

A STUDY OF EMPLOYEE ATTITUDES  
AS THEY AFFECT ABSENTEEISM AND TURNOVER  
IN A GOVERNMENT CORPORATION

by

Sonya Odilia Martin

RESEARCH PROJECT SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION  
in the Department  
of  
Economics and Commerce

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SIMON FRASER UNIVERSITY

May 1977

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Name:

Sonya Odilia Martin

Degree:

Master of Business Administration

Title of Research Project:

A Study of Employee Attitudes as  
they Affect Absenteeism and  
Turnover in a Government  
Corporation

Supervisory Committee:

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George C. Hoyt, Professor

---

A. Clifford Silcox, Assistant  
Professor

Date Approved:

July 20, 1977

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Title of Research Project

A Study of Employee Attitudes as they affect  
absenteeism and turnover in a government corporation.

Author: \_\_\_\_\_

(signature)

Sonya O. Martin

(name)

June 29/77.

(date)

## ABSTRACT

This study explored differences in attitude between two sections of a B. C. government corporation as causes of absenteeism and turnover. The two sections of the company under observation employ one hundred and sixty-four people. No previous study of this kind has been carried out in a governmental setting in this province.

As a preliminary indication of attitude differences, a casual observation of five parameters - attendance, peer group interaction, work habits, supervisory style and organizational climate, was used. It was believed that these parameters would encompass all differences in the attitudes and behavior between the two sections of the corporation. The preliminary results did suggest a differential. These results were used as a starting point for a more detailed study designed to explore further this distinction and to determine the variances in both absenteeism and turnover which might be attributed to the different attitudes.

A questionnaire consisting of twenty-one questions relating to five major variables was used. These variables were: job satisfaction, peer group interaction, supervisory style, task repetitiveness and company policy and salary. In addition three short written answers were solicited in order to capture any possible employee attitudes which may have been overlooked or not properly obtained with the previous questions. The questionnaire was sent to one hundred and eighty-six

people (including some who had already left the company). Sixty-two questionnaires were returned of which five were not completed (a completion rate of slightly over 30%).

The results did not show any significant difference in attitude levels or in perceived absenteeism between the two sections. Thus the results failed to confirm the hypotheses generated from the observational phase of the study. However (for the technical/clerical personnel only), correlational tests revealed a strong negative correlation between the five variables and absenteeism. For all personnel, four of the five variables were negatively correlated to absenteeism (the exception was "peer group interaction"). Of these four, all but supervisory style has been consistently confirmed in the literature.

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## FOREWORD

This research project is an attempt to search for attitudinal causes of behavior, absenteeism and turnover in a government corporation. I sincerely hope I have obtained results which will provide anyone embarking in similar study of a government corporation with ground work for further study.

I would like to express my profound gratitude to my first advisor, Dr. G.C. Hoyt for giving me confidence and moral support. I also express my gratitude to my second advisor, A.C. Silcox, for the hours spent guiding, correcting, clarifying and supporting me in my effort.

## CHAPTER 1

### INTRODUCTION

#### General Problems of Absenteeism and Turnover

Absenteeism and turnover are symptomatic of organizational shortcomings. Absenteeism is a form of withdrawal which is not easily detected, and, in most cases, is not taken sufficiently seriously by management. "Absenteeism is a temporary measure to avoid an unrewarding situation without the loss of employment" (Porter & Steers, 1973). Most companies today carry some type of sick leave plan which entitles the employee to be absent from work for a certain period of time without loss of pay or promotion. Furthermore, the decision to be absent is easier and less consequential than the decision to leave permanently. It can be considered a predictor or a substitute for turnover in particular situations. However, when dissatisfaction persists and the employee is no longer able to cope with it, he or she will then make the more drastic decision to leave for a more rewarding job elsewhere. Therefore, absenteeism is a cost that can be added to the total turnover cost of an unsatisfactory work situation.

Turnover may be considered, in some respects, to be a healthy phenomenon. A person leaving an unrewarding or undesirable job may find a more satisfactory one. A company losing one ineffective



performer may be able to offer a position to a better performer.

But overall, turnover is an expensive withdrawal phenomenon. Expenses are incurred by the personnel department in advertising to attract, engage, and retain new staff and in the training of the new employee. Costs may also appear in the form of salaries paid to two employees doing the same job during the period of transition.

Besides the direct cost which can be translated into dollars and cents, a less tangible expense is that related to the behavioral patterns of the employees affected by the turnover within the department experiencing the phenomenon. The cost is observable in the decrease and interruption of the work flow and the decline in the quantity and quality of production.

Studies which are currently being conducted (Silcox, 1976) show that one cost of turnover is reaction to the entry of a new employee into a department. Affected employees show an "uncommitted" attitude toward the new employee for a certain period of time. This "neutral" attitude is a natural and widespread reaction. The new employee is "abstractly" tested to assess if he or she should or should not be accepted into the group. This period of evaluation produces a decrease in the quantity and quality of work until the group arrives at the decision to include the new employee within the group.

High absenteeism and turnover are therefore detrimental to the company and the employees. An attempt should be made to eliminate, as much as possible, the withdrawal symptoms, by creating an attitude of well-being with respect to the job and the work environment.

### Description of the Specific Problem under Study

This research has been undertaken to determine the factors which affect the rate of absenteeism and turnover in a particular government corporation. The corporation being examined in this research is divided into two sections: section A, with all the administrative personnel, and section B, with all the computer personnel. In section A there are at present 94 employees of whom 6 are part of management. In section B there are 70 employees of whom 5 are part of management. This situation is almost ideal for this type of research because the environment is highly bureaucratic, the work, management and supervisory style have not changed for several years, and advancement is essentially a function of seniority. Further both sections can be tested simultaneously and the data compared.

The job content in these two sections of the corporation is very similar. Each employee has certain tasks that have to be completed within a certain time. These tasks usually cover a period of work of one to four weeks. At the end of this period the tasks are repeated. These tasks are defined and guided not by any written methods or procedures, but by certain unwritten traditional ways, which are passed from employee to employee. From observation it does not appear that the jobs have been changed or modified in any way for a long period of time. The employees have developed a pattern of work, unplanned and undetected even by the employees themselves, which regulates the work flow, breaks the monotony of the day, minimizes the responsibilities for the work done and helps to avoid any excessive use of energy or effort.

In observation of and conversation with the employees, the observer detected that most of the employees seem to have a low level of job satisfaction and low morale. It is also apparent that the employees do not seem to have any esteem or consideration for their supervisors, nor do they appear attached to the job or to the company in any way.

Although the tasks performed in both sections are relatively repetitive and monotonous, the observer noticed particular differences in the attitude and behavior between the two sections. The employees in section A appear to be less satisfied with the work and their environment than the employees in section B. The latter seem to be relatively happy with their work, to have a common goal to achieve certain determined results, and to be better adapted to the work environment. Further evidence from casual observation will be presented later.

In the next Chapter a literature survey and two hypotheses will be presented which will guide the further course of this research.

## CHAPTER II

### HYPOTHESES

Attitude has been defined as a "predisposition or a tendency of a person to evaluate some symbol, person, place or thing in a favourable or unfavourable manner. In essence an attitude is a state of mind which the individual carries around in his head, through which he focuses on particular objects in his environment" (J. Kelly, 1974). Attitudes toward work are influenced by certain needs, called motivators, which may or may not be satisfied. In other words, these motivating agents determine whether the individual will respond positively or negatively towards the job. If the individual perceives some "reward" in his work, his attitude will be one of satisfaction and he will pursue the behavior which led to the gratification of his needs. If the individual does not perceive any "reward," his behavior will lead to a negative attitude towards the work, he will not pursue gratification, will possibly engage in absenteeism, and, in a stressed situation, contribute to turnover.

From the above argument and observation of the employees two hypotheses are drawn in this research. The first hypothesis is:

"There is a significant attitude difference between the two sections of the corporation"

and the second hypothesis is:

"If attitude is different, then the absenteeism rate and the turnover rate should also be different in the two sections."

Among all the elements of dissatisfaction causing or contributing to absenteeism and turnover, discussed in all the literature, five variables have been selected. These variables appear to provide a logical explanation for the withdrawal symptoms in the particular corporation under study. This does not mean that other elements may not, directly or indirectly, affect the behavior, but it means that in the particular situation in this corporation, these five variables appear to be most applicable. These elements are: job satisfaction and job motivation, supervisory style, peer group interaction, task repetitiveness, and company policy and salary.

#### Discussion and Literature Survey of the Specific Elements

Five variable elements will be considered in the attempt to search for the forces influencing absenteeism and turnover in the government corporation. These variables have been studied and tested by several researchers and many inconsistencies have been found in the results obtained. Some discrepancies were found for each of the five variable elements presented here. It is difficult to explain these discrepancies, except to speculate that they are related somehow to the methodology used and/or to differences in the employees tested. Another possibility is that the two types of withdrawal may not have the same roots, as suggested. Let us now turn to the literature survey for the five variables and to the predicted results for this research.

### Job Satisfaction and Job Motivation

The degree to which personal needs are satisfied by a person's employment is directly related to the likelihood of his or her staying in the company. These personal needs include recognition, achievement, being entrusted with responsibilities, advancement, expression of one's abilities and finding the work itself interesting. When these needs are satisfied by the job, the person is motivated to achieve an established performance level, and to continue using the job to satisfy his or her needs.

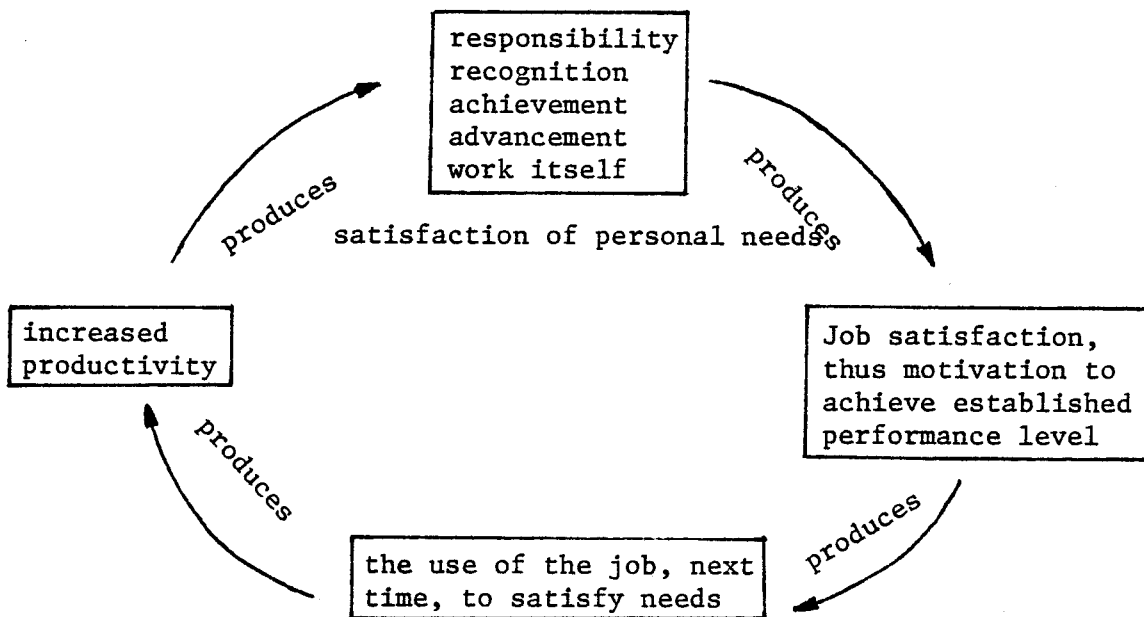


Figure 2.1 - Motivation Circle.

This motivation will lead to increased productivity which itself increases the worker's satisfaction. "Thus gratification will accrue from accomplishment, from the expression of one's abilities, and from the exercising of one's decisions" (Herzberg, 1957). The individual's expectation is that his or her behavior will lead to reward or incentive. This is illustrated in figure 2.1.

When personal needs are not satisfied by the job, the person will not be motivated to achieve the established performance level, thus in the long run, reducing the motivation to produce more. Reduced productivity will reduce the worker's satisfaction, thus reducing the expectation of reward and incentive. The employee will be dissatisfied with the job, and he or she will not use the job next time to satisfy needs (Figure 2.2). When this situation persists, the lack of fulfillment and dissatisfaction become a continual source of frustrations, and have a significant impact on absenteeism behavior. When outside conditions are such as to present opportunities advantageous to the employee, absenteeism will change into turnover.

Most of the literature has been concerned with the concept that job satisfaction and job motivation are central factors in withdrawal behavior and that they represent an important force in the employee's decision to participate within the company. Job satisfaction is defined as an overall positive attitude towards the job and its environment. Job motivation is defined as the tendency to perform or to expend the

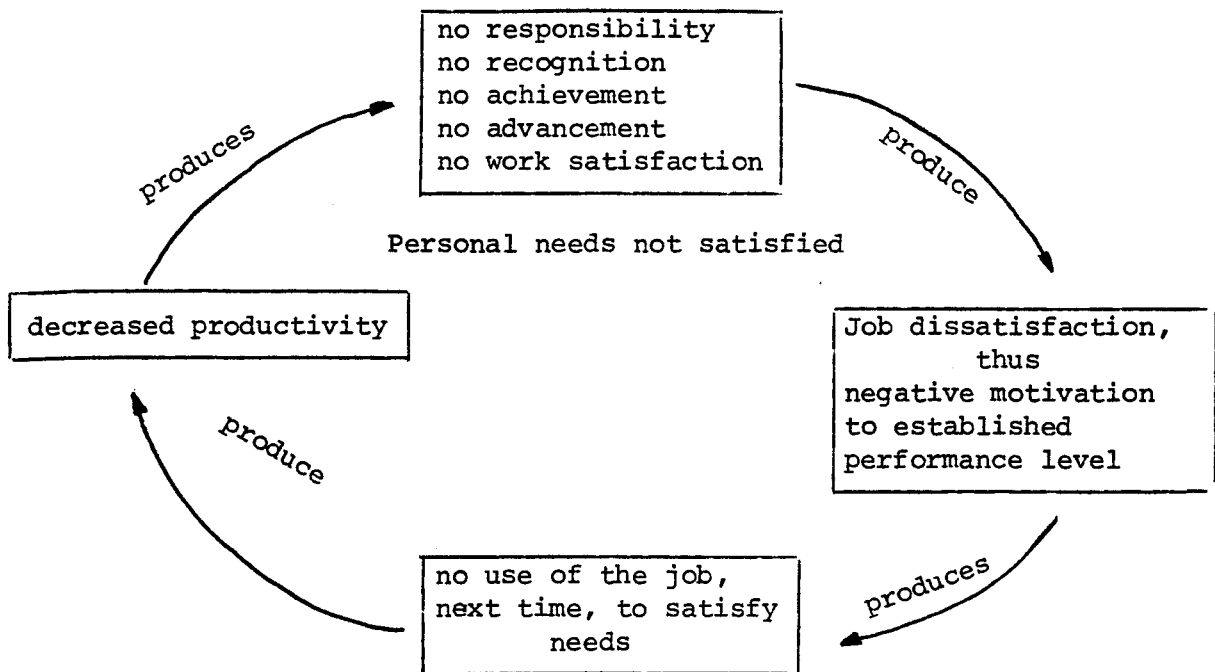


Figure 2.2 - Non-Motivation Circle

effort required to maintain a higher quantity and quality of output. Wofford (1971) based a study upon a theoretical formulation of the work of Rotter (1955), Davidson, Suppes and Siegel (1957) and Vroom (1964). This formulation holds that job satisfaction is a function of the strength of certain needs of a person and the extent to which these needs are fulfilled. These needs were defined as the desire to maintain a sense of personal worth and importance and are considered to be ego motives.

