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A SNAPSHOT: JOB ATTITUDES WITHIN THE HUMAN RESOURCES PROFESSION

by

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A SNAPSHOT: JOB ATTITUDES WITHIN THE HUMAN RESOURCES PROFESSION

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Dedication

This Master's Project is dedicated to Cecil and Roseann Dodd, for all the sacrifices that allowed me to find my way here.

Acknowledgements

I would like to acknowledge Dr. Lisa Sublett for her outstanding knowledge base in Statistics and Industrial/Organizational Psychology, and for all contributions to this project, which have been critical to its completion. I would also like to acknowledge Dr. Scott McIntyre for his attention to detail and willingness to challenge the status quo, which has elevated the project in its entirety, and lastly Dr. Mindy Bergman, who so passionately inspired me into the field of Industrial/Organizational Psychology and contributed greatly to both my personal and professional development. Thank you all for your support and for the learning opportunities this educational path has afforded me.

ABSTRACT

A SNAPSHOT: JOB ATTITUDES WITHIN THE HUMAN RESOURCES PROFESSION

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The purpose of this project was to use two samples to analyze job attitudes in the Human Resources (HR) department. Sample 1 is comprised of HR employees in an organization located in Houston, Texas. This organization wanted to establish a baseline regarding how HR employees felt about working there. Sample 2 included a broader sample of HR professionals from various organizations, recruited through LinkedIn, who were asked to complete a survey that focused on the areas of interest. Participants in both samples reported their levels of turnover intention, job satisfaction, departmental commitment, distributive justice, perceived coworker support, and perceived supervisor support. Ultimately, results found statistically significant relationships between all variables and turnover intention. Job satisfaction was strongly, negatively predictive of turnover intention, and departmental affective commitment was moderately, negatively predictive of turnover intention. This paper will discuss these areas of focus in depth from a theoretical viewpoint before outlining the results of the surveys from both groups.

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CHAPTER I:

INTRODUCTION

The goals of this project are to assess job attitudes within the HR profession and investigate turnover intention as an outcome. To accomplish this, I will look at the antecedents that contribute to turnover intention and related job attitudes (i.e., job satisfaction, affective commitment), including distributive justice, perceived supervisor support, and perceived coworker support. Through examining past research, I will look at how these antecedents contribute to job attitudes, specifically job satisfaction and departmental commitment, and ultimately discuss how those attitudes affect an employee's intention to quit. In order to thoroughly investigate this matter, we must first understand the fundamental role of the HR professional within an organization.

HR Departments' Role in Organizations

According to Rose (2018, p.2), "the Human Resources (HR) employee is placed in an awkward position," noting that the role is a highly communal position and revolves around ensuring that business strategies are efficient and implemented correctly. Researchers in this study found that the HR employee's level of job satisfaction was impacted significantly by negative workplace behaviors, proposing that these professionals cannot be effective at the implementation of effective business strategies when they are being negatively impacted by the same behaviors (Rose, 2018). Intuitively, for organizations to operate efficiently and implement strategic business strategies, the HR professionals within the organizations must be tended to in the same way organizations would expect HR to tend to employees outside of their own department.

A study conducted in Ohio concluded that the HR role had transitioned from being a transactional and administrative function to a strategic business partnership (Kouns, 2009). While HR departments may still function in many of the same areas (i.e.,

recruiting, training and development, employee relations), they are no longer viewed only as departments that complete a function. Today, HR employees are charged with the implementation of effective business strategies and are being viewed as strategic partners to the overall success of the business. Bagga and Srivastava (2014) noted that the primary goals of strategic HR are to increase employee productivity and to identify key HR areas where strategies can be implemented in the long run to improve employee motivation and productivity. Therefore, it is critical to ensure these employees are satisfied in their jobs, committed to their departments, and that top talent is retained. The demand for HR's role in strategic business operation is apparent through the correlation between the profession and the increasing demand for educational requirements.

