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THE PSYCHOLOGY OF THE WITHDRAWAL PROCESS: A CROSS-VALIDATIONAL --ETC(U)

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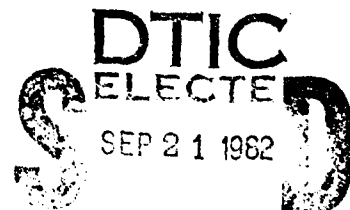
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**The Psychology of the Withdrawal Process:
A Cross-Validation Test of Mobley's
Intermediate Linkages Model of Turnover
in Two Samples**

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double cross-validated, both within and between samples, in the prediction
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**The Psychology of the Withdrawal Process:
A Cross-Validation Test of Mobley's Intermediate Linkages Model
of Turnover in Two Samples**

Although it has been many years since March and Simon (1958) identified the complex psychological processes associated with organizational withdrawal, research on employee turnover has been most often characterized by rather simple prediction models. In recent years there has been a trend toward more sophisticated and comprehensive research on turnover. This trend has been influenced by reviews of the turnover literature which concluded there is a need to move beyond simple job attitude-turnover relationships to examine more complex processes associated with the decision to leave an organization (Mobley, Griffeth, Hand & Meglino, 1979; Muchinsky & Tuttle, 1979; Porter & Steers, 1973). This trend has also been influenced by recent appearance of several comprehensive models of the turnover process (Mobley, 1977; Mobley et al., 1979; Steers & Mowday, 1981).

Perhaps the most comprehensive efforts at modeling the turnover process have been conducted by Mobley and his colleagues. His models have focused on two somewhat different yet complementary facets of the turnover process. First, Mobley (1977) highlighted variables that link job attitudes with actual turnover behavior in his model of the intermediate linkages in the turnover process. This model was less concerned with the determinants of job attitudes relevant to turnover than with their consequences for the turnover decision process. A major contribution of this work was to suggest that job attitudes are most directly related to withdrawal cognitions associated with the decision to leave and only indirectly related to actual turnover behavior. Mobley's second model (Mobley et al., 1979) attempted

to more comprehensively identify the broad range of factors that can initiate the desire to leave an organization. This model was less concerned with intermediate linkages in the decision process than with complex relationships between job-related and non-job factors that can influence the initiation of the decision process. While this later model did not entirely ignore process considerations in the turnover decision, the primary focus was clearly on a broader range of predictors.

The two models proposed by Mobley and his colleagues examine somewhat different yet related aspects of the turnover decision process. Because the two models are complementary in their focus, research directed toward testing both models has the potential to increase our understanding of employee turnover in organizations. The purpose of this study was to extend Mobley's intermediate linkages model of the turnover decision process and to examine its validity within a cross-validated design in two diverse samples. Before describing the study in greater detail, Mobley's model and available research evidence bearing on the model will be discussed.

Intermediate Linkages Model of Turnover

Following the earlier theoretical work of both March and Simon (1958) and Fishbein and Ajzen (1975), Mobley (1977) made several general predictions. Job attitudes should be most directly related to withdrawal cognitions and only indirectly related to actual turnover behavior. Moreover, the best predictor of turnover should be the employee's behavioral intention to leave the organization. A simplified version of Mobley's (1977) model presented by Mobley, Horner and Hollingsworth (1978) suggested the following causal linkages: 1) job satisfaction → thought about leaving; 2) thoughts about leaving → intention to search; 3) probability of finding an acceptable

alternative → intention to search; 4) intention to search → intention to quit; and 5) intention to quit → turnover.

Several empirical tests of this model have been conducted. Mobley et al. (1978) tested the model among a sample of hospital employees engaged in a variety of different tasks. Using a series of regression equations in which each variable in the model served as the dependent variable predicted by preceding variables, they found general support for the major linkages proposed by the model. More specifically, the best predictor of turnover was intention to quit. Moreover, job satisfaction, thoughts about quitting, intention to search, and probability of finding an acceptable alternative were unrelated to turnover when intention to quit was controlled. Although Mobley et al. (1978) were able to provide some support for the model, a weakness of their study was the failure to cross-validate the results. They placed considerable importance on interpretation of the relative magnitude and significance of regression coefficients, which may be risky in the absence of cross-validation.