The principal hypothesis of Herzberg's two-factor theory of satisfaction and motivation, states that "the job content such as responsibility, advancement, recognition, achievement, met expectations, growth opportunities and the work itself account for the variance in job satisfaction and job motivation. The context elements such as



company policy and administration, supervisory relationship, peer relationship, salary and working conditions are determinants of job dissatisfaction" (Herzberg, 1957). Studies by Brayfield and Crockett (1955) and Herzberg (1957) found a strong relationship between employee dissatisfaction and withdrawal behavior. In reviewing some of these studies Vroom (1964) found job satisfaction to be strongly related to turnover, but not as strongly related to absenteeism. Kraut (1970) and Atchinson and Lefferts (1972) found that an expressed intention to leave represented an even more accurate predictor of turnover than job satisfaction. Only two studies, however, have considered job satisfaction related to absenteeism. Talacchi (1969) found a significant inverse relationship between job satisfaction and absenteeism, but not between job satisfaction and turnover. Waters and Roach (1971) found an inverse relationship between job satisfaction and both absenteeism and turnover. Porter & Steers (1973) have reviewed many of the studies done in the past concerning absenteeism and turnover. In reviewing the various conclusions they postulated that "met expectations" have an impact on withdrawal behavior. They predicted that when a person's expectations are not consistently met, his propensity for withdrawal will increase.

Mumford (1972) conducted a study of the effects of ego needs on absenteeism and turnover. The ego needs tested were classified into two levels. The first level involved the needs of self-esteem, self-confidence, achievement and independence. The second level was concerned with the needs of approval, prestige, and recognition of one's work. He found that the latter needs constitute job aspiration

and job expectations and are important factors in the individual's decision to stay or to leave the company. In addition he found that financial rewards were insufficient compensation for the unmet ego needs.

Much research has been conducted on the organizational climate as a determining factor of the phenomenon of withdrawal. The organizational climate referred to in this study relates to a set of measurable properties of work environment perceived directly or indirectly by the people who live and work in that environment which are assumed to influence their motivation and behavioral patterns. The variables of the organizational climate pertinent to this research are: Supervisory style, peer group interaction, task repetitiveness and company policy and salary.

### Supervisory Style

Supervision is the function of leading, coordinating, and directing the work of others to accomplish designated objectives. The style of supervision influences the employee's behavior and may be a contributing factor in withdrawal. If the supervisory style is supportive (allows for recognition and contributes to met expectations,<sup>1</sup> allows for innovation,<sup>2</sup> for recognition of one's abilities,<sup>3</sup> for

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1 What an employee or person perceives he will encounter on the job (met expectation).

2 The introduction of something new (ideas or methods) to improve or change an old system, for better future results.

3 The acknowledgement of merits or talents, shown to the employee, during the course of employment.

consideration,<sup>4</sup> and for open communication channels<sup>5</sup> between the employee and the supervisors) then the employee will be motivated to participate in accomplishing the goals of the department. Receiving recognition and feedback<sup>6</sup> sufficient to meet expectations, by the acknowledgement of one's talent and ability, and by participation in decision-making, represents a significant factor in the employee's decision to remain in the company.

Thus supervisory style is an important factor determining satisfaction. A supervisor who is employee-centered tends to have a department that is highly motivated. "Supervisors who can capitalize upon internal motivation and who build up a relationship of responsibility and respect, are more successful in obtaining productivity, quality and good morale" (Beach, 1970). The employee who does not receive recognition, consideration, and proper feedback or who perceives inequitable treatment, will feel frustrated and will not be motivated to participate in the goals of the department and the company. This frustration will affect the absenteeism rate.

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4 By the supervisor, knowing that he or she is able to act or behave fairly, and is able to discern good from bad performance.

5 The medium used in the art of exchanging information

6 "The response to a communication, in which B not only gives a reaction to A's message, but also may control and correct further signals, thus making A and B truly interacting members of a communication system." J. Kelly, Organizational Behavior (R. Irwin, 1974).

The importance of supervisory style on employee behavior was first disclosed by the research conducted by Katz, Maccoby, Guring & Morse (1950) and Stogdill & Coones (1957). Fleishman & Harris (1962) and Hulin (1968) studied the impact of supervisory consideration and found it related to turnover. Turnover was highest for those work groups whose foremen were rated low in consideration. Ross & Zander (1957) investigated the effect of recognition and feedback on turnover. Their findings showed that receiving sufficient recognition and feedback to meet expectations represented a significant factor in the employee's decision to participate.

#### Peer Group Interaction

"One of the recent discoveries in the socialization process within an organization is the interactive dynamics between the individual and his peer" (Porter & Steers, 1973). Such interaction provides the support and reinforcement necessary for adjustment and attachment to the work environment. Employees gather in the work group to satisfy their needs for belonging, friendship, and security.

Peer group interaction provides a basis in the work environment for combating frustration and for obtaining the support and comfort necessary to fulfill perceived needs for affiliation. In addition positive peer group interaction will meet the employee's basic needs for self-esteem, achievement, respect, prestige, and confidence in the fact of the demands of the work environment. Satisfaction of these needs leads to a feeling of self-confidence, worth, strength, and capability, and results in good morale, a sense of belonging and

reduced tension. When these needs are not fulfilled, the employee cannot cope with the job. Morale becomes low, thus lowering the performance level, and the employee becomes apathetic. When this state persists, the propensity to leave increases. This propensity may be in the form of absenteeism or turnover. If the employee feels that there are no opportunities in the outside world for job advancement, he or she will choose the option of absenteeism to counteract the lack of support from the group. If the outside world does have opportunities available, then the employee will choose to leave the company.

Evans (1963) and Hulin (1968) found in their research that co-worker support is related to the retention and stabilization of employees. Failure to secure such support contributes to stress and the propensity to leave. Taylor & Weiss (1969a, 1969b) and Waters & Roach (1971) found that peer interaction was significantly and inversely related to absenteeism but unrelated to turnover.

#### Task Repetitiveness

Modern technology has contributed to severe strain on personnel by making jobs repetitive. Although the new routine has decreased the cost of operations, it has unintentionally increased costs in other areas; for example, by directly influencing absenteeism and turnover. The repetitiveness of the tasks decreases expectations, lowers morale and creates a negative feeling toward the job. It also creates a feeling of frustration and lack of accomplishment. When the employee arrives at this state of discontent, he or she will no longer be inclined to participate in the mutual goal of the department and the

company. The employee will use any possible excuse to remain absent from work. He or she will find a way to satisfy only basic needs<sup>7</sup> in the job, and look for opportunities for growth outside the company. When the conditions render the situation unbearable, the employee will look for suitable employment elsewhere.

Studies related to this element performed by Kilbridge (1961) found task repetitiveness to be related to absenteeism but unrelated to turnover. Further studies were performed by Walker & Guest (1952) and again by Guest (1955). Research by Wild (1970) and others supported Guest's findings. Guest found that a definite trend emerged in which the stress resulting from the fractionated and routinized job appeared to be the primary factor producing termination.

#### Company Policy and Salary

Company policy and salary, as related to this study, refers to level of participation, types of communication channels, feedback, performance appraisal, incentive and recognition by way of promotion opportunities, working conditions and salary. Recognition of merit and accomplishment through promotion or increases in pay is part of management action affecting the behavioral patterns of the employees at work. If such action is taken to reward behavior, the probability that the behavior will be repeated increases and the employee will be likely to continue to perform above standard, to be satisfied, and to be willing to remain in the system. The reward system can be in the form of pay

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<sup>7</sup> Basic needs refer to physiological and safety needs (Maslow, 1954).

increases, fringe benefits, recognition of one's work, fairness of treatment, advancement, promotion or better working conditions. Such rewards are instrumental in providing incentives for entering and remaining in the system, and thus for the satisfaction of employee needs.

If no action is forthcoming to reward the behavior, and the person undertaking such behavior is ignored, then the behavior is not likely to be repeated. If no reward system is used by the company, the employee becomes dissatisfied and unattached to the work place. This state of dissatisfaction will show up first in the rate of absenteeism and turnover.

Knowles (1964) and Ross and Zander (1957) conducted studies on company policies, salary, promotion, job autonomy and responsibilities. They found a strong relationship between satisfaction with one's perceived level of responsibilities and autonomy and the propensity to remain. They also found that one reason given by the factory workers under study for leaving the company was the failure to obtain the "expected wages."

#### Conclusions Drawn from the Literature Survey

The results of the research carried out support the following conclusions related to the five variables under observation in this paper.

Job satisfaction and job motivation are important components affecting turnover. Job satisfaction is defined as the extent to which a person's job-related needs are met. The researchers found a strong

negative correlation between met expectations and withdrawal behavior. Only two studies disclosed a strong relationship between job satisfaction and absenteeism. Other studies showed instead a consistent negative relationship between job satisfaction and turnover, and a somewhat less consistent relationship between job satisfaction and absenteeism. Some studies found a significant relationship between job satisfaction and both absenteeism and turnover.

In general, the researchers showed that supervisory style is a major contributor to turnover. No studies, however, have been found relating supervisory style to absenteeism. Another variable affecting behavioral patterns, peer group interaction, has been demonstrated to be important in the decision to leave. It was found that satisfaction with co-workers was significantly and negatively related to absenteeism, but unrelated to turnover. However, one study (Waters & Roach, 1971) showed it to be related to turnover but unrelated to absenteeism.

Studies conducted by Kilbridge (1961) on task repetitiveness found it to affect the rate of absenteeism but not of turnover. A different conclusion was arrived at by Taylor & Weiss (1969a, 1969b) who found that task repetitiveness was significantly and negatively related to turnover. Studies conducted on company policy showed that this element is of secondary importance in the decision to stay or leave. The rate of turnover did not seem to be greatly affected by this element. The fairness of pay and promotion, rather than their amount and rapidity, appeared to be correlated with absenteeism.



In conclusion, evidence was found in support of the theory that overall job satisfaction represents an important force in the individual's participation decision. Such satisfaction appears also to have a significant impact on absenteeism behavior. Job satisfaction, as viewed here, is the sum total of an individual's met expectations on the job. Porter & Steers (1973) stated that "it is not sufficient, for our understanding of the withdrawal process, to supply the relationship between job satisfaction and both absenteeism and turnover; it is important to consider what constitutes job satisfaction." In their article they strongly suggested that "more investigation is necessary which simultaneously study both absenteeism and turnover among the same sample as they are affected by various factors in an organizational situation."

#### Casual Observation

As a preliminary mode of investigation of these factors in the above mentioned setting of two sections of a government corporation, a casual observation was undertaken for a period of one week. It was intended to capture any behavioral signals and unusual patterns of the employees, that might indicate a difference in dissatisfaction between sections A and B. The observation was conducted on a sample of 10 technical/clerical employees, 6 from section A and 4 from section B.

Sixteen different items were divided into 5 categories relating to attendance, peer group interaction, work habits, supervisory style and organizational climate. Each item was rated according to a scale measuring from (1) excellent, to (5) very poor. Observations were made

randomly three times each day. Daily results were accumulated and means calculated. Results are in appendix A, Table 1.2.

From the results of the observation it seemed likely that there was a difference in attitude between the two sections. Section A appeared to be less satisfied than section B. These results are consistent with the first hypothesis drawn in this study which stated that there would be a difference in attitude between the employees in section A and the employees in section B. The difference in satisfaction observed in the casual observation should be reflected in differences in the rates of absenteeism and turnover.

#### Predicted Results Based on Casual Observation and Literature Survey

It is said that absenteeism and turnover are directly influenced by several factors, which grouped together, constitute the overall job satisfaction element. From the literature survey five elements were selected for this study for their possible effects on the absenteeism and turnover rate in the corporation. From the information gathered in the casual observation, section A is less satisfied than section B. Hence the results will show that the level of job satisfaction is lower in section A than in section B. In addition it will show that the supervisory style in the organization is directly related to absenteeism and, indirectly, to turnover. The results will indicate that the supervisory style elements receives less favourable ratings in section A than in section B. Further the results will demonstrate that the peer group interaction element is the third most important element with respect to absenteeism and again that this element will be viewed more

negatively in section A than in section B, where some supportive interaction between the employees is present.

A markedly different score on the element of task repetitiveness between section A and section B will also be demonstrated. The absenteeism rate will be worse in section A, thus indicating that the employees indeed are bored on the job, and are using absenteeism as an escape route to break the monotony and to be able to cope with the daily tasks. Concerning the element of company policy and salary, it appears that in the corporation, advancement is strictly a function of seniority. Furthermore there does not appear to be any appraisal system in existence. Minimum pay increases seem to be granted regardless of the level of performance. Some employees have expressed concern about their salary, not because it is an important subject, but because the lack of reward is depriving the employees of the incentive and desire to work better and harder than others. Salaries in the corporation are relatively competitive with the outside market. The results will show that employees in section A are less satisfied with company policy and salary than those in section B (including the present system of yearly increases without appraisal). Section B employees probably see themselves as more mobile people and thus not terribly concerned with lack of incentive and/or appraisal systems. From working with the employees it appears that they have resorted to absenteeism to combat the unsatisfactory situation without losing their jobs.

In the next chapter the research method, its application and the system used in measuring the results will be presented. Chapter IV will describe the results obtained from the research and propose an explanation

of these results. Chapter V will draw conclusions from the results and will contain a discussion related to the findings on this study and the findings in the literature survey.

### CHAPTER III

#### METHOD OF RESEARCH

The purpose of the methodology used in this research is to confirm the casual observation of the first hypothesis and to substantiate the second hypothesis, that is, if there are different attitudes in the two sections, it is possible to determine that the absenteeism and turn-over rates will also be different in the two sections. The second purpose is to determine and substantiate whether the five variable elements discussed in the theory chapter are significant elements affecting absenteeism and turnover in the government corporation. The method is intended to measure the level of morale, the level of satisfied needs, and the level of job satisfaction, the level of met expectations, and the level of interaction of the employees in the two sections under observation. One tool is used for this method.

#### Questionnaire Tool\*

The tool used was a comprehensive questionnaire with 21 questions related to job satisfaction, supervisory style, peer group interaction, task repetitiveness and company policy. The questionnaire was intended to search for information regarding the elements related to the five variables, to enlarge the field of the study, and to determine possible

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\* See appendix B

motives for satisfaction and dissatisfaction. The questionnaire was sent to all employees in both sections of the company, including ones who had already left. Each of the first 21 questions could be scored in a range from "very satisfied" (1) to "very dissatisfied" (5). Three more common-type questions were added at the end of the questionnaire to inquire further into the 21 questions and to give the employees the opportunity to express ideas and/or suggestions. These last three common-type questions were intended to explore any possible misconceptions in some of the questions presented and to obtain additional information which might be overlooked in the questionnaire. Each variable element was tested with a different set of questions.

Six questions were designed to measure the level of job satisfaction. These were 1, 2, 3, 10, 16 and 21, appendix B. The questions were related to achievement, recognition and responsibilities. It is predicted that section A will show a more negative attitude toward the work by scoring "very dissatisfied" while section B will have a less negative attitude, scoring between "dissatisfied" and "very dissatisfied."

