

Job Search, Perceptions Of Alternative Employment And Turnover

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Abstract

After the seminal study of turnover, by Mobley (1977), others (Hom, Griffeth, & Sellaro, 1984, Hom & Griffeth, 1988; Steers & Mowday, 1981) have placed a major emphasis upon perceptions of the external labor market (expected utility of search and evaluation of alternatives), intentions to search, actual job search activities and the results of that search upon the turnover decision. Yet, empirical research has tended to ignore the role that the job search plays in turnover. The present study operationalized the concepts of: perceptions of the external labor market, the individual's job search and the results of the job search upon the individual's decision to quit. Subjects were 106 alumni of a branch campus of a large midwestern university. Respondents were employed in a variety of managerial and professional positions. Data were collected through phone interviews and turnover was assessed over a thirteen-month period. Turnover was accurately predicted by the evaluation of alternatives, the intention to search, the expected utility of the search and thoughts of quitting. Each accounted for unique variance in the prediction of turnover. Past search behavior accounted for unique variance in the prediction of the intention to search, the expected utility of search and quitting, and thoughts of quitting.

Introduction

Most research investigating turnover has concentrated on the relationships between the individual, his or her present job, and employer. Frequently, these studies have ignored the complexity of the individual's decision to quit one's present job by ignoring the individual's interactions with the environment external to the organization, i.e, the enactment of job search behaviors and the results of any job search.

The Mobley model of turnover (Mobley, 1977; later expanded by Mobley, Griffeth, and Meglino, 1979; and Mobley, 1982) will serve as a framework for the present investigation. Several variables have been central both to the original Mobley model of turnover and also to the various modifications. These components have been the intention to quit, the intention to search, the actual job search and the influence that alternative employment has upon the turnover decision. Previous research has tended to support the predictive power of the intention to quit and the intention to search for employment in the prediction of turnover. Such support has not been consistently forthcoming for the role that the influence that alternative employment and the actual job search has upon the turnover decision. The research findings on the influence of perceptions of alternative employment and the utility of the search have typically been inconsistent and contradictory (Griffeth & Hom, 1988).

The role played by the actual search behavior and results for employment has been even less clear. Most models of turnover have posited that job search is an intermediate step between dissatisfaction and turnover (Price, 1977; Hulin, Roznowski, & Hachiya, 1985, Mobley, 1977) yet little research on the job search process, itself, exists.

Although most investigations which have examined the Mobley model have supported some of his conceptualization of the turnover process (Mobley, Horner, & Hollingsworth, 1978; Mowday, Koberg & McArthur, 1980; Miller, Katerberg & Hulin, 1979; Michaels and Spector, 1982), rarely have these studies substantiated the influence that alternative employment opportunities have upon the decision to quit. Recent research (Hom and Griffeth, 1988) has substantiated the "logical" influence that the perceptions or expectations of finding a different job have upon the turnover decision. Most people do not typically engage in an activity such as a job search unless they expect that it will be successful. Yet, the exact relationship between alternative employment and the turnover decision has not been resolved (Griffeth & Hom, 1988; Steel & Griffeth, In Press). Mobley (1977) included variables which assessed the individual's perception of alternative job opportunities and interactions with the external environment. Five

such variables were assessed in the present study: (1) the expected utility of the search (2) the evaluation of alternative opportunities (3) the intention to search for alternatives, (4) the actual search for alternatives and (5) the outcomes of those search activities.

Mobley (1977) proposed a heuristic conceptualization of the possible events leading to voluntary turnover. Mobley's model identified a variety of precursors to the act of turnover. His model included both cognitive and behavioral components and was viewed as an attempt to develop a nomological network of both observable and unobservable variables. Briefly, the model consisted of ten steps: an evaluation of the existing job, experienced job dissatisfaction, thoughts of quitting, an evaluation of the expected utility of search and the costs incurred in quitting, an intention to search for alternatives to one's present job, the actual search for alternative employment, a comparison of the alternatives found with one's present job, the intention to quit or stay, and actual quitting or staying. Mobley did not argue that every individual who quits or is contemplating quitting goes through this specific sequence of steps. Nor does he state that job dissatisfaction is the only factor that leads one to the intention of searching for alternative employment and, subsequently, the actual search. Instead, he presented his model in the hope of stimulating both thinking and empirical research directed toward developing a valid descriptive model of turnover and of factors which might influence the decision to change jobs.