According to the Society for Human Resource Management, 70% of employers look for prospects with a bachelor's degree in HR or for those with a degree in business with an HR concentration (SHRM, 2018). The HR role and the requirements to attain an HR role have evolved, suggesting people must work harder to land a job in this field, yet turnover seems to be increasing. According to the Global HR Viewpoint Report (2012), 35% of HR professionals have been employed by their respective companies for less than a year, and 61% have worked for their company for less than two years (Kohler, 2014). A literature review was conducted to examine past research surrounding the antecedents and attitudes that were included in the survey that influence turnover intention. This was done to explore why HR employees may leave the organizations in which they work and discuss what can be done to ensure retention. The proposed model for the study variables is in Figure 1.

Turnover Intentions of HR Professionals

Turnover within the organization is defined as an employee's voluntary severance of employment ties (Hom & Griffeth, 1995). The word voluntary assumes that the employee makes such a decision voluntarily (i.e., quit) and is different from any instance where an employee is terminated involuntarily (i.e., fired). Research has consistently proposed that turnover intention is related to voluntary turnover (Mathieu & Zajac, 1990). For the purposes of this research, it is important to distinguish this concept, as I am investigating those variables that would influence an individual to leave the organization by choice. Over the last 100 years, turnover has become a variable of interest with the cumulative number of articles published in top journals steadily increasing into the 21st century (Hom, Lee, Shaw, & Hausknecht, 2017). Much of this research has focused on the relationship between turnover and job attitudes, such as job satisfaction and organizational commitment (e.g., Brayfield & Crockett, 1955; Hulin, 1968, Weitz & Nuchols, 1955), and has contributed to my selection of these attitudes for measurement within the scope of this project. I investigated the turnover intention of HR professionals within a single organization located in Houston, Texas. This organization had eight HR employees leave the department in the last two years, while the average total number of employees in the department is only thirteen. That equates to a drastic and alarming rate of 61% turnover.

Because one cannot assess turnover in employees who are currently employed, researchers often assess "turnover intention" instead to highlight an active employee's intention to quit his or her job (Griffeth, Hom, & Gaertner, 2000). Turnover intention is defined in the context of this study as the conscious and deliberate intention to leave the organization (Tett & Meyer, 2016). Rahman and Nas (2013) discuss an interesting cognitive process that ends with turnover intention. They explain that the process starts

with the employee thinking about quitting his or her job. Then, the employee must have the intention to search for a different job and have the intention to quit. Research also indicates that the relationship between turnover intention and turnover is positive, suggesting that reducing turnover intention could reduce actual turnover (Griffeth, Hom, & Gaertner, 2000).

Based on these findings, I will now explore the relationship between job satisfaction and departmental commitment on turnover intention among HR professionals (see Figure 1).

Job Satisfaction as an Attitude and Antecedent

Research consistently supports a negative relationship between job satisfaction and turnover intention. A recent study in the UK involving high turnover rates among nurses concluded that job satisfaction was negatively related to turnover intention as a result of low off-the-job embeddedness (Fasbender, Van der Heijden, & Grimshaw, 2019). Herzberg's Two-Factor Theory proposes that job satisfaction is affected by two types of variables: motivator and hygiene factors (Herzberg, Mausner, & Snyderman, 1959). Motivator factors motivate employees and increase job satisfaction. Examples of motivators could be gratifying work, a sense of achievement, or increased job responsibility. Hygiene factors are extrinsic factors that can decrease job satisfaction. Examples of these would be pay structure, leadership, and relationships with coworkers. Prior research testing this theory supported that motivators are significantly, positively related to job satisfaction and that hygiene factors are highly, positively related to job dissatisfaction (Karp & Nickon, 1973). Antecedents chosen for inclusion in the survey were distributive justice, perceived supervisor support, and perceived coworker support. Using Herzberg as a theoretical framework, I include perceived supervisor support and perceived coworker support as motivator factors and antecedents of job satisfaction.

Distributive justice is a hygiene factor and is expected to be related to job dissatisfaction. I next discuss these antecedents in depth and explain how they contribute to job satisfaction or job dissatisfaction. Following previous research, I hypothesize:

Hypothesis 1. Job satisfaction will be negatively related to turnover intention.