Six questions have been designed to test the supervisory style element. Questions 4, 5, 6, 7, 8 and 9, appendix B, were related to expectations, recognition and feedback. Each question has a point scale range from "very satisfied" to "very dissatisfied." It is proposed that section A again will demonstrate that it does not perceive that its expectations are met, nor does it obtain recognition and necessary feedback and thus scores at the "dissatisfied"

level. Section B instead will show that it is neither "satisfied" nor "dissatisfied," scoring better than A.

The peer group interaction factor, tested with questions 14 and 15, appendix B, related to the supportive nature of the group and the degree of fulfillment of basic needs of affiliation and belonging. It is predicted that section A will reveal some dissatisfaction with the peer group interaction indicating that these employees do not receive the supportive atmosphere perceived necessary to fulfill basic needs. Section B will score at the "indifferent" or "neutral" point, indicating greater satisfaction with the present peer group interaction level.

The task repetitiveness element was tested with three questions, numbers 17, 18 and 19, appendix B which related to the increasing repetitiveness of the job and the inability to make good use of one's abilities. It is expected that section A scores will be between "satisfied" and "indifferent." Section B will show that the tasks are relatively liked, will not perceive any repetitiveness in them and will score near the "satisfied" level.

The last element, company policy and salary, tested with questions 1, 10, 11, 12, 13 and 20 related to general company policy in treatment of employees, the perceived fairness of this treatment, the availability of communication channels, and salary. Section A will show that it is not satisfied with the communication channel, the fairness of treatment or the general policy, thus being between "indifferent" and "dissatisfied." Section B's responses will reveal that this element is not terribly important to the satisfaction

level, scoring between "satisfied" and "neutral."

The questionnaire (appendix B) was sent to all 129 technical/ clerical employees and all 57 supervisors, at their home addresses, with a pre-paid return envelope. A letter accompanying each questionnaire explained the subject of the thesis, the reason for choosing this subject, the purpose of the questionnaire and the use to be made of it. It also expressed appreciation for their assistance and cooperation in completing the questionnaire and returning it to the observer (appendix C).

### Comments

In this study the researcher has intentionally not discussed age or length of service, as it was felt, in view of the results obtained from the previous researchers, that these elements were not directly related to job satisfaction and withdrawal behavior in this particular corporation. In addition the employees in the company represent an extremely broad range, with length of service varying from 1 to 25 years, and a range in age from 18 to 62 years. These two elements, age and length of service, could be part of a future extended study in the same corporation, and could be measured against the results obtained here to acquire more documentation on the hypothesis of job satisfaction related to absenteeism and turnover.

In summary, the study was conducted with a questionnaire tool to attempt to confirm the first hypothesis, differences in attitude between the two sections, and to search for causes of absenteeism and possible turnover in the corporation. The next chapter will present the results obtained in this study.



## CHAPTER IV

### RESULTS OBTAINED FROM THE QUESTIONNAIRE

#### General Description

This research, designed to determine the causes of attitude differences between two sections of a company and the causes of absenteeism and, possibly, turnover, used a questionnaire to measure and determine these effects. One hundred and eighty-six questionnaires were sent to the employees in both sections, including ones who had already left the company. On the 186 questionnaires sent, 62 were returned. Five of the 62 were returned uncompleted accompanied by remarks such as "I do not want to get involved." Table D.1, appendix D, shows the results of the number of questionnaires sent and received, grouped by section and by type of employees.

#### Results Pertinent to the Questionnaire

For each question a 5 point scale from "very satisfied" (1) to "very dissatisfied" (5) was used, with a middle point of "indifferent" or "neutral" (3). The average, variance and number of responses on each question of the questionnaire are shown in tables E.1 to E.5, appendix E.

The following employee combinations were used:

1. All employees, section A vs. B.
2. Technical/clerical, section A vs. B.
3. Supervisors, A vs. B.

4. Technical/clerical vs. supervisors, section A
5. Technical/clerical vs. supervisors, section B

Figure 4.1 indicates these combination.

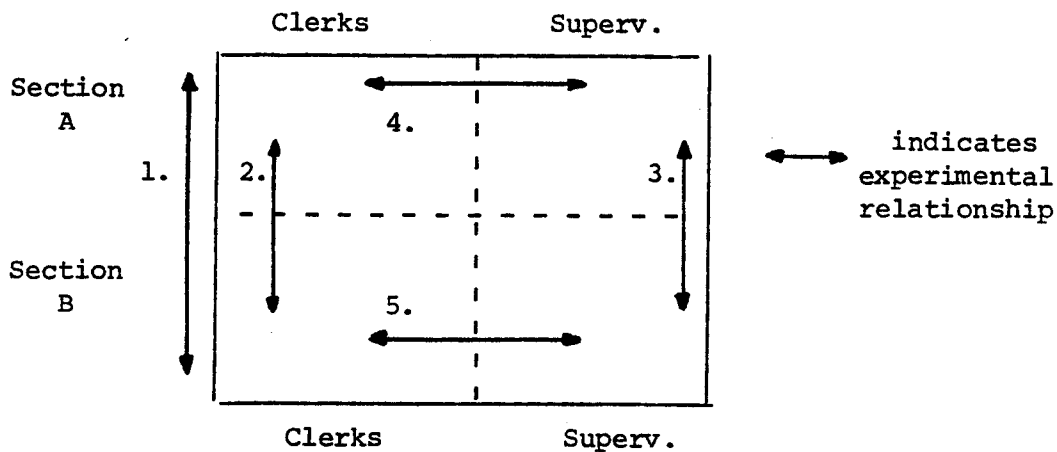


Figure 4.1 - Employee Combinations -- t-test

Legend: Clerk = Technical/clerical                      Superv. = Supervisors

The test gave the value for the mean, the standard deviation, the t-value, the 2-Tail probability and the degree of freedom.

A t-test was used to obtain statistical inference necessary to ascertain the validity of the hypothesis stated in this research. The hypothesis stated was that section A would be more dissatisfied than section B, thus scoring a higher value on the scale than section B. Confirmation of this prediction would support the model. To examine this assumption a null hypothesis or hypothesis of equality was formulated. In other words,  $H_1$  represented  $\mu_1 \neq \mu_2$  (where  $\mu$  signifies the mean) or the fact that section A scored differently than section B.  $H_0$  represented  $\mu_1 = \mu_2$  or the fact that the scoring in section A was equal to section B.

If the data does not support  $H_0$ , then  $H_1$  will be accepted and this would support the research conclusion and the underlying theory.

When the null hypothesis and the alternative hypothesis were defined, a level of significance ( $\alpha$ ) was selected to be the value of  $\leq .05$ . What this means is that  $H_1$  is to be accepted if the value yielded by the statistical test is equal to or less than  $.05\alpha$ .

Table E.1, appendix E, shows the results obtained in the statistical test, for all employees in section A compared to all employees in section B. Only six of the 21 questions gave significant differences in means. These were questions 1, 5, 7, 8, 11 and 12. Table IV.1 is an extract of these significant differences in means from table E.1. All other results shown in the table supported the null hypothesis that the mean scoring was equal for both sections, thus were above  $.05\alpha$ .

Table E.2 appendix E, represents the statistical test results computed on each question to compare for differences between all the technical/clerical employees in section A and those in section B. The results from seven questions (1, 5, 7, 8, 11, 12 and 18) supported the alternative hypothesis that the mean of the responses was not equal for the two sections.

Table IV.1 - Extract from table E.1 appendix E - Questionnaire response to each question - Section A versus Section B - Overall

	Sections	$\bar{X}$	$\sigma$	T-value	2-tail prob	Df
1 - Opportunity	All A	3.765	0.819	3.53	0.001	55
	All B	2.913	0.208			
5 - Encouragement	All A	3.618	1.231	2.72	0.001	55
7 - Explanations received	All A	3.323	1.121	2.48	0.016	55
	All B	2.609	0.988			
8 - Performance discussion	All A	3.676	1.788	4.10	0.001	55
	All B	1.783	1.594			
11 - Information received	All A	3.853	1.048	2.24	0.029	55
	All B	3.174	1.230			
12 - Promotion system	All A	4.176	0.834	2.82	0.007	55
	All B	3.522	0.187			

Legend:  $\bar{X}$  = mean     $\sigma$  = standard deviation

Df = degree of freedom

Table IV.2- Extract from table E.2 appendix E - Questionnaire response to each question - Section A versus Section B - All technical/clerical employees

	Sections	$\bar{X}$	$\sigma$	T-value	2-tail prob	Df
1 - Opportunity	T/C A	3.845	0.834	3.46	0.001	40
	T/C B	2.875	0.957			
5 - Encouragement	T/C A	3.731	1.282	2.22	0.032	40
	T/C B	2.812	1.328			
7 - Explanations received	T/C A	3.346	1.231	2.21	0.033	40
	T/C B	2.562	0.892			
8 - Performance discussion	T/C A	3.538	1.964	2.66	0.011	40
	T/C B	1.937	1.769			
11 - Information received	T/C A	4.000	0.980	2.63	0.012	40
	T/C B	3.125	1.147			
12 - Promotion system	T/C A	4.192	0.895	2.72	0.010	40
	T/C B	3.375	1.025			
18 - Like or dislike job	T/C A	2.923	1.055	2.91	0.006	40
	T/C B	2.000	0.894			

These significant data are seen in questions 1, 5, 7, 8, 11, 12 and 18. These are identical to the first set except that question 18 is added. Table IV.2 shows the relevant differences only.

Table E.3 appendix E represents the statistical test used for the third combination, that is, for all supervisors in section A vs. all supervisors in section B. These results show only four significantly different results (questions 8, 19, 20 and 21). One notable aspect of these results is that the supervisors in section B scored worse than those in section A on all questions except number 8 (discussion of performance with supervisors). These results are contrary to the prediction that section B would score better than section A. Table IV.3 presents the relevant differences.

Table IV.3 Extract from table E.3 appendix E - Questionnaire response to each question - Section A versus Section B - Supervisors

Relevant data	Sections	X	$\sigma$	T-value	2-tail Prob.	Df.
8- Performance discussion	Superv. A	4.125	0.991	4.92	0.000	13
	Superv. B	1.428	1.134			
19- Thoughts about leaving	Superv. A	1.875	0.835	-2.60	0.022	13
	Superv. B	3.286	1.264			
20- Absences	Superv. A	1.125	0.354	-2.32	0.037	13
	Superv. B	2.000	1.000			
21- Satisfaction with job	Superv. A	2.375	0.518	-2.16	0.050	13
	Superv. B	3.428	1.272			

Legend:  $\bar{X}$  = mean       $\sigma$  = standard deviation      Df = degree of freedom  
All other results support the hypothesis  $H_0$ .

Table E.4, appendix E, represents results obtained from section A to compare all technical/clerical employees to all supervisors. The results show that only two data are significantly different. This difference is seen in the results obtained from questions 3 and 18. Table IV.4 presents these differences.

Table IV.4 - Extract from table E.4 appendix E - Questionnaire response to each question - section A only - supervisors versus technical/clerical

	Sections	$\bar{X}$	$\sigma$	T-value	2-tail prob.	Df
3- Opportunities to make	Clk. A	3.923	0.977	2.45	0.020	32
	Supv. A	3.000	0.756			
18- Like or dislike job	Clk. A	2.923	1.055	2.29	0.029	32
	Supv. A	2.000	0.760			

Legend:  $\bar{X}$  = mean       $\sigma$  = standard deviation      Df = degree of freedom

Again all other results seem to substantiate the hypothesis  $H_0$ .

The last table, E.5 appendix E, gives a comparison of the results obtained for all technical/clerical employees compared with all supervisors in section B. The significant differences are found in the answers to question 20 and 21. Table IV.5 shows the significant results.

Table IV.5- Extract from table E.5 appendix E - Questionnaire response to each question - Section B only - Supervisors versus technical/clerical

	Sections	$\bar{X}$	$\sigma$	T-value	2-tail prob.	Df.
20- Absences	Clk. B	1.375	0.500	-2.02	0.056	21
	Sup. B	2.000	1.000			
21- Satisfaction on the job	Clk. B	2.312	1.078	-2.17	0.042	21
	Sup. B	3.429	1.272			

Legend:  $\bar{X}$  = mean     $\sigma$  = standard deviation    Df = degree of freedom

In both of the latter two cases the supervisors seem less satisfied with the job than the technical/clerical employees.

The elements being employed to test the second hypothesis were stated in chapter III along with the predicted scoring for each element for section A and section B. A summary of the predictions for each of these elements is presented here:

No. 1 - Job satisfaction and job motivation (questions 1, 2, 3, 10, 16 and 21).

Scoring: Section A more dissatisfied than section B.

Effects: Low job satisfaction and job motivation cause a high rate of absenteeism and turnover.

No. 2 - Supervisory style (questions 4, 5, 6, 7, 8, and 9).

Scoring: Section A more dissatisfaction than section B.

Effects: Poor supervisory style causes high absenteeism; absenteeism could convert to turnover if the poor situation continues.

No. 3 - Peer group interaction (questions 14 and 15).

Scoring: Section A greater dissatisfaction than section B.

Effects: Absenteeism is a remedy for lack of moral support  
in th4 work environment.

No. 4 - Task repetitiveness (questions 17, 18 and 19).

Scoring: Section A less satisfied than section B, both  
sections nearly indifferent.

Effects: Poor or monotonous job tasks cause high absenteeism.

No. 5 - Company policy and salary (questions 1, 10, 11, 12, 13 and 20).

Scoring: Section A more dissatisfied than section B.

Effects: Poor working conditions and poor company policy in  
general cause high absenteeism and turnover.

A t-test was then computed for the mean of each combination of questions that comprised the stated elements. The employees were combined in the following manner:

1. All employees, section A vs section B
2. Supervisors, A vs B
3. Technical/clerical, A vs B



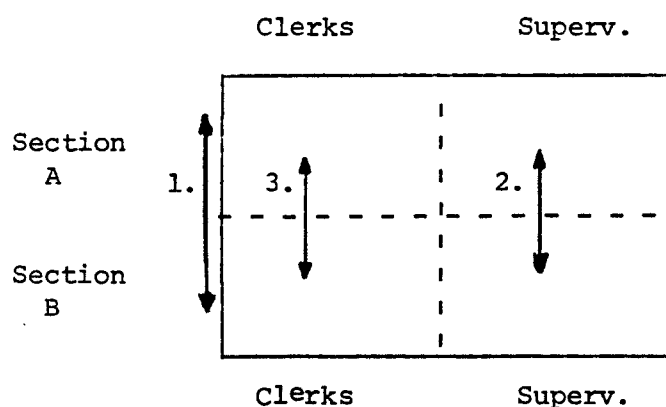


Figure 4.2 - Employee Combination - t-test on five variables.

Legend:  $\longleftrightarrow$  = indicates experimental relationships

Clerks = Technical/Cerlical

Superv.= Supervisors

Table IV.6 presents the results obtained for the first element, concerning job satisfaction and job motivation. The results presented in each table are total results, not an extraction.

In the t-tests computed, the means were summarized. The standard deviation given corresponds to the mean of means not to the accumulated means. The hypothesis used was the same as that used for the individual questions with .05  $\alpha$  confidence level. For all three combinations of employees, the results confirmed the  $H_0$  hypothesis that there is no statistically significant difference in the level of job satisfaction between the two sections.

The second element tested, supervisory style, was measured with questions 4, 5, 6, 7, 8 and 9. The next three tables show the results obtained for each of the combinations of employees used with respect to this element.