Intention to search. Inclusion of intention to search for a different job has added to our ability to model the decision to change jobs. Intention to search has been found to be a significant predictor of the intention to quit as well as of actual quitting (Miller, et al., 1979; Mowday et al., 1980; and Arnold and Feldman, 1982). One general conclusion of all of these studies is that the intention to search for alternative employment is an important component of the turnover decision. Hom et al. (1984) have suggested that decisions to resign precede search decisions, behaviors, and outcomes. Other tests of the Mobley model have shown that search decisions have influenced turnover without being mediated by the decision to quit (Delassio, Silverman and Schuck, 1986; Mowday, Koberg, and McArthur, 1984). Consistent with these findings, Arnold and Feldman (1982) found that search intentions predicted turnover more accurately than quitting intentions did. Hom and Griffeth (1988) concluded that search decisions, activities, and outcomes may influence retention directly rather than through termination decisions.

Success or failure in the job search. Mobley emphasized the "process" nature of turnover and the signifi-

cance of feedback from the job search in any predictive model of turnover. An important source of feedback to an individual on his/her job search is the individual's perception of whether or not the search is showing signs of success. Rarely has the success of the job search been included in the prediction of turnover. An individual may be given confidence or discouragement in his or her search by certain events as well as by the evaluation of those events which imply success or failure in the search. Examples of such events might be: the number of interviews one has had or the number of job offers one has received. Signs of success (or lack of success) in the job search influences the employee's perceptions of whether or not the search would ultimately be successful which should subsequently influence turnover. These experiences may also influence one's perception of alternative employment and thus could make perceptions of alternatives a very "fluid" variable, possibly even changing from day to day, week to week, etc.

Past Search Behavior. Mobley (1977) included the actual search for alternative employment in his proposed model. In his opinion, the intention to search for alternative employment would be followed by an actual job search. Rarely has the actual search for an alternative job or the results of that search been included in the prediction of turnover. Most attempts at operationalizing the individual's job search within turnover studies has been to describe the search in terms of whether or not they were actively seeking alternative employment, the time spent looking for alternative employment, the frequency of their job search activity, and the effort they had exerted in their job search. These measures do not specifically identify what the individual actually does when seeking alternative employment. Such a generalized measure of the search for employment may result in the loss of some meaningful differences in what people consider as part of their job search.

Mobley did not define what activities would constitute a job search, but Dyer (1972), in a study of the reemployment efforts of displaced managers and engineers, listed a number of search activities which might comprise an individual's job search. (Actual search behavior is not a criterion in this study; rather, it is treated only as a predictor.) An individual's search for alternative employment may involve only one behavior or activity, but more likely, it will involve a number of quite different activities (Dyer, 1972). An individual's job search might include: reading newspaper advertisements, talking with one's family or relatives concerning possible job opportunities, reading books or articles about changing jobs or careers, talking with friends about job possibilities, making inquiries to professional and/or trade associations about possible job opportunities,

making inquiries at state employment services for jobs, using employment agencies (this would include private employment agencies and executive placement firms), sending out resumes to organizations, and making direct calls to employers.

The present study attempted to enrich the measurement of the job search process by a greater elucidation of the actual activities that constituted the respondent's job search. The absence of such descriptive measurements of the job search have been notably absent from previous investigations of turnover (Hom & Griffeth, 1988). When actual job-seeking behaviors have been measured, it has usually occurred among the unemployed or new labor force entrants (Schwab, Rynes, & Aldag, 1987). The major contribution of the present study over previous studies is the inclusion of measurements of the search activities and outcomes that an individual might experience in his/her search for alternative employment. The inclusion of these variables expands upon the models of turnover that have been previously discussed.

Method

Sample

The present study investigated turnover during a 13 month period. Respondents were alumni of a branch campus of a large midwestern university. Respondents were selected randomly from a population of alumni living in a two-county area near the university. A sample of 1498 individuals were randomly selected from a population of 2452 alumni. The population was limited to a two-county area because of the cost of interviewing respondents by phone. A letter describing the study and a one-page eligibility screener were mailed to each selected individual (see Appendix A). After one month, a second mailing of the same letter and a screener were sent to those individuals who had not responded to the first mailing. Since many of the addresses were over ten years old, a large number of the non-returns may have resulted from out-of-date addresses. In all, 578 individuals returned the screener: of those, 113 were eligible to participate in the study and were subsequently interviewed. Of those 113, 106 provided usable data.