A more recent test of the Mobley model has been reported by Miller, Katerberg and Hulin (1979). Departing from the methodology used by Mobley et al. (1978), they simplified the model by classifying variables into one of four groups: 1) withdrawal behavior; 2) withdrawal cognitions (e.g., think about quitting, intention to search, intention to quit); 3) career mobility (e.g., probability of finding an alternative); and 4) job attitudes. As predicted by the model, they found withdrawal cognitions explained the greatest proportion of variance in turnover among two samples of National Guard personnel. Moreover, little additional variance was explained by adding either job satisfaction or career mobility to the prediction of turnover by withdrawal cognitions. Strong support was claimed for the model

based on double cross-validation of the results across the two samples.

Michaels and Spector (1982) recently tested a simplified version of Mobley et al.'s (1979) more comprehensive turnover model. Although this study focused less attention on the turnover decision process, it was found that the most direct predictor of turnover was the intention to quit. Moreover, the influence of job satisfaction and organizational commitment on turnover was indirect through the relationship of these variables to behavioral intentions. Daleo, Silverman and Schuck (1981) reanalyzed data from five tests of Mobley et al.'s (1978) simplified model using path analytic procedures and found consistent support for the basic propositions, although differences were found in the paths and path coefficients across specific studies. Dailey, Strasser and Bateman (1982) longitudinally tested an expanded version of Mobley's (1977) model to predict intention to leave among nursing personnel from four hospitals. Similar, but not identical, path models were found within each of the two time periods in the study. Although the basic propositions of the model were supported, relationships were found to be more complex than originally predicted by Mobley (1977).

Two additional unpublished tests of the Mobley (1977) model are also available. Coverdale and Terborg (1980) tested the model among a small sample of university clerical employees. They found, as predicted, that intention to quit was the only variable significantly related to turnover. Spencer, Steers and Mowday (1981) tested the model among university personnel and cross-validated the results against Mobley et al.'s (1978) original data. In addition, they extended the model by including two additional search variables (extent and results of search) suggested by Mobley (1977). Although adding the search variables did little to improve the prediction of turnover intentions, strong support was found for the basic model. The results were

cross-validated both within the university sample and between this sample and Mobley et al.'s (1978) hospital employees. A general limitation of the Spencer et al. (1981) study was that turnover intentions rather than actual turnover behavior were examined.

Empirical support for the model proposed by Mobley (1977) appears to be available. There remains a need, however, to continue research on the model. As Miller et al. (1979) noted, further research needs to examine the model among diverse samples and using different measurement techniques. In addition, there is a need to extend the model to incorporate different constructs than have been examined in the past. Mobley et al. (1978), for example, suggested future studies examine organizational commitment as a predictor of turnover within the model. Incorporating commitment into the model may confound the attitude measure and withdrawal cognitions, since commitment, as commonly measured, includes desire to remain as a component in its definition (cf. Hom, Katerberg & Hulin, 1979). Controlling withdrawal cognitions in the prediction of turnover by commitment, however, empirically helps to eliminate the problem.

The purpose of this study was to examine the Mobley (1977) model among employees in two diverse samples. The use of two diverse samples allows for a stronger test of the extent to which the results double cross-validate both within and between the samples. In addition, several measurement refinements were incorporated into this test of the model. First, as suggested by Mobley et al. (1978), organizational commitment was utilized as an attitude measure rather than job satisfaction. Consistent relationships between turnover and commitment have been reported in the literature (e.g., Hom et al., 1979; Mowday, Steers & Porter, 1979; Porter, Steers, Mowday & Boulian, 1974). Secondly, while previous studies have examined the influence of age and tenure on probability of finding an acceptable alternative job,

a measure of perceived ease of mobility reflecting the extent to which a number of factors may either help or hurt a person's chance of finding a job was used in this study. This measure is described in greater detail in the next section.

Method

Samples

Hospital sample. Employees in this sample were primarily females (75%) engaged in entry-level patient care positions in three state-run custodial hospitals in a Midwestern state. Two hospitals were devoted to care for mental patients while the third provided care for the aged. The average age for this sample was 40 years and the average employee had worked in the hospital for 8 years. Most employees had at least some college education. The size of the sample was $N = 267$.