Departmental Commitment as an Attitude and Antecedent

Most definitions of commitment describe it as the extent to which an employee identifies with, and is involved with, an organization (Curry, Wakefield, Price, & Mueller, 1986). Meyer and Allen (1991) categorized commitment into three sectors in defining the variable: affective commitment, continuance commitment, and normative commitment. These researchers defined affective commitment as the employee's emotional attachment to, identification with, and involvement in, the organization. Continuance commitment was defined as the consideration of the costs that the employee associates with leaving the organization, and normative commitment was defined as the employee's feelings of obligation to remain with the organization (Meyer & Allen, 1991). According to this model, employees who score high in affective commitment choose to stay with the department because they want to, employees high in continuance commitment choose to stay with the department because they need to, and employees high in normative commitment choose to stay with the department because they feel they ought to (Meyer & Allen, 1991). This model of commitment argues that all three sectors of commitment must be looked at to understand commitment holistically. While different variables or antecedents can affect each sector of commitment, all three sectors should be negatively related to turnover intention (Meyer, Allen, & Smith, 1993). For the purposes of this study, I will focus on affective commitment as a precursor to voluntary turnover (i.e. the employee quits and leaves the organization because they want to).

Several studies support the idea that commitment can be predictive of turnover intention. Gatling, Kang, and Kim (2016) found that organizational commitment significantly affected turnover intention, specifically when organizational commitment was affected by authentic leadership. Further, a study conducted in China found that satisfaction with extrinsic benefits, supervisor support, and coworker support had substantial impact on employees' affective and normative commitment (Nazir, Shafi, Qun, Nazir, & Tran, 2016). These studies, as well as the theoretical framework provided by Meyer and Allen (1991) and Meyer, Allen, and Smith (1993), provoke interesting thought as it relates to the antecedents that were included in the survey. I will next explain the antecedent variables that contribute to both job satisfaction and departmental commitment. Thus, I hypothesize:

> *Hypothesis 2.* Departmental affective commitment will be negatively related to turnover intention.

Antecedents of Job Attitudes

Distributive Justice

Early research on organizational justice focused primarily on the distributive justice dimension and was centered around equity, which focuses on the fairness between parties as it relates to distribution of resources (Bakshi, Kumar, & Rani, 2009). Leventhal (1976) suggested there are three dimensions of organizational justice: distributive, procedural, and interactional. Distributive justice involves perceived fairness surrounding the allocation of resources. Procedural justice is perceived fairness surrounding processes and procedures that are used to make decisions, and interactional justice involves the perception of how people are treated with dignity and respect when it comes to determining outcomes. I chose distributive justice because the client expressed concern regarding the department's pay structure.

As it relates to the relationship between distributive justice and job satisfaction, a study conducted by McFarlin and Sweeney (1992) found that distributive justice was a powerful predictor of job satisfaction (McFarlin & Sweeney, 1992). Additional research proposed that the relationship between distributive justice and job satisfaction is strong (Martin & Bennet, 1996). Furthermore, when discussing organizational commitment, a similar trend is noted. In a study conducted on female teachers in India, researchers found that distributive justice was highly related to organizational commitment (Sehgal & Verma, 2017). Supporting this finding, additional research by Kaul and Singh (2017) found that the relationship between distributive justice and organizational commitment was positively correlated and highly significant. Lastly, Roberts, Coulson, and Chonko (1999) concluded that distributive justice was positively related to organizational commitment and indirectly related to turnover intention. Based on previous research and drawing from organizational justice theory, distributive justice should be related to both job satisfaction and departmental commitment. Thus, I hypothesize:

Hypotheses 3a-3b. Distributive justice will be positively related to both (a) job satisfaction and (b) departmental commitment.

Perceived Supervisor Support

Past studies find turnover intention and turnover are highly related to the perception of having a poorly performing and unsupportive manager (see Hyacinth, 2017). According to Hyacinth (2017), the number one reason people quit their jobs is a bad boss or immediate supervisor, and 75% of workers who voluntarily left their jobs did so because of their bosses and not the position itself.

Perceived supervisor support is the degree to which supervisors provide support and encouragement to employees (Griffin, Patterson, & West, 2001). Yukl (1989) concluded that perceived supervisor support is a strong determinant of job satisfaction in

a wide variety of work settings. Other research has claimed that perceived supervisor support was related to commitment, specifically with affective commitment (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Furthermore, research conducted in the restaurant industry found that perceived supervisor support was indirectly related to turnover through affective commitment (Tews, Michel, & Stafford, 2019). Based on these findings, perceived supervisor support should be positively related to job satisfaction and departmental commitment.