The sample consisted of individuals primarily between the ages of 21 and 40 (88%). Almost all respondents had at least an undergraduate degree (97%). There were more males (61%) than females (39%), with over half married (55%) and over a quarter never married (29%). The respondent's average hours worked per week was 41. Their tenure ranged from 3 months to 24 years, with a mean of 5 years and 3 months. Respondents worked

in a variety of managerial and professional positions within a variety of organizations and industries.

All data were collected through telephone interviews using interviewers trained by the investigator.

Measures

Turnover. The individual was asked in subsequent interviews if he/she had voluntarily changed employers. Thirteen people (12%) voluntarily left their employers in the following 13 months. Turnover was coded as: stay = 0, and leave = 1.

Intention to quit. The intention to quit was measured with a single item, "Within the next 3 months, do you intend to leave both your present job and employer?" This construct was formed from a seven point, Likert scale: (1) extremely likely to (7) extremely unlikely.

The evaluation of alternatives. This was assessed with a single item, "How attractive are other job possibilities in this area compared to your present job?" This item was anchored on a five point Likert scale: (1) much less attractive to (5) much more attractive than your present job. This question is fortified by other questions in the study concerning the number of job interviews and offers that one had received. It is reasonable to assume that the specific number of interviews and offers one had received also provides a standard for evaluation and comparison with one's present position.

Intention to search for alternative employment. Intention to search was measured with a single item. Each respondent was asked "Within the next 3 months, do you intend to look for a different job with a different employer?" This question was anchored on a seven-point scale ranging from (1) extremely likely to (7) extremely unlikely.

The expected utility of the search. This variable was assessed by two items. The first was "How would you rate the availability of jobs for people with your skills and abilities in this area?" Responses were on a four point scale ranging from (1) no jobs available to (4) many jobs available. The second item was "How likely is it that you will be able to find a different job with at least similar pay and benefits as your present job?" Again, responses were on a four point scale ranging from (1) extremely likely to (4) extremely unlikely. These two items were converted to Z-scores and added together to form a composite measure. Z-scores were used in order to standardize the relative contributions of each item in forming the composite measure.

Thoughts of quitting. Thinking of quitting was assessed by asking each respondent, "In the last 3 months, how often have you thought about leaving both your present job and employer?" This item was on a four point Likert scale: (1) never to (4) constantly. This item is similar in content and format to items asked in several previous studies assessing this variable (Atchison & Lefferts, 1972; Mobley, et al., 1978).

Job satisfaction. Employee job satisfaction was assessed by an instrument developed by Getman, Goldberg and Herman (1976). This instrument was designed specifically for use in phone interviews. The measure consisted of eight items summed to form an index of the employee's general satisfaction with his/her job. These items are shown in Getman et al. (pp. 170-171).

Success or failure of the job search. Each individual was asked to report on his/her perceptions of success or failure in the job search. One question was used to access these perceptions. "In general, how successful has your job search been so far? Would you say it's been very successful, successful, neither successful or unsuccessful, unsuccessful, or very unsuccessful?"

Number of job interviews received. Each respondent was asked for the actual number of job interviews he/she had received in the three preceding months.

Number of job offers received. Each respondent was asked for the actual number of job offers he/she had received in the three preceding months.

Past job search behavior. Each respondent was asked how frequently he/she had engaged in specified job search behaviors in the preceding three months. The ten search behaviors used in this study are listed in Appendix B. A composite measure of these behaviors was created by summing Z-scores for each of the ten behaviors. Z-scores were used in order to standardize the relative contributions of each behavior in forming the composite measure.

Results

The means, range and standard deviations of the variables in this study appear in table 1. The correlations between these variables also appear in table 1. The intercorrelations among the variables measured within this study seem to be consistent with previous research, with the exceptions that the evaluations of alternatives, the expected utility of search and quitting, and past job search behaviors were significantly correlated with turnover.