Clerical sample. The $N = 302$ employees in this sample were primarily females (89%) engaged in a variety of entry-level clerical and administrative staff positions in four agencies of state and county government in a Midwestern state. Two of the agencies were involved in public welfare assistance while the other two were primarily administrative or regulatory in nature. The average age for this sample was 35 years and the average employee had been with the agency for 5 years. Most employees had completed at least some college education.

Measures

Organizational commitment. Commitment to the organization was measured using the 15-item instrument developed by Porter and his colleagues (Mowday et al., 1979). This instrument measures commitment in terms of the employee's belief in the values and goals of the organization, willingness to put forth

effort in the pursuit of these goals, and desire to remain a member of the organization. Evidence on the convergent and discriminant validity of this measure has been reported by Mowday et al. (1979). Internal consistency of this measure for the combined samples in this study was $\alpha = .90$.

Withdrawal cognitions. Several single-item measures of withdrawal cognitions were used in the study. Desire to leave was measured by an item worded "all things considered, I would like to find a comparable job in a different organization." This measure was thought to be theoretically similar to Mobley et al.'s (1978) index of "thinking about quitting." In addition, focusing on a comparable job in another organization closely relates this measure to the concept of organizational commitment. The intention to search for a new job was measured by the item "I will probably look for a new job in the near future." Both desire to leave and intention to search were measured on 7-point scales ranging from strongly disagree to strongly agree. Intention to quit/stay was measured by asking employees to indicate how much longer they intended to continue working for the organization. Responses were made by checking one of six categories, ranging from less than 6 months to more than 10 years. For purposes of analysis, employees who indicated they intended to continue working in the organization less than one year were classified as intending to quit. Employees who intended to work for one or more years were classified as intending to stay. The one year period used in classifying employees as either intending to quit or stay corresponds to the approximate amount of time for which turnover data were collected following administration of the questionnaires.

Career mobility cognitions. Perceived ease of finding a new job was measured by a scale adapted from Schwab and Dyer (1974). Employees were asked to indicate the extent to which eight factors (e.g., age, job experi-

ence, job skills, job market, etc.) would either help or hurt their chances of finding another job. Responses were measured on a 5-point scale ranging from "hurt my chances to find a job" to "help my chances to find a job." The eight items were averaged to calculate a summary score for perceived ease of mobility. Internal consistency for this measure was $\alpha = .68$. Probability of finding another job was measured by asking employees to estimate the number of chances out of 100 of finding another job that would be acceptable. Responses were measured on a scale ranging from 0 to 100 in intervals of 10 (e.g., 70 chances out of 100 would correspond to a 70% chance of finding another job).

Turnover. Data on actual turnover were collected from each organization for approximately one year following administration of the questionnaires. For purposes of this study, only employees who either stayed with the organization or voluntarily terminated employment (as determined from organizational records) were included in the analysis. The turnover rates for the hospital and clerical samples were 15% and 25%, respectively.

Procedure

Questionnaires were distributed to employees in small groups during working hours by members of the research team. Subjects were told the purpose of the study was to investigate employee attitudes toward their job and work and that their organization was one of several that was being studied. Participation in the study was entirely voluntary and employees were assured their responses would be held in the strictest confidence. Employees were asked to indicate their name on the questionnaire for purposes of collecting additional data. The vast majority of employees voluntarily complied with this request (i.e., no more than 10 people failed to sign their names).

Results

The means and standard deviations for each measure used in the study are reported for both samples in Table 1. The hospital sample was found to be significantly more committed, more inclined to stay, and have a lower intention to search for another job than the clerical sample. These differences are consistent with the overall turnover rates of the samples (15%

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Insert Table 1 About Here

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vs. 25% for the hospital and clerical samples, respectively). No differences were found between the two samples on the measures of career mobility cognitions or the measure of desire to leave.

Intercorrelations among the study variables for both samples are presented in Table 2. The pattern of intercorrelations was generally similar in each sample, although some differences were noted. Also, relationships between turnover and the other study variables tended to be somewhat stronger in the hospital than clerical sample. The intercorrelations presented in Table 2 are also generally consistent with those reported by both Mobley et al. (1978) and Miller et al. (1979).

