Interstate Dr., West Springfield, MA 01089, or call for more information 737-2679. Salary \$15,632.

Teenage Pregnancy Coalition Coordinator: Experienced professional to serve as Coordinator for the Springfield Infant Mortality and Teen Pregnancy Coalition. Position requires excellent communication and organizational skills. Demonstrated experience working with diverse groups plus solid program and fiscal management and supervisory skills. Master's Degree in human services or related field preferred. Send resume to Search Committee, CHD, 332 Birnie Ave., Springfield, MA 01107. Salary \$28,000 - 30,000.

Residential Counselor: Alternative Detention Program provides direct care for a short-term residential program serving court detained youth. Duties include counseling teenagers, advocacy, facilitating group work and

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