Following a procedure suggested by Mobley et al., (1978), each variable at a particular stage in the model was regressed on all variables located in earlier stages. Two criteria were used to assess the empirical support for the "general" Mobley model. "First, the amount of unique criterion variance explained by the construct that theoretically directly precedes the criterion (this contribution should also be statistically significant) should be larger than the unique contributions to criterion explanations made by the causally distant predictors. (This standard was not applied to the prediction of job satisfaction since Mobley's model makes no prediction about the relative importance of different causes of satisfaction.) Second, the criterion should be accurately (and significantly) predicted by the combined predictors that represent its theoretical antecedents" (Hom, Griffeth & Sellaro, 1984; p. 150). Because of potential problems with multicollinearity and instability of regression coefficients, the standardized regression weights were not interpreted (Miller et al., 1979; Hom, Griffeth and Sellaro, 1984). The regression weights are only included to provide for comparison with those of previous studies.

Table 2 presents the regression analyses testing the proposed model. Although each variable in the model was significantly predicted by the preceding variables in the model, theoretically closer variables did not always account for the greatest amount of unique variance in the criterion. A major finding of this study was that turnover was strongly predicted. As shown in Table 2, several variables accounted for significant and unique variance in the prediction of turnover: evaluation of alternatives, intention to search, expected utility of the search and thoughts of quitting. Past search behaviors approached significance. As others have found, the intention to quit did not uniquely influence turnover (Hom, et al, 1988). The intention to quit was predicted with confidence. The largest unique contribution to the prediction of this construct was the intention to search. Two other constructs contributed unique variance: expected utility of search and thoughts of quitting. Evaluation of alternatives was moderately predicted. Expected utility of search contributed unique variance in the prediction of the evaluation of alternatives. The intention to search was predicted with confidence. The two constructs of thoughts of quitting and past search behaviors contributed unique variance to the prediction of the intention to search. The expected utility of search and quitting was predicted with moderate confidence. Two variables accounted for unique variance: job search success and past search behaviors. Thoughts of quitting was accurately predicted and job satisfaction made the largest independent contribution to prediction. Past search behavior also contributed unique variance. (Job

Table 1
Means, Standard Deviations and Intercorrelations Among

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11
1. Turnover	.11	.32											
2. Intention to quit	5.11	1.97	.19*										
3. Evaluation of alternatives	2.81	1.17	.34*	.15									
4. Intention to search	3.65	2.32	.27*	.62*	.18*								
5. Expected utility of ^a search and quitting	-----	-----	.25*	.16*	.31*	-.05							
6. Thoughts of quitting	2.06	.79	-.05	.44*	.08	.50*	-.09						
7. Job satisfaction	17.93	3.28	-.14	-.18*	-.18*	-.33*	.18*	-.47*					
8. Job search success	2.66	.91	.00	-.10	-.20*	-.22*	.31*	-.21*	.24*				
9. Number of job offers	.49	1.02	.10	.06	-.04	.00	.23*	-.18*	.19*	.36*			
10. Number of job interviews	.76	1.59	.11	.27*	-.04	.22*	.12	.08	-.02	.29*	.38*		
11. Past search behavior ^a	-----	-----	.16*	.27*	-.14	.43*	-.16*	.30*	-.16*	-.07	.19*	.28*	-----

* $p < .05$

^aThese variables were created from z-scores.

Table 2
Amount of Unique Variance Explained by Predictors and Their Standardized Regression Coefficients

PREDICTORS	CRITERIA									
	Turnover	Intention to Quit	Evaluation of Alternative	Intention to Search	Expected Utility of Search and Quitting	Thoughts of Quitting	Job Search Success	Job Offers	Job Interviews	
	ΔR ²	B	ΔR ²	B	ΔR ²	B	ΔR ²	B	ΔR ²	B
Intention to Quit	.000	-.02	--	--	--	--	--	--	--	--
Evaluation of Alternatives	.045*	.22*	.000	.02	--	--	--	--	--	--
Intention to Search	.029*	-.23*	.159*	.52*	.026	-.20	--	--	--	--
Expected Utility of Search	.030*	.24*	.028*	-.20*	.134*	.40*	.004	-.07	--	--
Thoughts of Quitting	.058*	.26*	.026*	-.21*	.003	-.07	.074*	-.33*	.008	.10
Job Satisfaction	.020	-.17	.002	-.06	.027	-.19	.008	.01	.010	.01
Job Search Success	.000	.05	.003	.07	.054*	-.27*	.022	.17	.036*	.21*
# of Job Offers	.000	-.02	.000	-.01	.000	.03	.000	.000	.022	.02
# of Job Interviews	.000	-.03	.014	-.14	.000	-.01	.018	-.15	.002	.04
Past Search Behavior	.023	.26*	.000	-.02	.027	-.20	.056*	-.27*	.033*	-.20
R:	.52*	.69*	.52*	.62*	.40*	.55*	.43*	.39*		
R ² :	.27	.47	.27	.38	.16	.30	.19	.16		