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Insert Table 2 About Here

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The major results of this study are presented in two parts. First, regression analyses following procedures used by Mobley et al. (1978) are reported. These analyses focus on the contribution of individual variables in the model when turnover, intention to stay, intention to search, and desire to leave are successively treated as dependent variables in a series of regression equations. Secondly, hierarchical regression analyses following a method used by Miller et al. (1979) were run to examine the pre-

diction of turnover by sets of variables (i.e., commitment, withdrawal cognitions, and career mobility cognitions). In both analyses, the extent to which the regression equations double cross-validated within and across samples was examined. Cross-validation within samples was achieved by splitting the samples on odd-even subject numbers based on an alphabetical listing. Standardized regression coefficients are reported to facilitate interpretation of the regression analyses, although unstandardized coefficients were used in the cross-validations. Each of these analyses are discussed separately below.

Contribution of Variables in the Model Taken Individually

To investigate the direct and indirect effects on turnover of the variables in the model, Mobley et al. (1978) performed a series of regression analyses in which each major variable serves as a dependent variable for the preceding variables. Mobley et al. (1978) suggest that the best predictor of any variable in the model should be the variable immediately preceding it. Evidence for the predicted pattern of relationships is found by examining the magnitude and significance of regression coefficients, with the regression coefficient of the variable immediately preceding the one being predicted expected to be significant and larger than coefficients for other variables. A significant regression coefficient should be found for intention to stay in predicting turnover, for example, but not for any of the other variables in the model.

The results of these regression analyses are reported separately for each sample in Table 3. Also reported are the cross validated R_c 's between samples. The cross validated R_c 's within samples and standardized regression coefficients for each sub-sample are reported in Table 4. The results

provide some support for the predicted pattern of relationships within samples. However, none of the regression equations cross-validated either between or within the samples. Examining the pattern of relationships, intention to stay was found to be the best predictor of turnover in each sample, although turnover was also significantly related to intention to search in the clerical sample and commitment in the hospital sample. Intention to stay was most strongly related to intention to search in each sample, although it was also significantly related to commitment in the clerical sample. Both commitment and desire to leave were significantly related to intention to search in both samples. Commitment was most highly related to intention to search in the clerical sample, while desire to leave was most highly related in the hospital sample. Finally, desire to leave was most strongly predicted by commitment in both samples.

Insert Tables 3 and 4 About Here

Contribution of Variables in the Model Taken in Sets

Miller et al. (1979) felt the results presented by Mobley et al. (1978) more clearly supported a simplified model of the withdrawal process. Moreover, they felt that the unreliability of single item measures and instability of regression coefficients made it desirable to combine variables in the prediction of turnover. Following the procedures they used, the measures of intention to stay, intention to search, and desire to leave were combined into a set of variables identified as withdrawal cognitions. Perceived ease of movement and probability of finding a new job were combined to form a set of variables representing mobility cognitions. Finally, organizational commitment was treated as an individual measure.

A series of hierarchical regression analyses examining the prediction of turnover by each set of variables, taken alone and in combination, are presented in Table 5. The strongest relationships were found between turnover and withdrawal cognitions in each sample. Moreover, adding either organizational commitment or mobility cognitions to the prediction of turnover by withdrawal cognitions did not significantly increase explained variance. In fact, the prediction of turnover by withdrawal cognitions alone was only slightly weaker than the prediction of turnover by all three sets of variables combined (i.e., the full model).

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Insert Table 5 About Here
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While these general results are consistent with predictions and similar to those reported by Miller et al. (1979), the results did not cross-validate either within or between the samples. The one exception to this statement concerns the prediction of turnover by organizational commitment. The relationship between commitment and turnover double cross-validated within each sample and between the two samples.

Discussion

The results of this study can be viewed from two perspectives in judging the validity of Mobley's intermediate linkages model of turnover. First, the general patterns of results found within each sample, both when variables were considered individually or in sets, were consistent with the basic predictions of the model. Thus, at this general level of analysis the results provide support for the model. Second, the failure to cross-validate the regression equations either within or between samples raises questions about whether the relative influence of specific variables in the model is stable

within settings or generalizable across samples. Because support for the model is judged by the relative size of regression coefficients within prediction equations, cross-validation would appear to be important evidence in support of the model. Even if minor differences in the absolute magnitude of regression coefficients were observed, cross-validation would be expected if the relative magnitude of the coefficients were consistent across prediction equations. The fact that some weights actually changed signs across analyses, as well as the observed differences in the relative size of weights, undoubtedly accounts for the failure to cross-validate in this study.