Hypotheses 4a-4b. Perceived supervisor support will be positively related to both (a) job satisfaction and (b) departmental commitment.

Perceived Coworker Support

The last antecedent is perceived coworker support. This encompasses the level of support employees feel as it relates to their peer group. Research has shown that coworker support can affect levels of job satisfaction and commitment (e.g. Eisenberger, Cummings, Armeli & Lynch, 1997; Wayne, Coyle-Shapiro, Eisenberger, Liden, Rousseau, & Shore, 2009). For example, Chiaburu and Harrison (2008) found that coworker behavior was strongly linked to a higher satisfaction and involvement in one's job, as well as to a deeper commitment to one's organization.

Another interesting finding comes from Hembree (2019), who finds that emotional intelligence is a statistically significant predictor of job satisfaction levels of HR professionals. Based on the book *Emotional Intelligence 2.0*, one of the main facets of emotional intelligence is relationship building, specifically with both coworkers and supervisors. Although I do not directly study emotional intelligence, this assertion could be related to both perceived supervisor support and perceived coworker support and should be a topic of future research. Based on these findings, perceived coworker support should be positively related to both job satisfaction and departmental commitment.

Hypotheses 5a-5b. Perceived coworker support will be positively related to both (a) job satisfaction and (b) departmental commitment.

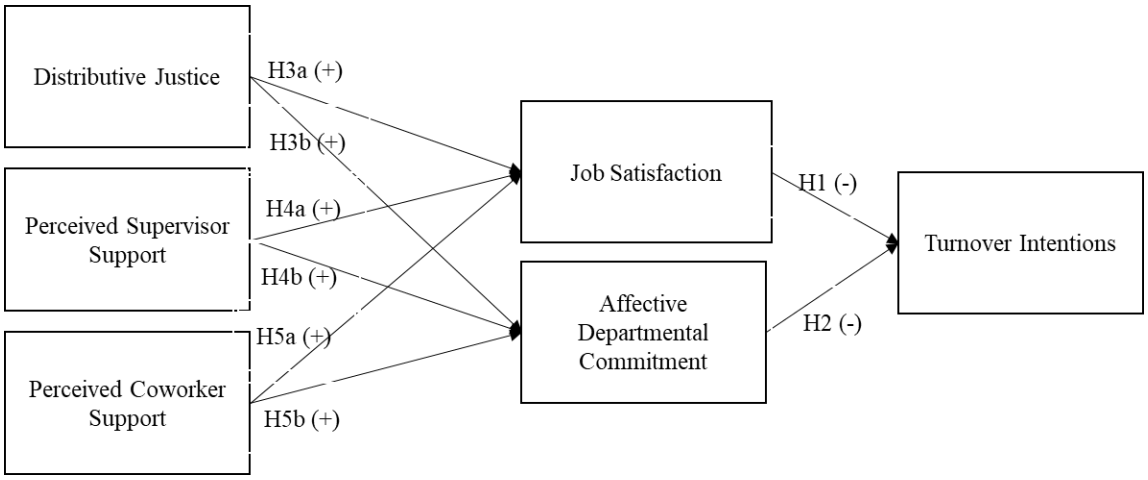

Figure 1. Full Model of Attitudes and Antecedents that Influence Turnover Intentions.

CHAPTER II:

METHODS

Participants and Procedures

The participants for Sample 1 of this project were HR employees from an organization located in Houston, Texas. This organization operates within the residential construction industry, where job growth rose by 5% from 2016 to 2017 and continues to climb (Maurer, 2017). The HR department contained 13 employees (92.3% female). All 13 employees completed the survey. Employees were asked to complete the survey by HR management, who wanted to encourage feedback with the ultimate hope of designing and implementing new department initiatives for 2020. The survey was distributed by email using a fillable PDF form that participants completed, printed out, and submitted into a box located within a neutral area of the department (See Appendix A). All responses were completely anonymous and confidential, and no identifying questions were asked. Participation in the survey was completely optional but highly encouraged. The survey contained 54 Likert-style questions covering the variables listed above, as well as four short answer questions that were department specific. Participants had one week to submit their surveys, at which point the surveys were collected, manually coded, and analyzed. Additionally, a deliverable containing this data was created for the organization to review and use for action planning as it relates to programming and initiatives for 2020 (See Appendix C).