*P < .05

satisfaction was not predicted since there were no specific hypotheses concerning what factors would influence job satisfaction.) Job search success was predicted with moderate accuracy. Two constructs contributed unique variance: the number of job offers received and number of job interviews received. The number of job offers received was also predicted with moderate confidence. Unique variance was contributed by the number of job interviews received.

Discussion

Major Findings

There are two significant findings of the present research. The first is in the identification of the impact that aspects of an individual's search for a different job have upon the turnover decision. The job search was separated into: search cognitions, search activities and behaviors, and search outcomes. Such influences, though logically appealing, have rarely been included in investigations of turnover. The second is the influence that perceptions of alternative employment opportunities had upon the individual's decision to quit one's present job.

Previous research has found that the inclusion of variables assessing an individual's intention to search for a different job have provided additional explanatory power in predicting turnover-(Arnold & Feldman, 1982; Hom & Griffeth, 1988). In the present study, similar conclusions can be drawn for the following variables: intention to search, the evaluation of alternatives, the expected utility of the search and thoughts of quitting. Each contributed uniquely to the prediction of turnover. It is particularly noteworthy that the behavioral intention to quit failed to contribute uniquely to the prediction of turnover. Previous studies have demonstrated the significance of the intention to quit as a correlate of turnover. The inclusion of the intention to search and various search behaviors might have accounted for the variance previously attributed to the intention to quit. The measure of the individual's past search behavior approached significance in the prediction of turnover.

The finding that both the evaluation of alternatives and the expected utility of the search significantly influenced turnover is contrary to most previous studies examining the Mobley model as well as other models of turnover (Hulin, Roznowski, & Hachiya, 1985). One possible explanation for the strong influence that perceptions of alternative employment had upon turnover in this study might have been because this study was conducted during a period of relatively low economic activity and high unemployment (1981-82). A second reason, as stated earlier, might be that employees

who initiate search activities would gain more accurate information concerning the availability of jobs in the labor market, and thus there would be a greater correspondence between their perceptions and objective estimates of employment opportunities (Dreher & Dougherty, 1980). Respondents' perceptions of alternatives would also be more salient and respondents would have greater confidence in their perceptions when they had actually initiated some form of search cognition and activity; and they would thus be in a better position to validate their perceptions.

A third possible reason might be the heterogeneous sample used in the present study. Previous research has frequently shown that characteristics of a particular occupation, department, organization, or industry can significantly affect individual attitudes, perceptions of the work situation (Adams, Laker & Hulin, 1977) and subsequently influence the relationships that have been found between these variables. This has been particularly true of research in the area of turnover (Dalessio, Silverman & Shuck, 1986; Cotton & Tuttle, 1986). Dalessio, Silverman and Shuck (1986), re-analyzed several data sets collected on the Mobley, Horner, and Hollingsworth (1978) model of turnover. Although finding support for some of the relationships hypothesized by Mobley et al. (1978), they found inconsistencies for many of the specific linkages proposed by Mobley et al. model. Dalessio et al., (1986) suggested that one possible reason for these inconsistencies was the diversity of sample characteristics. They recommend that more attention be given to the possible differences in the turnover process among members of different occupations, levels within organizations, or for that matter, differences among organizations and industries as well. Terborg and Lee (1984) also reported differences in the usefulness of various variables in predicting turnover for sales personnel versus managers in a merchandising organization. Looking at turnover within a particular organization or industry may unintentionally assess a systematic influence which may restrict the possible variance of various components of the model being examined. Using the present sampling design provided an opportunity for the components of the turnover model to vary more freely than would be possible in a more homogeneous sample. In discussing the inherent bias in turnover research in occupationally-homogenous groups, Steel and Griffeth (in press) have concluded, that restricting studies of turnover theory to such homogeneous samples risks underestimating the contributions of various model parameters. Their proposed remedy is to systematically sample across a greater range of occupations.