Interpretation of the results taken from either of these perspectives is consistent with previous investigations of the Mobley (1977) model. The general pattern of results suggests that the best predictor of turnover among the employees studied was the intention to stay in the organization. Moreover, the influence of organizational commitment on turnover was indirect through its impact on withdrawal cognitions. These basic predictions of the model have now achieved support in several studies (Coverdale & Terborg, 1980; Dailey et al., 1982; Dalessio et al., 1981; Miller et al., 1979; Mobley et al., 1978; Spencer et al., 1981). The role of specific variables in the model, however, has not always proven to be consistent across studies. Successful cross-validation of the model has been reported in two studies (Miller et al., 1979; Spencer et al., 1981), although these investigations differed both in the model tested and the methods of analysis. Two additional studies have not provided entirely consistent results. Generally similar models emerged in the two time periods studied by Dailey et al., (1982), but differences were observed both in the magnitude of path coefficients and in the specific paths of the model. In the most comprehensive comparison of studies, Dalessio et al., (1981) found a number of differences in the

specific paths supported across five studies. Because these last two studies employed path analytic methods of analysis, cross-validation was not specifically attempted. However, the general conclusion that emerges is that specific relationships predicted by the model have been found in some studies, but not in others.

The issue of generalizability of specific relationships predicted by the model across samples thus remains in some doubt. Sampling differences across studies no doubt contributed to some of the instability uncovered in Dalessio et al.'s (1981) comparison. For example, they suggested that the turnover process may differ in fundamental ways for full vs. part-time, upper vs. lower level, and male vs. female employees. In the present study, it might be argued that hospital and clerical employees face very different job markets and thus have different alternative employment opportunities. An examination of mean differences in probability of finding another job and perceived ease of movement between the two samples does not entirely support this conclusion (Table 1). However, differences do emerge when relationships among these two variables and other variables in the model are examined. For example, the probability of finding another job was negatively related to desire to leave for the clerical sample, but unrelated in the hospital sample. For nurses facing a job market characterized by high demand relative to supply, the probability of finding another position may be taken for granted and thus not be taken into consideration in judgments about the desirability of leaving. It is not immediately apparent why clerical employees who perceived a higher probability of finding another job would report a lower desire to leave the organization. Those who remain in the organization could possibly be justifying their failure to take advantage of perceived opportunities by more positively evaluating their present

position (cf., Steers & Mowday, 1981). Such an explanation cannot be directly supported in the present data, however, and thus must be considered speculative.

The differences observed between the two samples in the relationship of mobility cognitions to the other variables suggests that the perceived job market may have complex influences on the turnover decision. The role of mobility cognitions remains poorly understood in the model. While these variables play an important theoretical role in the turnover decision process, previous investigations have also found that they do not always relate to other variables in the predicted fashion (Miller et al., 1979; Mobley et al., 1978). It appears that the perceived chances or ease of finding another job plays a more complex role in the model than originally thought. Miller et al. (1979) suggested that some employees may not be in a position to assess probabilities until after a search for alternatives has been undertaken. These same authors also speculated that probability of finding another job may only become important when general economic conditions are extreme. The influence of individual differences in search behavior and situational differences in economic conditions suggests that the role of mobility cognitions may differ both within and between samples, thus decreasing the likelihood that cross-validation of results will be achieved. Additional research will be required before we completely understand how employees incorporate information about the availability of alternative jobs into their turnover decision processes.

While it is possible to understand why the model did not cross-validate between samples, the failure to cross-validate within samples is more difficult to explain. The procedures used for splitting the samples (odd-even subject number split based on alphabetical lists) do not appear to be a factor because comparable results were obtained when a computer-generated random subsampling

procedure was used to verify the analyses. Moreover, analyses of the regression residuals did not yield a satisfactory explanation for the discrepant results. Perhaps the most plausible explanation for the failure to cross-validate within samples concerns the inherent instability of regression weights and the fact that weights would be expected to become less stable when the number of observations per variable decreases. Splitting samples, whether by random or other means, increases the likelihood of introducing sampling variation that can influence the results. This problem may be particularly acute when working with single item measures of uncertain reliability. Comparison of the standardized regression weights found within subsamples (Table 4) indicates differences emerged both in the magnitude and direction of several coefficients. It is also possible that other variables unmeasured in this study could have systematically differed between the subsamples, although this appears less probable given the procedures used.