Table IV.6- Results from t-test - Job satisfaction and motivation  
(Ques. 1, 2, 3, 10, 16, 21)

1. All employees section A vs. all section B.

	Mean	Standard deviation	T-value	2-tail prob.	Df.
Group A	17.470	3.887	1.47	0.148	55
Group B	15.913	3.999			
Mean of means	A 2.91 B 2.65				

2. Supervisors: section A vs. section B.

	Mean	Standard deviation	T-value	2-tail prob.	Df.
Group A	16.000	2.449	-0.29	0.777	13
Group B	16.571	4.962			
Mean of means	A 2.67 B 2.76				

3. Technical/clerical staff section A compared with section B

	Mean	Standard deviation	T-value	2-tail prob.	Df.
Group A	17.923	4.166	1.82	0.077	40
Group B	15.625	3.649			
Mean of means	A 2.99 B 2.60				

Legend:

A, B are sections

Df = degree of freedom

Mean of Means:  $\frac{\sum \bar{X}}{N}$ ; Mean is "mean of sum of responses on questions listed."

Table IV.7 - Results from t-test - Supervisory style  
Ques. 4, 5, 6, 7, 8, and 9

1. All employees in section A vs. all section B.

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	18.088	5.053	2.50	0.016*	55
Group B	14.740	4.845			
Mean of means	A 3.015				
	B 2.457				

2. Supervisors: section A vs. section B.

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	17.500	3.117	0.95	0.358	13
Group B	15.429	5.192			
Mean of means	A 2.917				
	B 2.571				

3. Technical/clerical staff section A compared with section B

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	18.269	5.554	2.28	0.028*	40
Group B	14.437	4.830			
Mean of means	A 3.044				
	B 2.406				

Legend:

A, B are sections

$$\text{Mean of means} = \frac{\sum \bar{X}}{N}$$

Df = Degree of freedom

The results obtained for all the staff rejected the hypothesis that the two sections would have equal scores, as the level of probability was less than .05. Looking at the mean of means, section A appeared indifferent, while section B showed some satisfaction. The management in section B appears to satisfy more the needs of its employee. If we look at the results for the three combinations of employees, these results show that the technical/clerical employees are the group creating this difference, not the supervisors; in other words, the difference in perception of supervisory style occurs only at the technical/clerical level.

The next table (IV.8) shows the results obtained for the third element, peer group interaction, for the same combinations of staff. It is necessary to remember that the mean is being adjusted to show a single simplified result.

Table IV.8 - Results from t-test - Peer group interaction  
(Questions 14 and 15)

1. All employees in section A vs. all section B.

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	5.588	1.861	1.64	0.107	55
Group B	4.782	1.757			
Mean of means	A 2.794				
	B 2.391				

2. Supervisors: section A vs. section B.

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	5.625	1.408	1.65	0.123	13
Group B	4.429	1.397			
Mean of means	A 2.813				
	B 2.215				

3. Technical/clerical staff section A compared with section B

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	5.577	2.003	1.02	0.313	40
Group B	4.938	1.914			
Mean of means	A 2.788				
	B 2.469				

Legend:

A, B are sections

Df = degree of freedom

$$\text{Mean of means} = \frac{\sum X}{N}$$

Again the results showed no significant difference in the mean scoring of both sections, although all three groupings show differences in the predicted direction (section A is lower in satisfaction than section B). No difference was noticed between the supervisors and the technical/clerical staff.

The task repetitiveness element, or the effect of a repetitive or monotonous job on morale and the level of absenteeism in the corporation was tested using the same combinations of staff (Table IV.9). No significant differences are noticed in the scoring for all three combinations of employees.

Table IV.9 - Results from t-test - Task repetitiveness  
(Questions 17, 18, 19)

1. All employees in section A vs. all section B.

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	8.029	3.109	0.92	0.363	55
Group B	7.304	2.636			
Mean of means	A 2.676 B 2.435				

2. Supervisors: section A vs. section B

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	6.125	1.959	-2.08	0.058	13
Group B	6.286	2.059			
Mean of means	A 2.042 B 2.095				

3. Technical/clerical staff section A compared with section B

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	8.615	3.188	1.80	0.080	40
Group B	6.975	2.802			
Mean of means	A 2.872 B 2.325				

Legend:

A, B are sections

Df = degree of freedom

$$\text{Mean of means} = \frac{\sum \bar{X}}{N}$$

From the results for all the employees it is possible to ascertain the validity of hypothesis  $H_1$ , that is, there is a strong difference between the scoring in section A and the scoring in section B. It is evident that this overall difference is caused completely by the technical/clerical employees, since the supervisors show no difference. This difference is the strongest obtained thus far, and as predicted, section A shows greater dissatisfaction than section B.

The last element tested was concerned with company policy and salary, again tested with the same combinations of employees (Table IV.10).



Table IV.10 - Results from t-test - Company policy and salary  
(Questions 1, 10, 11, 12, 13 and 20)

1. All employees in section A vs. all section B

	Mean	Standard deviation	T-value	2-tail prob.	df
Group A	18.529	3.145	2.95	0.005*	55
Group B	16.000	3.233			
Mean of means	A 3.088				
	B 2.667				

2. Supervisors: section A vs. section B

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	17.500	2.507	0.36	0.728	13
Group B	17.000	2.944			
Mean of means	A 2.917				
	B 2.833				

3. Technical/clerical staff section A compared with section B

	Mean	Standard deviation	T-value	2-tail prob.	Df
Group A	18.845	3.295	3.12	0.003*	40
Group B	15.562	3.346			
Mean of means	A 3.141				
	B 2.594				

Legend:

A, B are sections

Df = degree of freedom

$$\text{Mean of means} = \frac{\sum \bar{X}}{N}$$

Table IV.11 summarizes the significant attitude differences obtained in the t-test for each of the employee combinations described above.

Table IV.11 - Significant mean attitude differences extracted from the t-tests from tables E.1 to E.5 appendix E.

Elements	All A vs all B	Clk A vs Clk B	Supv. A vs Supv. B	Clk A vs Supv. A	Clk B vs Supv. B
Element 1 - Job satisfaction, job motivation (Questions 1,2,3, 10,16,21)	(1) 3.765 2.913	(1) 3.846 2.873	(21) 2.375 3.428	(3) 3.923 3.000	(21) 2.312 3.429
Element 2 - Supervisory style (Questions 4,5,6, 7,8,9)	(5) 3.618 2.696 (7) 3.323 2.609 (8) 3.676 1.783	(5) 3.731 2.813 (7) 3.346 2.562 (8) 3.538 1.937	- - - (8) 4.125 1.428	- - - -	- -
Element 3 - Peer group interaction (Questions 14 and 15)	-	-	-	-	-
Element 4 - Task repetitiveness (Questions 17, 18,19)	-	(18) 2,923 2.000	(19) 1.875 3.286	(18) 2.923 2.000	
Element 5 - Company policy and salary (Questions 1,10 11,12,13,20)	(11) 3.853 3.174 (12) 4.176 3.522	(11) 4.000 3.120 (12) 4.192 3.375	(20) 1.125 2.000 -	- -	(20) 1.375 2.000 -

Legend:

All = Clerks and supervisors  
Clk = Clerks (Technical/clerical)  
Supv. = Supervisors

(1),(21), Etc. = the question number of questions showing significant scoring which support the hypothesis  $H_1$ .

In analyzing the significant data in table IV.11 the following peculiarities are evident:

- a - only half of the questions used for most of the elements listed reveal significant differences between the two sections;
- b - none of the peer group interaction factors show any significant difference in the scoring between the two sections.

For the job satisfaction element the questions having significant differences are: opportunities on the job, opportunities to make major decisions affecting the job, and job satisfaction itself. For supervisory style the significant questions related to exchange of ideas and/or suggestions, discussion of performance, and explanation of duties and responsibilities received at the commencement of a new job. For task repetitiveness the significant differences are shown on questions concerning liking or disliking the job and ideas about leaving the job. Finally, for the company policy and salary element, the questions presenting significant differences relate to information received about what is happening in the company, promotional systems and perceived absenteeism.

In summing up the results it appears that overall, section A is more dissatisfied than section B. This result is caused by the technical/clerical employees. The supervisors in section B, however, are more dissatisfied than the supervisors in section A. The results for the supervisors is, however, an exception. It is important to remember that the significant differences are occurring only on certain questions for each of the elements.

Table IV.12 summarizes the mean of means obtained in the questionnaire response results for the combinations of employees presented. It can be seen that the only overall significant differences are in supervisory style and company policy and salary. These differences are produced strictly by the technical/clerical employees. The only significant difference in the perceived absenteeism rate is reported by the supervisors. However, overall there is no significant difference in perceived absenteeism. The direction of the general scoring is consistent with the predicted direction, that is, section A would be worse than section B, except for the scoring of the supervisors on two elements, job satisfaction and task repetitiveness. The overall perceived absenteeism rate is also consistent with the predicted direction for all employees, a result produced by the technical/clerical staff. The surprising result is the difference in response concerning absenteeism between supervisors, where the outcome is contrary to the direction predicted.

Since these results do not test Hypothesis II a correlation test was performed between each element, comprised of the grouped questions pertinent to the particular element, and question 20, the reported rate of absenteeism. In previous analysis, question 20 was included in the company policy element. For this analysis it was removed.

Table IV.12 - Mean of means obtained on the t-test for each of the elements stated - Hypothesis 2

Questionnaire tool		All empl. in A in B	Superv. A Superv. B	Tech/Clk A Tech/Clk B
1 - Job satisfaction, job motivation	A	2.91	2.67	2.99
	B	2.65	2.76	2.60
2 - Supervisory style	A	3.01 *	2.92	3.04 *
	B	2.46	2.57	2.41
3 - Peer group interaction	A	2.79	2.81	2.78
	B	2.39	2.21	2.49
4 - Task repetitiveness	A	2.67	2.04	2.87
	B	2.43	2.09	2.32
5 - Company policy and salary	A	3.08 *	2.91	3.14 *
	B	2.66	2.83	2.59 *
Absenteeism Rate (perceived)	A	1.62	1.12 *	1.77
	B	1.56	2.00 *	1.38

Legend:

Empl = Employees

Superv. = Supervisors

A,B are sections

Tech/Clk = technical/clerical

The following groups of employees were used:

1. All employees section A and section B
2. Technical/clerical employees and supervisors section A
3. Technical/clerical employees and supervisors section B
4. Technical/clerical employees A and B
5. Supervisors A and B
6. Technical/clerical employees section A only
7. Technical/clerical employees section B only
8. Supervisors section A only
9. Supervisors section B only.

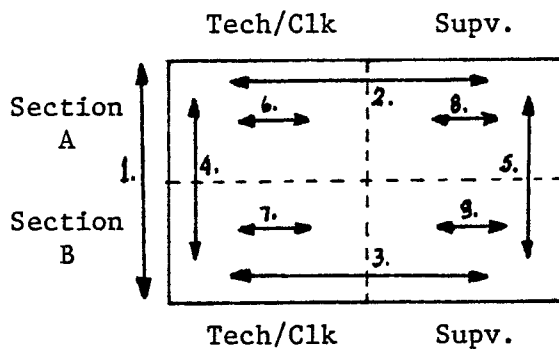


Figure 4.3 - Employee Combination-Correlation Test

The results are summarized in table IV.13 and its details are in appendix F. These will be reviewed column by column and the results discussed more fully in Chapter V.

Beginning with column (a) for the results obtained for all employees in both sections, it can be seen that there is a negative correlation for four out of the five elements related to the absenteeism rate. The only insignificant correlation is for element 3, peer group interaction.

**Table IV.13- Significance of Pearsons' correlations of survey results of each variable to absenteeism.**  
 Extract from table F.1 and F.2, appendix F.

Factors	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
	All A + All B Df 57	Tech/Clr. A + Supv. A Df 34	Tech/Clr. B + Supv. B Df 23	Tech/Clr. A + Tech/Clr. B Df 42	Supv. A + Supv. B Df 15	Tech/Clr. A only Df 26	Tech/Clr. B only Df 16	Supv. A only Df 8	Supv. B only Df 7
1 - Job satisfaction	Yes*	Yes	No*	Yes	No	No	No	No	No
2 - Supervisory style	Yes	Yes	No	Yes	No	Yes	Yes	No	No
3 - Peer group interaction	No	No	No	Yes	No	No	Yes	No	No
4 - Task repetitiveness	Yes	Yes	No	Yes	No	Yes	No	No	No
5 - Company policy and salary <sup>1</sup>	Yes	Yes	No	Yes	No	Yes	No	No	No

**Legend:**

A,B are sections

Yes\* means a correlation value that is significant at  $p \leq .05 \alpha$

All, means all employees, supervisors and technical/clerical

No\* indicates  $p > .05$

Tech/Clr., are technical/clerical

Df is degrees of freedom

<sup>1</sup> Question 20 was not included in this element

**Note:** Due to the particular measuring range used in the questionnaire, the correlation results appendix F, should read as negatives not positives. The negatives swing in Table F.2 of same appendix should read as positives not negatives.

Column (b), all the employees in section A, shows the same four elements are correlated to the rate of absenteeism. Task repetitiveness appears more highly correlated to absenteeism than the other three elements (see appendix F). The higher the level of dissatisfaction with the tasks performed, the higher the level of perceived absenteeism. Again, peer group interaction is not correlated to absenteeism at all.

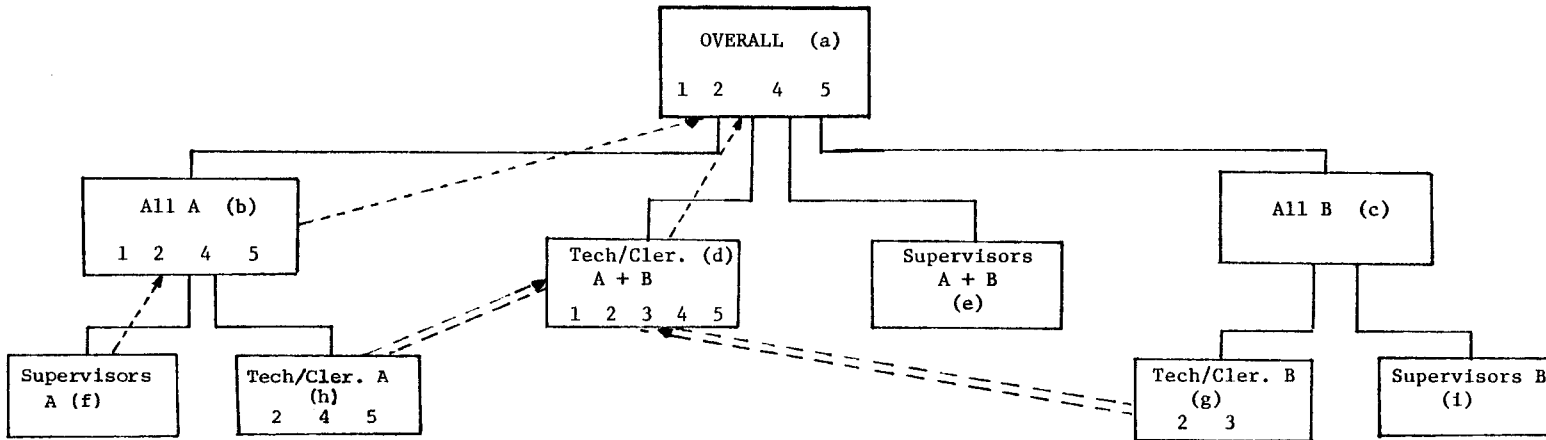
The results in column (c), all personnel in section B, show no significant correlation between the five variables and absenteeism. Column (d), all the technical/clerical employees in both sections, shows that all five variables are correlated to absenteeism, with supervisory style and task repetitiveness more strongly correlated than the other elements (appendix F). All the supervisors in section A and B (Column e) shows no correlation between any of the elements and absenteeism. In column (f), technical/clerical employees in section A, only three variables are correlated to absenteeism. While in section B the technical/clerical employees (column g) shows that the two variables affecting absenteeism are almost opposite to the variables in section A.