Limitation

One potential limitation with the present study was that several of the components of the model were measured with one-item scales and thus do not provide an opportunity to assess their reliability. The use of one-item scales to measure various constructs of most models of turnover is a common, although not necessarily an appropriate approach. Future research should use multiple item scales to measure the constructs of interest.

Implications for Managers and Future Research

Managing employee turnover is of critical importance to most organizations. In general, a better understanding of the process by which an individual arrives at the decision to quit should enhance managerial response to better controlling turnover. The present study identified the significant role that perceptions of alternative employment opportunities has upon the decision to quit one's present job. The "grass is always greener" perspective is one that must be addressed by management as they communicate the benefits of maintaining employment of the their current employees.

Future research should continue to study the role that various aspects of the job search play in the turnover decision. One potentially beneficial line of inquiry would be to examine more closely the activities and behaviors an individual employs in his or her search for alternative employment. Most empirical studies of turnover have restricted their assessment of the job search process to the intention to look for a different job, the amount of effort, time spent, or distance traveled. One criticism of the turnover literature is that too much emphasis has been placed on the intention to look for a job and not on what the individual does to operationalize that intention. A second criticism is that even when specific search activities are assessed, they often are excluded from the prediction of turnover because of the difficulty involved in forming a composite index of the behaviors and activities involved in the search. Future research might attempt to better describe and assess the individual's actual search for alternative employment. Such information might more accurately model the turnover process and could increase the predictiveness of job change. Such an assessment might also provide some indication of the strength of the individual's desire to withdraw from his present employment as well as allow one to determine the degree to which the job search moderates the relationship between employee dissatisfaction and turnover and/or other forms of employee withdrawal (Price, 1977). Job search behaviors clearly differ greatly in the degree of effort required. Differing types and amounts of search activities may reflect joint differences in present job dissatis-

faction and in commitment toward finding a different job. Also, the "act" of searching for a different job "may psychologically commit" the individual to the act of quitting.

Another area for future inquiry is the role that the individual's job search has in shaping perceptions of alternative employment. In the present study, perceptions of job search success influenced both the evaluation of alternatives and the expected utility of the search. Perceptions of job search success were in turn influenced by the frequency of job offers, interviews, and the frequency of past search behavior. This last finding indicates the possibility of feedback loops between an individual's job search efforts, the individual's perceptions of alternative employment and the other components of the individual's decision to quit. Such feedback loops have been suggested in the past (Mobley, 1982a) and are indicative of the "process" of the individual's decision to quit that often eludes those who study turnover (Mobley, 1982b). Ultimately, a successful job search would be one in which the individual acquires an alternative job which he/she values more than the present job. By the same token, an unsuccessful search might be defined as either not finding another job or finding "unacceptable" and less desirable jobs or jobs considered to be "equal" to what they already have if their intention had been to obtain a better job. Although measured at the same point in time as the other variables in this study, a respondent's past search activities and behaviors as well as the outcomes from the search were retrospective reports of what had transpired during the previous three months. These variables, in essence, represented feedback to the respondents' employment search. The assessment and influence of such feedback is extremely important to the decision to quit and should be included in future research on turnover.

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Appendix A

The following criteria were used to identify individuals who would be eligible for the present study.

- a. Each respondent had to be at least thinking about changing jobs, either with his or her present employer or a different employer.
- b. Each respondent had to be working for someone else, not self-employed.

Appendix B

Means, Standard Deviations, Median and Range for Job Search Behaviors

	Mean	Standard Deviation	Median	Range
1. Read the classified ads for possible jobs.	32.76	34.34	12	0-99
2. Talked with relatives or your family concerning possible jobs.	6.62	11.81	3	0-90
3. Read books or articles that were about changing one's job or career.	3.88	4.84	3	0-25
4. Talked with friends concerning possible jobs.	9.19	15.63	4.5	0-99
5. Talked with present or former employers concerning possible jobs.	1.65	3.34	0	0-24
6. Inquired with professional or trade associations about possible jobs.	.93	2.37	0	0-12
7. Inquired with the state employment service for available jobs.	.36	1.48	0	0-12
8. Sent out resumes to potential employers.	2.49	5.43	0	0-28
9. Talked with other employment agencies, such as private ones.	.51	1.15	0	0-6
10. Applied in person (or directly) to potential employers.	1.51	3.57	0	0-25

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