The participants for Sample 2 of this project were HR employees who completed the survey on LinkedIn (See Appendix B). The survey was posted through an online Qualtrics link on LinkedIn and asked participants who were employed in the HR profession to complete a survey for a chance to win a $50 gift card. This survey used a snowball methodology, and response rate was unable to be calculated. Twenty-nine

participants completed the survey, which contained 51 of the same Likert questions as in Sample 1 but excluded the three questions about the SVP and had no short answer questions. The survey was left open for 3 weeks before officially closing. Data was downloaded from Qualtrics and imported for analysis into SPSS.

Measures

All scales used in the creation of this project's survey were open-source and non-proprietary.

Turnover intention.

Turnover intention was measured using Wayne, Shore, and Liden's (1997) Intention to Quit Measure which had a Cronbach's alpha reliability estimate of .93 in Sample 1 and .89 in Sample 2. This scale contained a total of five items and was answered using a 5-point Likert scale with anchors of (1) strongly disagree to (5) strongly agree. This was modified from the original scale, which used a 7-point scale, per the request of the client who preferred 5-point for simplicity and wanted to keep response scales consistent throughout the survey. With the high Cronbach's alphas in both samples and being comparable to the original version, I am confident that changing the response format from seven to five on the Likert scale did not affect the psychometric qualities of the instrument. A sample item from the scale would be, "I am seriously thinking about quitting my job."

Job satisfaction.

Job satisfaction was measured using the job satisfaction subscale of the Michigan Organizational Assessment Questionnaire by Cammann, Fichman, Jenkins, and Klesh (1979). Using a meta-analysis approach, Bowling and Hammond (2008) found the scale to be both reliable and construct valid. My study revealed a Cronbach's alpha reliability estimate of .94 in Sample 1 and .89 in Sample 2. The scale measures global job

satisfaction using three items and a response scale of (1) strongly disagree to (5) strongly agree. This was modified from the original scale, which used a 7-point scale, per the request of the client who preferred 5-point for simplicity and wanted to keep response scales consistent throughout the survey. With the high Cronbach's alphas in both samples and being comparable to the original version, I am confident that changing the response format from seven to five on the Likert scale did not affect the psychometric qualities of the instrument. A sample item of this scale would be, "All in all, I am satisfied with my job."

Departmental affective commitment.

Departmental commitment was measured using the Affective Commitment Scale from Meyer and Allen (1984). This scale had a Cronbach's alpha reliability estimate of .79 in Sample 1 and .73 in Sample 2. This measure contained eight items and a response scale of (1) strongly disagree to (5) strongly agree. This was modified from the original scale, which used a 7-point scale, per the request of the client who preferred 5-point for simplicity and wanted to keep response scales consistent throughout the survey. Additionally, the scale was modified by using the word "department" in place of "organization" per the request of the client. With the high Cronbach's alphas in both samples and being comparable to the original version, I am confident that changing the response format from seven to five on the Likert scale did not affect the psychometric qualities of the instrument. A sample item of this scale would be, "I do not feel like part of the family in my department."

Distributive justice.

Distributive justice was measured using the distributive justice subscale from Spranger et al.'s (2012) Organizational Justice Measure. This scale had a Cronbach's alpha reliability estimate of .92 in Sample 1 and .89 in Sample 2 and contained five items. The response scale ranged from (1) very unfair to (5) very fair. A sample item would be, "How fair has your company been in rewarding you when you consider: the amount of effort you put forth."

Perceived supervisor support.

Perceived supervisor support was measured using the Index of Supervisor Support from Ko et al. (2015). This scale had Cronbach's alpha reliability estimates of .90 in Sample 1 and .88 in Sample 2, and the scale contained nine items. The response scale for this measure was from (1) strongly disagree to (5) strongly agree, which was modified from the original 4-point scale, per the request of the client who wanted to keep response scales consistent throughout the survey. With the high Cronbach's alphas in both samples and being comparable to the original version, I am confident that changing the response format from four to five on the Likert scale did not affect the psychometric qualities of the instrument. A sample item for this measure would be, "My supervisor keeps me informed of the things I need to know to do my job well."