No meaningful correlation is evident in either column (h) or (i), the supervisors in each section, between the five variables and absenteeism.

Figure 4.4 (p. 50) provides a clear summation of the results. It is obvious that the results of (f) and (g) concerning the technical/clerical employees in both sections are affecting the total results in column (d) for all technical/clerical employees. Also the results for all employees in section A (b) are produced by the technical/clerical employees in that section. The results for all staff in section A (b) and those for all the technical/clerical staff in both sections (d)



Figure 4.4 - A comprehensive diagram of correlation results for all the employees/combinations



**Legend:** OVERALL means all the employees in both sections  
 All A means the technical/clerical and supervisors in section A  
 All B means the technical/clerical and supervisors in section B  
 A,B are sections  
 Tech/Cler. means technical/clerical  
 1,2,3,4,5 are the numbers given to each of the elements as per table 5.13  
 Blank spaces signify that there is no correlation between the elements and absenteeism  
 - - - - -> contribution made to overall results  
 = = = => contribution to total T/C results

are producing the results shown in (a). Thus the overall result in (a) is strictly derived from the Technical/Clerical staff.

The overall results of this study are demonstrated by the two types of statistical analysis performed. Examining all of the mean of means data obtained from the questionnaire responses, table IV.12 page 46, no significant attitude difference appears between the two sections. Section A, however, consistently scored lower than section B. The overall correlation results seem to be produced by the technical/ clerical employees only. A clear divergence is noticeable between the questionnaire response and the correlation test. In the next Chapter this discrepancy and the results of the research will be discussed, along with the discrepancies observed in the literature survey.

## CHAPTER V

### DISCUSSION AND CONCLUSION

This research was undertaken in an attempt to verify if there is a difference in the behavior and attitudes between two sections of a government corporation and to determine if, when attitude differs, the absenteeism and turnover rates will also be different.

Two hypotheses were drawn. The first was concerned with identifying differences in attitude. The second postulated that, given a difference in attitude, there would be a difference in absenteeism and turnover. The research method employed both casual observation and a questionnaire tool. Let us now discuss the findings in detail.

The casual observation indicated a difference in attitude between the two sections. But casual observation is insufficiently rigorous and it is not possible to control for bias in using this method. Therefore the casual observation was used only to obtain sufficient data to facilitate preparation of the questionnaire, a more precise and detailed method. This second tool was used to search for difference in attitude between the two sections, and whether such a difference in attitude would result in differences in absenteeism and turnover.

### Results of the t-Test on Questionnaire

The responses on the questionnaire were used to seek support for the first hypothesis, attitude difference and to attempt confirmation of the second hypothesis, that is, difference in attitude result in differences in absenteeism and turnover. The results obtained did not support either hypotheses as no significant difference in the scoring between the two sections was revealed. Examining table IV.11 page 43, which represents only the significant differences between the two sections, it is possible to ascertain that only particular questions appear relevant to attitude and job satisfaction differences. The relevant questions refer to job satisfaction itself, achievement, decision making, promotion and self-esteem. Together, these constitute the overall job satisfaction level which influences the individual's attitude toward the job and the work environment. In Chapter II it was stated that if these elements or motivators are not fulfilled the individual will have the tendency to remain absent from work and search for satisfaction outside the work environment. When this dissatisfaction becomes unbearable the individual will decide to leave the company permanently.

The significant differences in attitude were primarily produced by the technical/clerical employees, with some support from the supervisors. These results suggest that if the questions used for each of the five elements were presented in a different combination, then the responses on the questionnaire would show significant differences in attitude level between the two sections.

The final results shown on table IV.12 page 46, indicate significant differences in attitude between the two sections for only two elements, that is supervisory style and company policy. The results show that the general level of satisfaction is almost at the indifferent or neutral point, that is, neither satisfied nor dissatisfied. Section A, however, is slightly less satisfied than section B as originally predicted. In perceived absenteeism, however, only the supervisors showed significant differences between group A and group B, with group B indicating higher absenteeism. This scoring is contrary to the predicted results.

In the attempt to explore the apparently "neutral" level of satisfaction, the questionnaires of all the employees were scrutinized for the comments requested at the end of the 21 questions. Nineteen people out of the 34 who completed the questionnaire in section A added comments. Two people who had left the company two weeks prior to distribution of the questionnaire were included. In section B, 13 people out of the 23 had written comments, and out of the 13 two had left the company prior to completing the questionnaire.

The comments received from the 4 ex-employees support the second attitude hypotheses. Their reasons for leaving were:

- Poor job satisfaction level,
- Working conditions,
- Very poor supervisory style,
- No promotion or incentive systems to reward personnel who were performing better than others, and
- No potential for future advancement.

The comments that were received from 28 out of the 57 people who completed the questionnaire, 7 of whom were supervisors (all of whom are still working for the company), also support the second attitude survey hypotheses. They revealed:

- Poor job satisfaction and/or job motivation in general,
- Poor supervisory style,
- No promotion system,
- No job opportunities available in the market, nor better salary scale in the market,
- Lack of management direction, recognition and feedback, and
- No potential for future advancement.

In considering the comments obtained in the questionnaire from both groups a discrepancy arises: these comments point out an unsatisfactory situation in both sections for one-half the people whereas the responses on the questionnaires indicate a neutral or indifferent level of satisfaction. It is difficult to determine the underlying causes of this discrepancy, but possible explanations will be proffered in the discussion chapter.

#### Results from the Correlation Test

The correlation test, to relate the overall job satisfaction level to the perceived absenteeism rate, disclosed a definite negative correlation between four of the five elements tested and the perceived absenteeism for all the employees. It appears then that, for the technical/clerical employees, the rate of absenteeism is directly related to the level of dissatisfaction with the 4 variables. In other words, the

assumption that overall job satisfaction and motivation are determining these employees' behavior is supported. The employees were broken down by group to search for differences between the two sections and between the technical/clerical and the supervisors. Table V.1 shows these results.

Table V.1 - Summary results of correlation test from table F.1 and F.2, appendix F.

	<u>All Empl. in A &amp; B</u>	<u>Supv. A &amp; B</u>	<u>T/C A &amp; B</u>	<u>T/C A</u>	<u>T/C B</u>
No. 1 - Job satisfaction & job motivation	Yes*	No*	Yes	No	No
No. 2 - Supervisory style	Yes	No	Yes	Yes	Yes
No. 3 - Peer group interaction	No	No	Yes	No	Yes
No. 4 - Task repetitiveness	Yes	No	Yes	Yes	No
No. 5 - Company policy and salary	Yes	No	Yes	Yes	No
Number of employees tested	57	15	42	26	16

Legend:

A,B are sections

T/C are technical/clerical

Empl. means employees

Supv. means supervisors

\* Yes indicates a correlation value that is significant at  $p < .05$ .

\* No indicates  $p > .05$

Looking at table V.1 it is evident that the negative correlation with absenteeism is produced primarily by the technical/clerical employees. It is also evident that the elements contributing to absenteeism in section A are not the same as the ones contributing to absenteeism in section B. The results demonstrate that the variables tested do affect absenteeism. In other words, although the staff as a group appear neither satisfied

nor dissatisfied with their jobs, each of the five variables are nevertheless contributing in some way to absenteeism.

An interesting pattern has evolved from the results of the correlation for the technical/clerical group in both sections. In section A, the elements contributing to absenteeism are: supervisory style, task repetitiveness and company policy and salary. In section B, the elements contributing to absenteeism are: supervisory style and peer group interaction. The difference in the elements assumed to contribute to absenteeism would confirm the first hypothesis in which a difference in attitude was assumed to be present between the two sections. The attitude difference could be created by the difference in elements which each group perceives to be met or unmet. This is a difference in attitude type but not a difference in degree of attitude or absenteeism. This could explain the failure of the questionnaire to reveal different absenteeism rates.

No specific statistical data were obtained for the effects of the five variables on turnover. However, in this study, it was asserted that absenteeism is a predictor or a substitute for turnover. Absenteeism represents a replacement factor for turnover in particular situations, such as lack of opportunities in the market. Furthermore the decision to remain absent is a less consequential and drastic decision than to leave permanently. Thus it was said that the cost of absenteeism could be added to the total cost of turnover. If the absenteeism rate is high, then it is assumed that the rate of turnover also would be high.



From the data gathered during the research period it appears that the company faces high absenteeism and turnover. It also appears that turnover is higher in section A than in section B. Every month at least 15% of all employees are absent from work at least one day. The rate of absenteeism in similar government corporations, such as among postal employees, is about the same, while the rate of absenteeism among the gas and electrical employees is about 11.2%.<sup>8</sup>

In section A, in the past 18 months, 13 employees out of the 106 have left the company, for an annual rate of 8.17%. In section B, in the same period, 9 employees out of 80 have left the company, for an annual rate of 7.5%. If we look at the statistics of turnover for other government corporations, such as the Post Office we see that the rate of turnover ranges from 5 to 6.7% a year, while for the gas and electrical employees the rate is about 7.3% per year. The percentage in turnover is not high if compared with the national average, but may be considered high for a government corporation.

The above data indicate that the turnover rate is higher in section A than in section B, and substantiate the predicted outcomes. Thus the five elements shown to affect absenteeism could also be indicative of higher turnover rate.

### CONCLUSION

From all the results of the responses to the questionnaires it is evident that there is no difference in the average attitude level and in

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8 Manpower Planning Department, Preliminary Report on Absenteeism and Turnover, regular salaried employees, for March 31, 1972 to September 1976, Postal and Electrical Workers.

the average absenteeism rate between the two sections. This means that neither hypothesis was substantiated by the initial results. However, the correlation test showed that all the variables tested are correlated to absenteeism, but only for the technical/clerical personnel, not for the supervisors. The results partially support the second hypothesis and in some degrees the first hypothesis which stated that there would be a difference in attitude between the two sections. This difference is only evident in the type of attitude but not in the level. In other words, each group was affected by different elements producing a difference in the type of attitude, but this did not produce a difference in the level of attitude or absenteeism. The statistical data obtained regarding the turnover rate in the corporation also appear to support the findings of the correlation test, that all the variables contribute to turnover, and to absenteeism.

There is an apparent discrepancy between the results computed by means and the results of the correlation test. Although the employees in both sections are at the same attitude level, the satisfaction level has a bearing on the absenteeism rate and possibly the turnover rate.

Another factor is that this apparent indifferent or neutral level of satisfaction does not match with the solicited responses at the end of the questionnaires. In other words, the employees in general are saying on the questionnaire that they are happy with the present conditions, while half of them are revealing by their comments dissatisfaction with the present situation.

It is difficult to pinpoint the causes of these contradictions or to obtain a satisfactory explanation for the discrepancy. One proposal

is a possible inadequacy or ability in the questionnaire to obtain the most appropriate and the more extreme responses. Further, the type of questions asked may have caused a certain amount of suspicion among the corporation's staff, as they lacked previous exposure to such a survey. An atmosphere of misunderstanding and disbelief which could have caused distortion in the answers may have been created thereby. It is possible that management reacted to the questionnaire negatively, creating a "certain kind of pressure" on the employees. This pressure was indicated by an unsigned letter received by the observer, from an employee, who was certain the survey was not an independent survey, but being done on behalf of the company. A final suggested explanation is that not all people are influenced in the same way by the five elements used to assess overall job satisfaction. Furthermore the combinations of questions used for each element may have not been appropriate, thus distorting the results.

If we examine the literature we see that there are discrepancies in the results obtained by various researchers. Some studies have shown that job satisfaction and job motivation affect absenteeism (Talachchi, 1960), but do not affect turnover. Research done on supervisory style (Fleishman & Harris, 1962) has shown this element to be negatively related to turnover but not related to absenteeism. No studies were found relating supervisory style to absenteeism. Peer group interaction has been shown to be related to absenteeism in only one study (Waters & Roach, 1971); other studies done on this element revealed it to be negatively correlated to turnover but not to absenteeism.

From what has been said in this research and from previous results it can be assumed that the same elements would also be affecting turnover.

The results of this research demonstrate that all five elements are correlated to absenteeism only for the technical/clerical employees in this situation. However, four variables are correlated to absenteeism for all the employees because of the strength of the technical/clerical workers' responses. These results are consistent with the results of the literature research. Peer group interaction was found to be correlated to absenteeism only for the technical/clerical group in section B.

The significant results that were achieved in demonstrating the correlation between supervisory style and absenteeism have not been reported in the literature. More studies are necessary, however, to confirm this finding.

## Appendix A

Table A.1 - Results of the 16 items used in the casual observation.

Statements	Section A			Section B	
	1A	2A	3A	1B	2B
1) ATTENDANCE	60%	60%	60%	80%	80%
2) SUPERVISORY STYLE:					
- Job given with explanations	4.2	4.0	4.6	2.2	2.2
- Recognition	5.0*	4.8	4.6	2.8	2.6
- Encouragement for suggestions	5.0*	5.0*	5.0*	3.6	3.6
- Interest in employee's work	5.0*	4.6	4.8	3.6	3.4
MEAN	4.8	4.6	4.75	3.05	2.95
3) PEER INTERACTION:					
- Behavior of person under observation	4.0	4.8	3.6	3.2	3.2
- Cooperation in group	3.4	3.6	4.4	2.8	2.8
- Behavior of group	3.8	4.0	4.4	3.2	3.0
MEAN	3.73	4.13	4.13	3.6	3.0
4) WORK HABITS:					
- Work steady	2.6	3.2	3.0	2.4	2.8
- Trips from desk	5.0*	5.0*	5.0*	3.4	2.8
- Trips from desk about work	3.0	2.8	3.0	2.2	2.4
- Conversation about work	3.2	3.0	2.8	2.4	2.4
MEAN	3.45	3.5	3.45	2.6	2.6

Table A.1 - Cont.

Statements	Section A			Section B	
	1A	2A	3A	1B	2B
5) ORGANIZATION CLIMATE:					
- Information given to employees about company	4.0	4.0	4.0	4.6	4.6
- Overall efficiency	3.0	3.0	3.0	2.8	2.4
- Company climate	3.2	3.4	3.8	3.0	3.0
- Break habits	4.8	5.0*	4.6	3.6	3.2
MEAN	3.75	3.85	3.85	3.50	3.30

## LEGEND:

A,B are sections  
 1,2,3, are the group of people  
 \* signifies extremely poor results

Table A.2 - Mean of means results

	<u>T/C</u> A	<u>T/C</u> B
Absenteeism	40%	20%
Supervisory style	4.72	3.00
Peer group interaction	3.99	3.00
Work habits	3.47	2.60
Organizational climate	3.81	3.40
Number of employees observed	6	4

Legend: T/C are technical/clerical employees  
 A,B are sections

SURVEY QUESTIONNAIRE

- 1) As you see it, how many opportunities do you feel that you have, in your job, to do your job more effectively.  
(Please circle one number only).

1 Unlimited	4 Few
2 A great many	5 None
3 Quite a few	

- 2) Think about the specific duties of your job. How often have you felt unable to use your skill and competence in performing your job.