The findings with respect to the role of organizational commitment in the turnover decision process are of interest because this variable has most often been viewed as a direct predictor of turnover in previous investigations (Mowday et al., 1979). Organizational commitment was significantly related to withdrawal cognitions, but did not significantly increase explained variance when added to the prediction of turnover by withdrawal cognitions. Like job satisfaction, the influence of commitment on turnover appears to be indirect. The fact that organizational commitment is a complex construct that includes a withdrawal cognition (desire to remain) as part of its definition makes this finding more interesting. Hom and Hulin (1981) have been critical of the prediction of turnover by commitment because that construct includes both an evaluative and cognitive component. The results of this study suggest that an employee's overall evaluation of the organi-

zation is an important influence in the turnover decision process even when the cognitive component of commitment is held constant. Moreover, the importance of organizational commitment in predicting turnover is underscored by the fact that this was the only variable which cross-validated both within and between samples.

The results of this study provide general support for Mobley's (1977) model of the intermediate linkages in the turnover decision process, but also suggest that additional research on the model is desirable. The general propositions of the model (e.g., attitudes are indirectly related to turnover) have now been supported in several studies. However, specific relationships proposed in the model have received mixed support in this study and previous investigations. The validity of the Mobley model will ultimately be judged after evidence from a number of studies has been accumulated. Undoubtedly, the results which are eventually accumulated will not be entirely clear, with some studies positive, others negative, and still others mixed in their support. It is the preponderance of evidence (positive vs. negative) that is important in the conclusions that are drawn about the model. This study contributes additional evidence bearing on the model which, in combination with other investigations, will be helpful in drawing conclusions about the validity of the model and lead to increased understanding of the turnover decision process. That the evidence emerging from this study was not entirely positive may be disappointing to some. It is important to recognize, however, that more is often learned about a model from results that are disconfirming. It is from such results that efforts to refine and revise the model are derived.

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Table 1
Means and Standard Deviations for Organizational Commitment,
Mobility Cognitions, and Withdrawal Cognitions

Study Variables	Hospital Sample	Clerical Sample
Organizational Commitment	4.68 (1.12)	4.47 ^a (1.02)
Mobility Cognitions		
Probability of Finding New Job	56.20 (22.76)	53.16 (21.54)
Perceived Ease of Finding New Job	3.71 (.59)	3.65 (.57)
Withdrawal Cognitions		
Intention to Stay	1.86 (.35)	1.78 ^a (.41)
Intention to Search	2.81 (1.92)	3.39 ^a (2.06)
Desire to Leave	2.87 (1.77)	2.99 (1.75)
Sample Size	253	285

^a Means significantly different at .05 level or greater using two-tailed test.

Table 2

Intercorrelations Among Study Variables for Hospital and Clerical Samples

	Organization Commitment	Desire to Leave	Intention to Search	Probability of Finding New Job	Intention to Stay	Perceived Ease of Finding New Job	Turnover
Organization Commitment		-.62	-.65	-.01	.40	.15	-.32
Desire to Leave	-.52		.70	.01	-.42	-.00	.28
Intention to Search	-.63	.48		.00	-.61	-.01	.35
Probability of Finding New Job	.15	-.10	-.09		-.02	.43	.07
Intention to Stay	.50	-.30	-.54	.05		.04	-.42
Perceived Ease of Finding New Job	.20	-.16	-.08	.44	.08		-.05
Turnover	-.24	.16	.29	.03	-.29	-.00	

Note. Upper triangular portion = Hospital Sample (N = 253)

Lower triangular portion = Clerical Sample (N = 285)

Table 3
Standardized Regression Weights, Multiple Correlations,
and Cross-Validation Between Samples