1 Never	4 Very often
2 Seldom	5 Always
3 Often	

- 3) How frequently does your job allow you to make major decisions to change the way you do your work.

1 Always	4 Rarely
2 Many times	5 Never
3 Few times	

- 4) How well does your supervisor know how you do your job.

1 Very well	4 Poor
2 Well	5 Very poor
3 Neither well nor poor	

- 5) Does your supervisor encourage people who work for him/her to exchange ideas and suggestions.

1 Always	4 Seldom
2 Very often	5 Never
3 Often	

## Appendix B (Cont'd)

- 6) How comfortable do you feel about going to your supervisor to criticize his/her ideas about your job.
- |   |                                       |   |                      |
|---|---------------------------------------|---|----------------------|
| 1 | Perfectly comfortable                 | 4 | Not very comfortable |
| 2 | Very comfortable                      | 5 | Uncomfortable        |
| 3 | Neither comfortable nor uncomfortable |   |                      |
- 7) When you were hired, how clearly did your supervisor explain the responsibilities and duties related to your job.
- |   |                      |   |                  |
|---|----------------------|---|------------------|
| 1 | Perfectly clearly    | 4 | Not very clearly |
| 2 | Very clearly         | 5 | Not at all       |
| 3 | Sufficiently clearly |   |                  |
- 8) How often does your supervisor discuss with you your performance on the job or tell you how well you are doing.
- |   |                          |   |                |
|---|--------------------------|---|----------------|
| 0 | More than 3 times a year | 3 | Once a year    |
| 1 | 3 times a year           | 4 | Not every year |
| 2 | Twice a year             | 5 | Never          |
- 9) How often have you thought of not coming to work because of conflicts with your supervisor.
- |   |           |   |            |
|---|-----------|---|------------|
| 1 | Never     | 4 | Few times  |
| 2 | Rarely    | 5 | Many times |
| 3 | Sometimes |   |            |
- 10) How often has your company offered you an opportunity for advancement. (1)
- |   |                |   |                |
|---|----------------|---|----------------|
| 1 | 3 times a year | 4 | Not every year |
| 2 | Twice a year   | 5 | Never          |
| 3 | Once a year    |   |                |

(1) Due to the unrealistic scale of answers, the following adjustment was made when computed on the t-test. Answers to point 1, 2, and 3 were considered all as 1, or once a year; answers to point 4 and 5 were considered on the scale of 2, or never.



## Appendix B (Cont'd)

- 11) Are you satisfied with the information the company gives you about what is happening in the company.
- |                                       |                     |
|---------------------------------------|---------------------|
| 1 Very satisfied                      | 4 Dissatisfied      |
| 2 Satisfied                           | 5 Very dissatisfied |
| 3 Neither satisfied nor dissatisfied. |                     |
- 12) How would you rate this organization, in terms of having a promotion system that lets the best qualified person rise to the top.
- |                               |                     |
|-------------------------------|---------------------|
| 1 Always successful           | 4 Partly successful |
| 2 Successful most of the time | 5 Never successful  |
| 3 Successful half of the time |                     |
- 13) How fair is your company in salary administration.
- |                  |                      |
|------------------|----------------------|
| 1 Extremely fair | 4 Only a little fair |
| 2 Very fair      | 5 Unfair             |
| 3 Fair           |                      |
- 14) How often does your work group encourage the people in it to work as a team.
- |              |          |
|--------------|----------|
| 1 Always     | 4 Seldom |
| 2 Very often | 5 Never  |
| 3 Often      |          |
- 15) How often are the people in your group friendly and easy to approach.
- |              |          |
|--------------|----------|
| 1 Always     | 4 Seldom |
| 2 Very often | 5 Never  |
| 3 Often      |          |

## Appendix B (Cont'd)

- 16) How well does your job meet the expectations you had of it when you were hired.
- |                       |                             |
|-----------------------|-----------------------------|
| 1 Exactly as expected | 4 Only a little as expected |
| 2 Mostly as expected  | 5 Not at all as expected    |
| 3 Partly as expected  |                             |
- 17) How would you rate your job.
- |   |                       |
|---|-----------------------|
| 1 Always interesting                          | 4 Occasionally boring |
| 2 Occasionally interesting                    | 5 Always boring       |
| 3 Sometimes interesting--<br>sometimes boring |                       |
- 18) Would you say of your job.
- |  |   |
|--|---|
| 1 You wouldn't change it                             | 4 You are bored with it<br>most of the time |
| 2 You like it most of the time                       | 5 You dislike it very much                  |
| 3 Sometimes you like it,<br>sometimes you dislike it |   |
- 19) Within the past year, how frequently have you thought of leaving the company.
- |                 |               |
|-----------------|---------------|
| 1 Never         | 4 Quite often |
| 2 Once or twice | 5 Many times  |
| 3 Occasionally  |               |
- 20) Not considering vacations and holidays, how often would you estimate you are absent from your work, during the year.
- |                                |                       |
|--------------------------------|-----------------------|
| 1 Less than 5 days a year      | 4 15 - 20 days a year |
| 2 Between 5 and 10 days a year | 5 Over 20 days a year |
| 3 10 - 15 days a year          |                       |

## Appendix B (Cont'd)

21) Considering everything, how satisfied are you in your job.

1 Very satisfied

4 Dissatisfied

2 Satisfied

5 Very dissatisfied

3 Neither satisfied nor  
dissatisfied

22) Would you explain why you are still working in this company.  
(Please write down your own reasons as you see fit).

23) Would you explain why you did resign. (Please write down  
your own personal reasons as you see fit).

24) Comments:  
(Please write in this space any comments that you wish to make  
or any explanation or continuation of previous questions. Feel  
free to add as many pages as you like, or as many comments as  
you wish).

## Appendix C

Sonya O. MARTIN  
Apt. 314, 9444 Cameron St.  
Burnaby, V3J 1M1

Dear Friend,

I am enrolled in the M.B.A. program at Simon Fraser University, and one prerequisite to obtaining the master degree is to do a thesis.

The thesis can be done in any subject we choose. Mine is in the Human Behavioral aspect; I would like to explore the causes for satisfaction or dissatisfaction in the work environment.

I have taken the employees in our company as a sample to find out what makes us satisfied or dissatisfied with the work we perform every day.

We all are working for particular reasons, beside money, which may vary according to our needs and opportunities.

My research is aimed at exploring why we are too often dissatisfied with our work, our supervisors, our company. What can we do to modify this status, or what contribution can we make to make the work more enjoyable?

In order to uncover these causes, I need to ask particular questions.

I enclose a survey questionnaire, which I am asking you to complete and sent back to me in the enclosed self-addressed envelope.

Please mark only one answer for each question. Select the answer that is closest to your definition. Do not mark the survey questionnaire with your name, unless you wish to do so.

Once I have back all the survey questionnaires, I will tabulate them and use the derived statistical data for my thesis.

I would like to emphasize that the survey and the thesis are to be used strictly for my study at S.F.U. and are not related, in any way, to our company. In other words, they have nothing to do with the company.

If you should wish to have a copy of my thesis, once it is finished, please feel free to ask me for one. I will be happy to give a copy to any one of you.

## Appendix C (Cont'd)

It is not my intention to give a copy to the management of our company, unless YOU specifically wish so. If so, please tell me in writing of your desire.

I would like to thank you for your help and time spent in completing the survey questionnaire, and to let you know that it is very much appreciated.

Thank you again,

Sincerely,

S.O. Martin

## Appendix D

Table D.1 - Questionnaires sent, received, completed and/or not completed, by employee status and for each section.

	Section A		Section B	
	Superv.	Tech/ Clerl.	Superv.	Tech/ Clerl.
Questionnaires received	<u>8</u>	<u>26</u> (*)	<u>7</u> (**)	<u>16</u>
Questionnaires sent (a)	<u>24</u>	<u>82</u>	<u>33</u>	<u>47</u>
(a) Employees working	22	72	32	41
Left company	3	10	1	8
Could not be reached	( 1)			( 2)
Total Employees by Status:		<u>106</u>		<u>80</u>

Legend:

Superv. = Supervisors

Tech/Clerl. = Technical/Clerical

(\*) = 3 employees did not want to complete it

(\*\*) = 2 did not want to complete it.

## Appendix E

Table E.1 - Questionnaire response to each question. Section A versus Section B - Overall

Questions		$\bar{X}$	$\sigma$	T-value	2-tail probabi- lity	Df
No.1 - Opportunities on the job	All Section A	3.765	0.819	3.53	0.001*	55
	All Section B	2.913	0.208			
No.2 - Ability to use skill and competence on job	All Section A	2.353	1.041	-0.47	0.640	55
	All Section B	2.478	0.187			
No.3 - Opportunities on job to make major decisions	All Section A	3.706	1.001	0.67	0.505	55
	All Section B	3.522	1.039			
No.4 - Does supervisor know your job	All Section A	2.648	1.178	0.54	0.591	55
	All Section B	2.478	1.123			
No.5 - Encouragement from supervisor; exchange of ideas and suggestions	All Section A	3.618	1.231	2.72	0.009*	55
	All Section B	2.696	1.295			
No.6 - Would you be comfortable criticising your supervisor if necessary	All Section A	3.176	1.466	-0.22	0.824	55
	All Section B	3.260	1.287			
No.7 - Did supervisor explain job at time of hiring	All Section A	3.323	1.121	2.48	0.016*	55
	All Section B	2.609	0.988			
No.8 - How often supervisor discusses performance	All Section A	3.676	1.788	4.10	0.000*	55
	All Section B	1.783	1.594			
No.9 - How often have you thought of not coming to work because of supervisor	All Section A	1.647	1.070	-0.81	0.422	55
	All Section B	1.931	1.411			
No.10- Does company offer opportunity advancement	All Section A	1.823	0.387	0.76	0.452	55
	All Section B	1.739	0.449			
No.11- Satisfaction with information received about company	All Section A	3.853	1.048	2.24	0.029*	55
	All Section B	3.174	1.230			
No.12- Is the organization successful with its promotion system	All Section A	4.176	0.834	2.82	0.007*	55
	All Section B	3.522	0.187			

Table E-1 - Continues

Questions		$\bar{X}$		T-value	2-tail probabi- lity	DF
No.13- How fair is the company regarding salary administration	All Section A	3.294	1.060	0.71	0.483	55
	All Section B	3.087	1.125			
No.14- Encouragement for work group to work as team	All Section A	3.412	1.131	1.72	0.091	55
	All Section B	2.870	1.217			
No.15- People in work group are easy to approach	All Section A	2.176	1.029	1.00	0.324	55
	All Section B	1.913	0.900			
No.16- Does your job meet your expectations	All Section A	3.088	1.111	1.51	0.137	55
	All Section B	2.609	1.270			
No.17- How would you rate your job	All Section A	2.823	1.193	1.66	0.103	55
	All Section B	2.304	1.105			
No.18- What would you say of your job	All Section A	2.706	1.060	1.76	0.086	55
	All Section B	2.217	0.998			
No.19-How many times have you thought of leaving the company	All Section A	2.500	1.308	-0.78	0.437	55
	All Section B	2.783	1.380			
No.20- How often are you absent	All Section A	1.618	0.853	0.24	0.810	55
	All Section B	1.565	0.728			
No.21- Are you satisfied with your job	All Section A	2.735	1.136	0.26	0.794	55
	All Section B	2.652	1.229			

Legend:

Technical/clerical & Supervisors in Section A &  
 Technical/clerical & Supervisors in Section B

$\bar{X}$  = mean  
 C = Standard deviation

Df = Degree of freedom (34 in section A; 23 in section B).

The score marked with an asterisks denote the significance of the probability that the event is not equal for both sections.



## Appendix E

Table E.2 - Questionnaire response to each question. Section A versus Section B - All Technical/clerical employees

Questions		$\bar{X}$	$-$	T-value	2-tail probability	Df																																																																																																										
No.1 - Opportunities on the job	Tech/ Section A	3.846	0.834	3.46	0.001*	40																																																																																																										
	cler Section B	2.875	0.957				No.2 - Ability to use skill and competence on job	Tech/ Section A	2.346	1.129	-0.65	0.519	40	cler Section B	2.562	0.892	No.3 - Opportunities on job to make major decisions	Tech/ Section A	3.92	0.977	1.11	0.273	40	cler Section B	3.56	1.094	No.4 - Does supervisor know your job	Tech/ Section A	2.731	1.282	1.05	0.299	40	cler Section B	2.312	1.195	No.5 - Encouragement from supervisor, exchange of ideas and suggestions	Tech/ Section A	3.731	1.282	2.22	0.032*	40	cler Section B	2.812	1.328	No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/ Section A	3.269	1.511	0.18	0.858	40	cler Section B	3.187	1.276	No.7 - Did supervisor explain job at time of hiring	Tech/ Section A	3.346	1.231	2.21	0.033*	40	cler Section B	2.562	0.892	No.8 - How often supervisor discusses performance	Tech/ Section A	3.538	1.964	2.66	0.011*	40	cler Section B	1.937	1.769	No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*
No.2 - Ability to use skill and competence on job	Tech/ Section A	2.346	1.129	-0.65	0.519	40																																																																																																										
	cler Section B	2.562	0.892				No.3 - Opportunities on job to make major decisions	Tech/ Section A	3.92	0.977	1.11	0.273	40	cler Section B	3.56	1.094	No.4 - Does supervisor know your job	Tech/ Section A	2.731	1.282	1.05	0.299	40	cler Section B	2.312	1.195	No.5 - Encouragement from supervisor, exchange of ideas and suggestions	Tech/ Section A	3.731	1.282	2.22	0.032*	40	cler Section B	2.812	1.328	No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/ Section A	3.269	1.511	0.18	0.858	40	cler Section B	3.187	1.276	No.7 - Did supervisor explain job at time of hiring	Tech/ Section A	3.346	1.231	2.21	0.033*	40	cler Section B	2.562	0.892	No.8 - How often supervisor discusses performance	Tech/ Section A	3.538	1.964	2.66	0.011*	40	cler Section B	1.937	1.769	No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025						
No.3 - Opportunities on job to make major decisions	Tech/ Section A	3.92	0.977	1.11	0.273	40																																																																																																										
	cler Section B	3.56	1.094				No.4 - Does supervisor know your job	Tech/ Section A	2.731	1.282	1.05	0.299	40	cler Section B	2.312	1.195	No.5 - Encouragement from supervisor, exchange of ideas and suggestions	Tech/ Section A	3.731	1.282	2.22	0.032*	40	cler Section B	2.812	1.328	No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/ Section A	3.269	1.511	0.18	0.858	40	cler Section B	3.187	1.276	No.7 - Did supervisor explain job at time of hiring	Tech/ Section A	3.346	1.231	2.21	0.033*	40	cler Section B	2.562	0.892	No.8 - How often supervisor discusses performance	Tech/ Section A	3.538	1.964	2.66	0.011*	40	cler Section B	1.937	1.769	No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																
No.4 - Does supervisor know your job	Tech/ Section A	2.731	1.282	1.05	0.299	40																																																																																																										
	cler Section B	2.312	1.195				No.5 - Encouragement from supervisor, exchange of ideas and suggestions	Tech/ Section A	3.731	1.282	2.22	0.032*	40	cler Section B	2.812	1.328	No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/ Section A	3.269	1.511	0.18	0.858	40	cler Section B	3.187	1.276	No.7 - Did supervisor explain job at time of hiring	Tech/ Section A	3.346	1.231	2.21	0.033*	40	cler Section B	2.562	0.892	No.8 - How often supervisor discusses performance	Tech/ Section A	3.538	1.964	2.66	0.011*	40	cler Section B	1.937	1.769	No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																										
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	cler Section B	2.812	1.328				No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/ Section A	3.269	1.511	0.18	0.858	40	cler Section B	3.187	1.276	No.7 - Did supervisor explain job at time of hiring	Tech/ Section A	3.346	1.231	2.21	0.033*	40	cler Section B	2.562	0.892	No.8 - How often supervisor discusses performance	Tech/ Section A	3.538	1.964	2.66	0.011*	40	cler Section B	1.937	1.769	No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																																				
No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/ Section A	3.269	1.511	0.18	0.858	40																																																																																																										
	cler Section B	3.187	1.276				No.7 - Did supervisor explain job at time of hiring	Tech/ Section A	3.346	1.231	2.21	0.033*	40	cler Section B	2.562	0.892	No.8 - How often supervisor discusses performance	Tech/ Section A	3.538	1.964	2.66	0.011*	40	cler Section B	1.937	1.769	No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																																														
No.7 - Did supervisor explain job at time of hiring	Tech/ Section A	3.346	1.231	2.21	0.033*	40																																																																																																										
	cler Section B	2.562	0.892				No.8 - How often supervisor discusses performance	Tech/ Section A	3.538	1.964	2.66	0.011*	40	cler Section B	1.937	1.769	No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																																																								
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	cler Section B	1.937	1.769				No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40	cler Section B	1.625	1.258	No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																																																																		
No.9 - How often have you thought not to come to work because of supervisor	Tech/ Section A	1.654	1.129	0.08	0.939	40																																																																																																										
	cler Section B	1.625	1.258				No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40	cler Section B	1.687	0.479	No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																																																																												
No.10- Does company offer opportunity advancement	Tech/ Section A	1.808	0.402	0.87	0.387	40																																																																																																										
	cler Section B	1.687	0.479				No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40	cler Section B	3.125	1.147	No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																																																																																						
No.11- Satisfaction with information received about company	Tech/ Section A	4.000	0.980	2.63	0.012*	40																																																																																																										
	cler Section B	3.125	1.147				No.12- Is the organization successful with its promotion system	Tech/ Section A	4.192	0.895	2.72	0.010*	40	cler Section B	3.375	1.025																																																																																																
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	cler Section B	3.375	1.025																																																																																																													

Table E.2 Continues

Questions		$\bar{X}$	$\sigma$	T-value	2-tail probability	Df
No.13- How fair is the company regarding salary administration	Tech/ Section A	3.231	1.107	0.29	0.773	40
	cler Section B	3.125	1.204			
No.14- Encouragement from work group to work as team	Tech/ Section A	3.461	1.272	1.14	0.259	40
	cler Section B	3.000	1.265			
No.15- People in work group are easy to approach	Tech/ Section A	2.115	1.033	0.55	0.586	40
	cler Section B	1.937	0.998			
No.16- Does your job meet your expectations	Tech/ Section A	3.154	1.223	1.32	0.193	40
	cler Section B	2.625	1.310			
No.17- How would you rate your job	Tech/ Section A	3.000	1.166	1.84	0.074	40
	cler Section B	2.312	1.195			
No.18- What would you say of your job	Tech/ Section A	2.923	1.055	2.91	0.006*	40
	cler Section B	2.000	0.894			
No.19- How many times have you thought of leaving the company	Tech/ Section A	2.692	1.379	0.29	0.771	40
	cler Section B	2.563	1.413			
No.20- How often are you absent	Tech/ Section A	1.769	0.980	1.59	0.120	40
	cler Section B	1.375	0.500			
No.21- Are you satisfied with your job	Tech/ Section A	2.846	1.255	1.41	0.167	40
	cler Section B	2.312	1.078			

Legend:

Technical/clerical in section A and Technical/clerical in section B

Df = Degree of freedom (26 in section A; 16 in section B)

$\bar{X}$  = mean

$\sigma$  = standard deviation

Tech/cler = Technical/clerical

The scores marked with an asterisks denote the significance of the probability that the event is not equal for both sections.

## Appendix E

Table E.3 - Questionnaire response to each question. Section A versus Section B. All supervisors

Questions		$\bar{X}$	$\sigma$	T-value	2-tail probabi- lity	Df																																																																																																										
No.1 - Opportunities on the job	Supv. Section A	3.500	0.756	1.01	0.333	13																																																																																																										
	Supv. Section B	3.000	1.155				No.2 - Ability to use skill and competence on job	Supv. Section A	2.375	0.744	0.20	0.842	13	Supv. Section B	2.286	0.951	No.3 - Opportunities on job to make major decisions	Supv. Section A	3.000	0.756	-0.96	0.356	13	Supv. Section B	3.428	0.976	No.4 - Does supervisor know your job	Supv. Section A	2.375	0.744	-1.14	0.276	13	Supv. Section B	2.857	0.900	No.5 - Encouragement from supervisor, exchange of ideas and suggestions	Supv. Section A	3.250	1.035	1.38	0.191	13	Supv. Section B	2.429	1.272	No.6 - Would you be comfortable criticising your supervisor if necessary	Supv. Section A	2.875	1.356	-0.78	0.451	13	Supv. Section B	3.428	1.397	No.7 - Did supervisor explain job at time of hiring	Supv. Section A	3.250	0.707	1.04	0.318	13	Supv. Section B	2.714	1.254	No.8 - How often supervisor discusses performance	Supv. Section A	4.125	0.991	4.92	0.000*	13	Supv. Section B	1.428	1.134	No.9 - How often have you thought not to come to work because of supervisor	Supv. Section A	1.625	0.916	-1.42	0.179	13	Supv. Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13	Supv. Section B	1.857	0.378	No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352
No.2 - Ability to use skill and competence on job	Supv. Section A	2.375	0.744	0.20	0.842	13																																																																																																										
	Supv. Section B	2.286	0.951				No.3 - Opportunities on job to make major decisions	Supv. Section A	3.000	0.756	-0.96	0.356	13	Supv. Section B	3.428	0.976	No.4 - Does supervisor know your job	Supv. Section A	2.375	0.744	-1.14	0.276	13	Supv. Section B	2.857	0.900	No.5 - Encouragement from supervisor, exchange of ideas and suggestions	Supv. Section A	3.250	1.035	1.38	0.191	13	Supv. Section B	2.429	1.272	No.6 - Would you be comfortable criticising your supervisor if necessary	Supv. Section A	2.875	1.356	-0.78	0.451	13	Supv. Section B	3.428	1.397	No.7 - Did supervisor explain job at time of hiring	Supv. Section A	3.250	0.707	1.04	0.318	13	Supv. Section B	2.714	1.254	No.8 - How often supervisor discusses performance	Supv. Section A	4.125	0.991	4.92	0.000*	13	Supv. Section B	1.428	1.134	No.9 - How often have you thought not to come to work because of supervisor	Supv. Section A	1.625	0.916	-1.42	0.179	13	Supv. Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13	Supv. Section B	1.857	0.378	No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378						
No.3 - Opportunities on job to make major decisions	Supv. Section A	3.000	0.756	-0.96	0.356	13																																																																																																										
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	Supv. Section B	2.429	1.272				No.6 - Would you be comfortable criticising your supervisor if necessary	Supv. Section A	2.875	1.356	-0.78	0.451	13	Supv. Section B	3.428	1.397	No.7 - Did supervisor explain job at time of hiring	Supv. Section A	3.250	0.707	1.04	0.318	13	Supv. Section B	2.714	1.254	No.8 - How often supervisor discusses performance	Supv. Section A	4.125	0.991	4.92	0.000*	13	Supv. Section B	1.428	1.134	No.9 - How often have you thought not to come to work because of supervisor	Supv. Section A	1.625	0.916	-1.42	0.179	13	Supv. Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13	Supv. Section B	1.857	0.378	No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378																																				
No.6 - Would you be comfortable criticising your supervisor if necessary	Supv. Section A	2.875	1.356	-0.78	0.451	13																																																																																																										
	Supv. Section B	3.428	1.397				No.7 - Did supervisor explain job at time of hiring	Supv. Section A	3.250	0.707	1.04	0.318	13	Supv. Section B	2.714	1.254	No.8 - How often supervisor discusses performance	Supv. Section A	4.125	0.991	4.92	0.000*	13	Supv. Section B	1.428	1.134	No.9 - How often have you thought not to come to work because of supervisor	Supv. Section A	1.625	0.916	-1.42	0.179	13	Supv. Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13	Supv. Section B	1.857	0.378	No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378																																														
No.7 - Did supervisor explain job at time of hiring	Supv. Section A	3.250	0.707	1.04	0.318	13																																																																																																										
	Supv. Section B	2.714	1.254				No.8 - How often supervisor discusses performance	Supv. Section A	4.125	0.991	4.92	0.000*	13	Supv. Section B	1.428	1.134	No.9 - How often have you thought not to come to work because of supervisor	Supv. Section A	1.625	0.916	-1.42	0.179	13	Supv. Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13	Supv. Section B	1.857	0.378	No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378																																																								
No.8 - How often supervisor discusses performance	Supv. Section A	4.125	0.991	4.92	0.000*	13																																																																																																										
	Supv. Section B	1.428	1.134				No.9 - How often have you thought not to come to work because of supervisor	Supv. Section A	1.625	0.916	-1.42	0.179	13	Supv. Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13	Supv. Section B	1.857	0.378	No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378																																																																		
No.9 - How often have you thought not to come to work because of supervisor	Supv. Section A	1.625	0.916	-1.42	0.179	13																																																																																																										
	Supv. Section B	2.571	1.618				No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13	Supv. Section B	1.857	0.378	No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378																																																																												
No.10- Does company offer opportunity advancement	Supv. Section A	1.875	0.354	0.09	0.926	13																																																																																																										
	Supv. Section B	1.857	0.378				No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13	Supv. Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378																																																																																						
No.11- Satisfaction with information received about company	Supv. Section A	3.375	1.188	0.13	0.899	13																																																																																																										
	Supv. Section B	3.286	1.496				No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13	Supv. Section B	3.857	0.378																																																																																																
No.12- Is the organization successful with its promotion system	Supv. Section A	4.125	0.641	0.97	0.352	13																																																																																																										
	Supv. Section B	3.857	0.378																																																																																																													

Table E.3 Continues

Questions		$\bar{X}$	$\sigma$	T-value	2-tail probability	Df
No.13- How fair is the company regarding salary administration	Supv. Section A	3.500	0.926	1.01	0.333	13
	Supv. Section B	3.000	1.000			
No.14- Encouragement from work group to work as team	Supv. Section A	3.250	0.463	1.56	0.143	13
	Supv. Section B	2.571	1.134			
No.15- People in work group are easy to approach	Supv. Section A	2.375	1.061	1.10	0.291	13
	Supv. Section B	1.857	0.690			
No.16- Does your job meet your expectations	Supv. Section A	2.875	0.641	0.60	0.561	13
	Supv. Section B	2.571	1.272			
No.17- How would you rate your job	Supv. Section A	2.250	1.165	-0.06	0.950	13
	Supv. Section B	2.287	0.951			
No.18- What would you say of your job	Supv. Section A	2.000	0.756	-1.47	0.165	13
	Supv. Section B	2.714	1.113			
No.19- How many times have you thought of leaving the company	Supv. Section A	1.875	0.835	-2.60	0.022*	13
	Supv. Section B	3.286	1.264			
No.20- How often are you absent	Supv. Section A	1.125	0.354	-2.32	0.037*	13
	Supv. Section B	2.000	1.000			
No.21- Are you satisfied with your job	Supv. Section A	2.375	0.518	-2.16	0.050*	13
	Supv. Section B	3.428	1.272			

Legend:

Supervisors in section A &  
supervisors in section B  
 $\bar{X}$  = mean

$\sigma$  = standard deviation  
Df = Degree of freedom (8 in section A, 7 in section B)  
Supv. = Supervisors

The scores marked with an asterisk denote the significance of the probability that the event is not equal for both sections.

## Appendix E

Table E.4 - Questionnaire response to each question. Section A only - Supervisors versus Technical/clerical

Questions			$\bar{X}$	$\sigma$	T-value	2-tail probabi- lity	Df
No.1 - Opportunities on the job	Tech/clk	Section A	3.846	0.834	1.05	0.303	32
	Supervisor	Section A	3.500	0.756			
No.2 - Ability to use skill and competence on job	Tech/clk	Section A	2.346	1.129	-0.07	0.947	32
	Supervisor	Section A	2.375	0.744			
No.3 - Opportunities on job to make major decisions	Tech/clk	Section A	3.923	0.977	2.45	0.020*	32
	Supervisor	Section A	3.000	0.756			
No.4 - Does supervisor know your job	Tech/clk	Section A	2.731	1.282	0.74	0.563	32
	Supervisor	Section A	2.375	0.744			
No.5 - Encouragement from supervisor, exchange of ideas and suggestions	Tech/clk	Section A	3.731	1.282	0.96	0.342	32
	Supervisor	Section A	3.250	1.035			
No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/clk	Section A	3.269	1.511	0.66	0.514	32
	Supervisor	Section A	2.875	1.356			
No.7 - Did supervisor explain job at time of hiring	Tech/clk	Section A	3.346	1.321	0.21	0.836	32
	Supervisor	Section A	3.250	0.707			
No.8 - How often supervisor discusses performance	Tech/clk	Section A	3.539	1.964	-0.81	0.425	32
	Supervisor	Section A	4.126	0.991			
No.9 - How often have you thought not to come to work because of supervisor	Tech/clk	Section A	1.654	1.129	0.07	0.948	32
	Supervisor	Section A	1.625	0.916			
No.10- Does company offer opportunity advancement	Tech/clk	Section A	1.808	0.402	-0.42	0.674	32
	Supervisor	Section A	1.875	0.125			
No.11- Satisfaction with information received about company	Tech/clk	Section A	4.000	0.980	1.50	0.143	32
	Supervisor	Section A	3.375	1.188			
No.12- Is the organization successful with its promotion system	Tech/clk	Section A	4.192	0.895	0.20	0.845	32
	Supervisor	Section A	4.125	0.641			

Table E.4 Continued

Questions			$\bar{X}$	$\sigma$	T-value	2-tail probabi- lity	Df
	Tech/clk	Section A					
No.13- How fair is the company regarding salary administration	Tech/clk	Section A	3.231	1.107	-0.62	0.538	32
	Supervisor	Section A	3.500	0.926			
No.14- Encouragement from work group to work as team	Tech/clk	Section A	3.462	1.272	0.46	0.651	32
	Supervisor	Section A	3.250	0.563			
No.15- People in work group are easy to approach	Tech/clk	Section A	2.115	1.033	-0.62	0.541	32
	Supervisor	Section A	2.375	1.061			
No.16- Does your job meet your expectations	Tech/clk	Section A	3.154	1.223	0.61	0.543	32
	Supervisor	Section A	2.875	0.641			
No.17- How would you rate your job	Tech/clk	Section A	3.000	1.166	1.59	0.121	32
	Supervisor	Section A	2.250	1.165			
No.18- What would you say of your job	Tech/clk	Section A	2.923	1.055	2.29	0.029*	32
	Supervisor	Section A	2.000	0.756			
No.19- How many times have you thought of leaving the company	Tech/clk	Section A	2.692	1.379	1.58	0.124	32
	Supervisor	Section A	1.875	0.835			
No.20- How often are you absent	Tech/clk	Section A	1.769	0.908	1.94	0.061	32
	Supervisor	Section A	1.125	0.354			
No.21- Are you satisfied with your job	Tech/clk	Section A	2.846	1.255	1.03	0.312	32
	Supervisor	Section A	2.375	0.518			

Legend:

Technical/clerical in section A & supervisors in section A.