	Turnover	Intention to Stay	Intention to Search	Desire to Leave
Clerical Sample				
Intention to Stay	-.17**			
Intention to Search	.15**	-.39**		
Desire to Leave	.01	.02	.19**	
Probability of Finding New Job	.05	-.03	-.02	.01
Organization Commitment	-.08	.26**	-.55**	-.52**
Perceived Ease of Finding New Job	.02	-.00	.07	-.05
<u>R</u>	.34**	.58**	.65**	.53**
<u>R_c</u>	.00	.00	.05	.02
Hospital Sample				
Intention to Stay	-.32**			
Intention to Search	.03	-.69**		
Desire to Leave	.03	.02	.46**	
Probability of Finding New Job	.08	-.02	-.02	-.02
Organization Commitment	-.14**	-.06	-.39**	-.64**
Perceived Ease of Finding New Job	-.04	.04	.05	.10*
<u>R</u>	.45**	.64**	.76**	.64**
<u>R_c</u>	.04	.00	.01	.08

* $p < .05$

** $p < .01$

Table 4
Standardized Regression Weights, Multiple Correlations,
and Cross-Validation Within Samples

	Turnover		Intention to Stay		Intention to Search		Desire to Leave	
	1	2	1	2	1	2	1	2
Clerical Sample								
Intention to Stay	-.21	-.38						
Intention to Search	.22	.13	-.71	-.64				
Desire to Leave	.00	.06	-.04	-.08	.41	.51		
Probability of Finding New Job	.04	.07	.02	-.02	-.12	.02	-.04	-.12
Organization Commitment	.09	-.25	.32	.22	-.57	-.51	-.56	-.51
Perceived Ease of Finding New Job	.09	-.08	.03	-.04	.13	-.00	-.08	-.03
<u>R</u>	.30	.45	.50	.66	.64	.67	.55	.52
<u>R_c</u>	-.03	-.03	.02	.02	-.03	-.03	.11	.08
Hospital Sample								
Intention to Stay	-.35	-.48						
Intention to Search	.18	.11	-.56	-.71				
Desire to Leave	-.01	.21	-.09	.17	.66	.73		
Probability of Finding New Job	.01	.12	.02	-.04	.01	-.01	-.01	.07
Organization Commitment	-.12	-.18	-.03	-.06	-.38	-.37	-.53	-.70
Perceived Ease of Finding New Job	-.16	.11	.05	.06	-.03	.14	.04	.13
<u>R</u>	.42	.54	.57	.53	.73	.61	.53	.72
<u>R_c</u>	.08	.05	.01	.09	.17	.12	.10	.12

Note. Sample 1 = Odd; Sample 2 = Even. All R's significant at .05 or better.

Table 5
Hierarchical Regression Analyses for Variable Sets and
Cross-Validation Between and Within Samples

Variable Sets	Sample	\bar{R}^2	R_c^2		R_c^2		Variables Added		
			Between	Within	Odd	Even	Withdrawal Cognitions	Organization Commitment	Career Mobility
							ΔR^2	ΔR^2	ΔR^2
Withdrawal Cognitions	1	.19**	.00	.01	.00	.01	.01	.01	.01
	2	.11**	-.00	.00	.00	.00	.00	.00	.01
Organization Commitment	1	.10**	.10	.09	.04	.09	.10**	.01	.01
	2	.06**	.06	.08	.04	.08	.06**	.07**	.01
Mobility Cognitions	1	.01	.00	.00	.00	.00	.20**	.10**	.01
	2	.00	-.00	.00	.00	.00	.12**	.07**	.01
Withdrawal Cognitions + Organization Commitment	1	.20**	.00	.01	.00	.01	.01	.01	.01
	2	.11**	-.00	.00	.00	.00	.00	.00	.01
Withdrawal Cognitions + Mobility Cognitions	1	.20**	.00	.01	.00	.01	.01	.01	.01
	2	.12**	-.00	.00	.00	.00	.00	.00	.00
Organization Commitment + Mobility Cognitions	1	.11**	-.00	.00	.00	.00	.10**	.01	.01
	2	.07**	-.00	.01	.09	.09	.05**	.00	.01
Withdrawal Cognitions + Organization Commitment + Mobility Cognitions	1	.21**	.00	.01	.00	.01	.01	.01	.01
	2	.12**	-.00	.00	.00	.00	.00	.00	.01

** p < .01

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