$\bar{X}$  = mean

$\sigma$  = standard deviation

Df = degree of freedom (26 Technical/Clerical, 8 supervisors)

Tech/clk = Technical/clerical

The score marked with an asterisk denotes the significance of the probability that the event is not equal for both sections.

## Appendix E

Table E.5 - Questionnaire response to each question. Section B only. Supervisors versus Technical/clerical

Questions			$\bar{X}$	$\sigma$	T-value	2-tail probabi- lity	Df																																																																																																																																
No.1 - Opportunities on the job	Tech/clk	Section B	2.875	0.957	-0.27	0.789	21																																																																																																																																
	Supervisor	Section B	3.000	1.155				No.2 - Ability to use skill and competence on job	Tech/clk	Section B	2.563	0.892	0.67	0.509	21	Supervisor	Section B	2.286	0.951	No.3 - Opportunities on job to make major decisions	Tech/clk	Section B	3.563	1.094	0.28	0.783	21	Supervisor	Section B	3.429	0.976	No.4 - Does supervisor know your job	Tech/clk	Section B	2.313	1.195	-1.07	0.295	21	Supervisor	Section B	2.857	0.900	No.5 - Encouragement from supervisor; exchange of ideas and suggestions	Tech/clk	Section B	2.813	1.328	0.65	0.525	21	Supervisor	Section B	2.429	1.272	No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/clk	Section B	3.187	1.276	-0.41	0.689	21	Supervisor	Section B	3.429	1.397	No.7 - Did supervisor explain job at time of hiring	Tech/clk	Section B	2.563	0.892	-0.33	0.743	21	Supervisor	Section B	2.714	1.254	No.8 - How often supervisor discusses performance	Tech/clk	Section B	1.938	1.769	0.70	0.494	21	Supervisor	Section B	1.429	1.134	No.9 - How often have you thought not to come to work because of supervisor	Tech/clk	Section B	1.625	1.258	-1.52	0.143	21	Supervisor	Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Tech/clk	Section B	1.687	0.479	-0.83	0.417	21	Supervisor	Section B	1.858	0.378	No.11- Satisfaction with information received about company	Tech/clk	Section B	3.125	1.147	-0.28	0.781	21	Supervisor	Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Tech/clk	Section B	3.375	1.025	-1.20	0.245	21
No.2 - Ability to use skill and competence on job	Tech/clk	Section B	2.563	0.892	0.67	0.509	21																																																																																																																																
	Supervisor	Section B	2.286	0.951				No.3 - Opportunities on job to make major decisions	Tech/clk	Section B	3.563	1.094	0.28	0.783	21	Supervisor	Section B	3.429	0.976	No.4 - Does supervisor know your job	Tech/clk	Section B	2.313	1.195	-1.07	0.295	21	Supervisor	Section B	2.857	0.900	No.5 - Encouragement from supervisor; exchange of ideas and suggestions	Tech/clk	Section B	2.813	1.328	0.65	0.525	21	Supervisor	Section B	2.429	1.272	No.6 - Would you be comfortable criticising your supervisor if necessary	Tech/clk	Section B	3.187	1.276	-0.41	0.689	21	Supervisor	Section B	3.429	1.397	No.7 - Did supervisor explain job at time of hiring	Tech/clk	Section B	2.563	0.892	-0.33	0.743	21	Supervisor	Section B	2.714	1.254	No.8 - How often supervisor discusses performance	Tech/clk	Section B	1.938	1.769	0.70	0.494	21	Supervisor	Section B	1.429	1.134	No.9 - How often have you thought not to come to work because of supervisor	Tech/clk	Section B	1.625	1.258	-1.52	0.143	21	Supervisor	Section B	2.571	1.618	No.10- Does company offer opportunity advancement	Tech/clk	Section B	1.687	0.479	-0.83	0.417	21	Supervisor	Section B	1.858	0.378	No.11- Satisfaction with information received about company	Tech/clk	Section B	3.125	1.147	-0.28	0.781	21	Supervisor	Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Tech/clk	Section B	3.375	1.025	-1.20	0.245	21	Supervisor	Section B	3.857	0.378								
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No.9 - How often have you thought not to come to work because of supervisor	Tech/clk	Section B	1.625	1.258	-1.52	0.143	21																																																																																																																																
	Supervisor	Section B	2.571	1.618				No.10- Does company offer opportunity advancement	Tech/clk	Section B	1.687	0.479	-0.83	0.417	21	Supervisor	Section B	1.858	0.378	No.11- Satisfaction with information received about company	Tech/clk	Section B	3.125	1.147	-0.28	0.781	21	Supervisor	Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Tech/clk	Section B	3.375	1.025	-1.20	0.245	21	Supervisor	Section B	3.857	0.378																																																																																												
No.10- Does company offer opportunity advancement	Tech/clk	Section B	1.687	0.479	-0.83	0.417	21																																																																																																																																
	Supervisor	Section B	1.858	0.378				No.11- Satisfaction with information received about company	Tech/clk	Section B	3.125	1.147	-0.28	0.781	21	Supervisor	Section B	3.286	1.496	No.12- Is the organization successful with its promotion system	Tech/clk	Section B	3.375	1.025	-1.20	0.245	21	Supervisor	Section B	3.857	0.378																																																																																																								
No.11- Satisfaction with information received about company	Tech/clk	Section B	3.125	1.147	-0.28	0.781	21																																																																																																																																
	Supervisor	Section B	3.286	1.496				No.12- Is the organization successful with its promotion system	Tech/clk	Section B	3.375	1.025	-1.20	0.245	21	Supervisor	Section B	3.857	0.378																																																																																																																				
No.12- Is the organization successful with its promotion system	Tech/clk	Section B	3.375	1.025	-1.20	0.245	21																																																																																																																																
	Supervisor	Section B	3.857	0.378																																																																																																																																			

Table E.5 Continues

Questions			$\bar{X}$	$\sigma$	T-value	2-tail probabi- lity	Df																																																																																												
No.13- How fair is the company regarding salary administration	Tech/Clk	Section B	3.125	1.204	0.24	0.813	21																																																																																												
	Supervisor	Section B	3.000	1.000				No.14- Encouragement from work group to work as team	Tech/clk	Section B	3.000	1.205	0.77	0.450	21	Supervisor	Section B	2.571	1.134	No.15- People in work group are easy to approach	Tech/clk	Section B	1.938	0.998	0.19	0.849	21	Supervisor	Section B	1.857	0.690	No.16- Does your job meet your expectations	Tech/clk	Section B	2.625	1.310	0.09	0.928	21	Supervisor	Section B	2.571	1.272	No.17- How would you rate your job	Tech/clk	Section B	2.313	1.195	0.05	0.959	21	Supervisor	Section B	2.286	0.951	No.18- What would you say of your job	Tech/clk	Section B	2.000	0.894	-1.64	0.116	21	Supervisor	Section B	2.714	1.113	No.19- How many times have you thought of leaving the company	Tech/clk	Section B	2.563	1.413	-1.17	0.257	21	Supervisor	Section B	3.286	1.254	No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21	Supervisor	Section B	2.000	1.000	No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21
No.14- Encouragement from work group to work as team	Tech/clk	Section B	3.000	1.205	0.77	0.450	21																																																																																												
	Supervisor	Section B	2.571	1.134				No.15- People in work group are easy to approach	Tech/clk	Section B	1.938	0.998	0.19	0.849	21	Supervisor	Section B	1.857	0.690	No.16- Does your job meet your expectations	Tech/clk	Section B	2.625	1.310	0.09	0.928	21	Supervisor	Section B	2.571	1.272	No.17- How would you rate your job	Tech/clk	Section B	2.313	1.195	0.05	0.959	21	Supervisor	Section B	2.286	0.951	No.18- What would you say of your job	Tech/clk	Section B	2.000	0.894	-1.64	0.116	21	Supervisor	Section B	2.714	1.113	No.19- How many times have you thought of leaving the company	Tech/clk	Section B	2.563	1.413	-1.17	0.257	21	Supervisor	Section B	3.286	1.254	No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21	Supervisor	Section B	2.000	1.000	No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21	Supervisor	Section B	3.429	1.272								
No.15- People in work group are easy to approach	Tech/clk	Section B	1.938	0.998	0.19	0.849	21																																																																																												
	Supervisor	Section B	1.857	0.690				No.16- Does your job meet your expectations	Tech/clk	Section B	2.625	1.310	0.09	0.928	21	Supervisor	Section B	2.571	1.272	No.17- How would you rate your job	Tech/clk	Section B	2.313	1.195	0.05	0.959	21	Supervisor	Section B	2.286	0.951	No.18- What would you say of your job	Tech/clk	Section B	2.000	0.894	-1.64	0.116	21	Supervisor	Section B	2.714	1.113	No.19- How many times have you thought of leaving the company	Tech/clk	Section B	2.563	1.413	-1.17	0.257	21	Supervisor	Section B	3.286	1.254	No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21	Supervisor	Section B	2.000	1.000	No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21	Supervisor	Section B	3.429	1.272																				
No.16- Does your job meet your expectations	Tech/clk	Section B	2.625	1.310	0.09	0.928	21																																																																																												
	Supervisor	Section B	2.571	1.272				No.17- How would you rate your job	Tech/clk	Section B	2.313	1.195	0.05	0.959	21	Supervisor	Section B	2.286	0.951	No.18- What would you say of your job	Tech/clk	Section B	2.000	0.894	-1.64	0.116	21	Supervisor	Section B	2.714	1.113	No.19- How many times have you thought of leaving the company	Tech/clk	Section B	2.563	1.413	-1.17	0.257	21	Supervisor	Section B	3.286	1.254	No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21	Supervisor	Section B	2.000	1.000	No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21	Supervisor	Section B	3.429	1.272																																
No.17- How would you rate your job	Tech/clk	Section B	2.313	1.195	0.05	0.959	21																																																																																												
	Supervisor	Section B	2.286	0.951				No.18- What would you say of your job	Tech/clk	Section B	2.000	0.894	-1.64	0.116	21	Supervisor	Section B	2.714	1.113	No.19- How many times have you thought of leaving the company	Tech/clk	Section B	2.563	1.413	-1.17	0.257	21	Supervisor	Section B	3.286	1.254	No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21	Supervisor	Section B	2.000	1.000	No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21	Supervisor	Section B	3.429	1.272																																												
No.18- What would you say of your job	Tech/clk	Section B	2.000	0.894	-1.64	0.116	21																																																																																												
	Supervisor	Section B	2.714	1.113				No.19- How many times have you thought of leaving the company	Tech/clk	Section B	2.563	1.413	-1.17	0.257	21	Supervisor	Section B	3.286	1.254	No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21	Supervisor	Section B	2.000	1.000	No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21	Supervisor	Section B	3.429	1.272																																																								
No.19- How many times have you thought of leaving the company	Tech/clk	Section B	2.563	1.413	-1.17	0.257	21																																																																																												
	Supervisor	Section B	3.286	1.254				No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21	Supervisor	Section B	2.000	1.000	No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21	Supervisor	Section B	3.429	1.272																																																																				
No.20- How often are you absent	Tech/clk	Section B	1.375	0.500	-2.02	0.056*	21																																																																																												
	Supervisor	Section B	2.000	1.000				No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21	Supervisor	Section B	3.429	1.272																																																																																
No.21- Are you satisfied with your job	Tech/clk	Section B	2.312	1.078	-2.17	0.042*	21																																																																																												
	Supervisor	Section B	3.429	1.272																																																																																															

Legend:

Technical/clerical in section B & supervisors in section B

$\bar{X}$  = mean

$\sigma$  = standard deviation

The scores marked with an asterisk denote the significance of the probability that the event is not equal for both sections.

Df = degree of freedom (16 Technical/clerical  
7 supervisors)

Tech/clk = Technical/clerical



## Appendix F

Table F.1 - Pearson's Correlation of survey results of each variable to absenteeism

Variables	All Employees A +		Tech/Cler. A +		Tech/Cler. B +		Tech/Cler. A +	
	All Employees B		Supervisors A		Supervisors B		Tech/Cler. B	
	r	Df=57 <sup>S</sup>	r	Df=34 <sup>S</sup>	r	Df=23 <sup>S</sup>	r	Df=42 <sup>S</sup>
1 - Job satisfaction	0.3086	0.010	0.3304	0.028	0.2916	0.089	0.3336	0.015
2 - Supervisory style	0.2939	0.013	0.3570	0.019	0.2229	0.153	0.4206	0.003
3 - Peer group interaction	0.1701	0.103	0.1269	0.237	0.2427	0.132	0.2854	0.033
4 - Task repetitiveness	0.4201	0.001	0.5298	0.001	0.1906	0.192	0.4728	0.001
5 - Company policy and salary *	0.2442	0.034	0.3367	0.026	0.1239	0.287	0.3091	0.023

Table F.2 - Pearson's correlation of survey of each variable to absenteeism

Variables	Supv.A + Supv.B		Tech/Cler. A		Tech/Cler.B		Supervisors A		Supervisors B	
	Df=15		Df=26		Df=16		Df=8		Df=7	
	r	S	r	S	r	S	r	S	r	S
1 - Job satisfaction	0.2203	0.215	0.2715	0.090	0.2775	0.149	0.0820	0.423	0.2306	0.309
2 - Supervisory style	-0.1762	0.265	0.3520	0.039	0.4342	0.046	0.4019	0.162	0.1589	0.367
3 - Peer group interaction	-0.2613	0.173	0.1860	0.181	0.5138	0.021	-0.4664	0.122	0.1193	0.399
4 - Task repetitiveness	0.2277	0.207	0.5345	0.002	0.1309	0.315	-0.4382	0.139	0.0810	0.432
5 - Company policy and salary*	0.000	0.500	0.3506	0.040	-0.0140	0.480	0.0372	0.465	0.3457	0.224

**Legend:** r is correlation coefficient  
 S is level of significance  
 Df is degree of freedom  
 \* question 20 was not computed  
 as part of this variable

Tech/Cler. is technical/clerical  
 All is all employees, technical/clerical and supervisors  
 A,B are sections

**Note:** Due to the particular measuring scale used on the questionnaire, the above results should read as negatives not positives. The negative results on table F.2 should read positives not negatives.

Table 4.30 - Number of questionnaires sent, by employee status, to each section

Status of employees	Section A		Section B	
	Super- visors	Tech/ Clerl.	Super- visors	Tech/ Clerl.
Employees currently working	22	72	32	41
Part-time/full-time who had left	3	10	1	8
TOTAL number of employees	25	82	33	49
Could not be reached	(1)	-	-	(2)
TOTAL Questionnaires sent	24	82	33	47
	106		80	

Legend: Tech/Clerl. = Technical/clerical

Table 4.31 - Number of questionnaires received and number of questionnaires not completed or not received, by employee status and for each section

Explanation of data	Section A		Section B	
	Super- visors	Tech/ Clerl.	Super- visors	Tech/ Clerl.
Questionnaires received and completed	8	26	7	16
Did not want to complete it	-	3	2	-
Questionnaires not received	16	53	24	31
TOTAL Questionnaires, by status, for each section	24	82	33	47
	106		80	

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