Perceived coworker support.

Perceived coworker support was measured using the coworker support subscale from Limpanitgul, Boonchoo, and Photiyarach's (2014) scale called "The Effects of Coworker Support on Organisational Commitment Measure." The scale had Cronbach's alpha reliability estimates ranging from .93 in Sample 1 to .88 in Sample 2 and contained nine items. The response scale for this measure was (1) strongly disagree to (5) strongly agree, which was modified from the original 7-point scale, per the request of the client

who preferred 5-point for simplicity and wanted to keep response scales consistent throughout the survey. With the high Cronbach's alphas in both samples and being comparable to the original version, I am confident that changing the response format from seven to five on the Likert scale did not affect the psychometric qualities of the instrument. A sample item for this scale would be, "Help is available from my coworkers when I have a problem."

Senior Vice President (SVP) leadership (Sample 1 only).

SVP leadership was measured using three self-made items that were created in collaboration with the client. The Cronbach's alpha reliability estimate for Sample 1 was .88. These items targeted perceptions of the SVP of HR specifically. A sample item for this scale would be, "My SVP genuinely cares about me."

Demographics.

Sample 2 participants included 8 males and 21 females. Ethnicity, education, age, and tenure were also measured in the Qualtrics survey for Sample 2. Due to the anonymity of the survey for Sample 1, no demographics were obtained (i.e. ethnicity, education, age, tenure). See all demographics for Sample 2 in Figures 2-5 below.

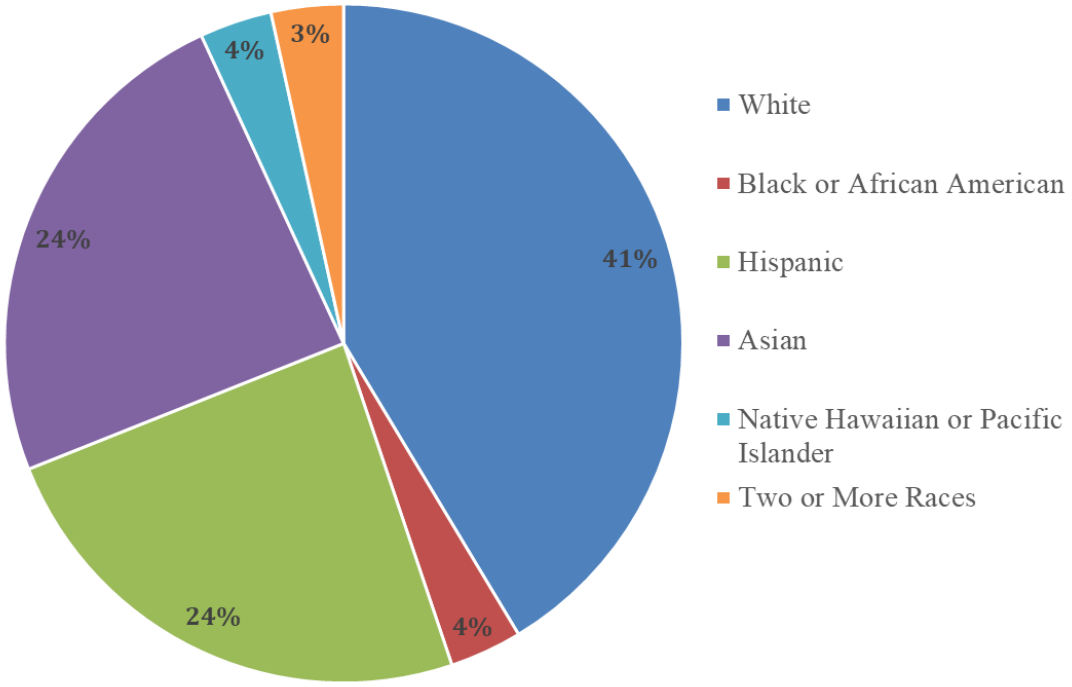

Figure 2. Sample 2 Participants by Ethnicity.

Table 1.

Sample 2 Participants by Ethnicity

Ethnicity	**Number of Participants (Total 29)**
White	12
Black or African American	1
Hispanic	7
Asian	7
Native Hawaiian or Pacific Islander	1
Two or More Races	1

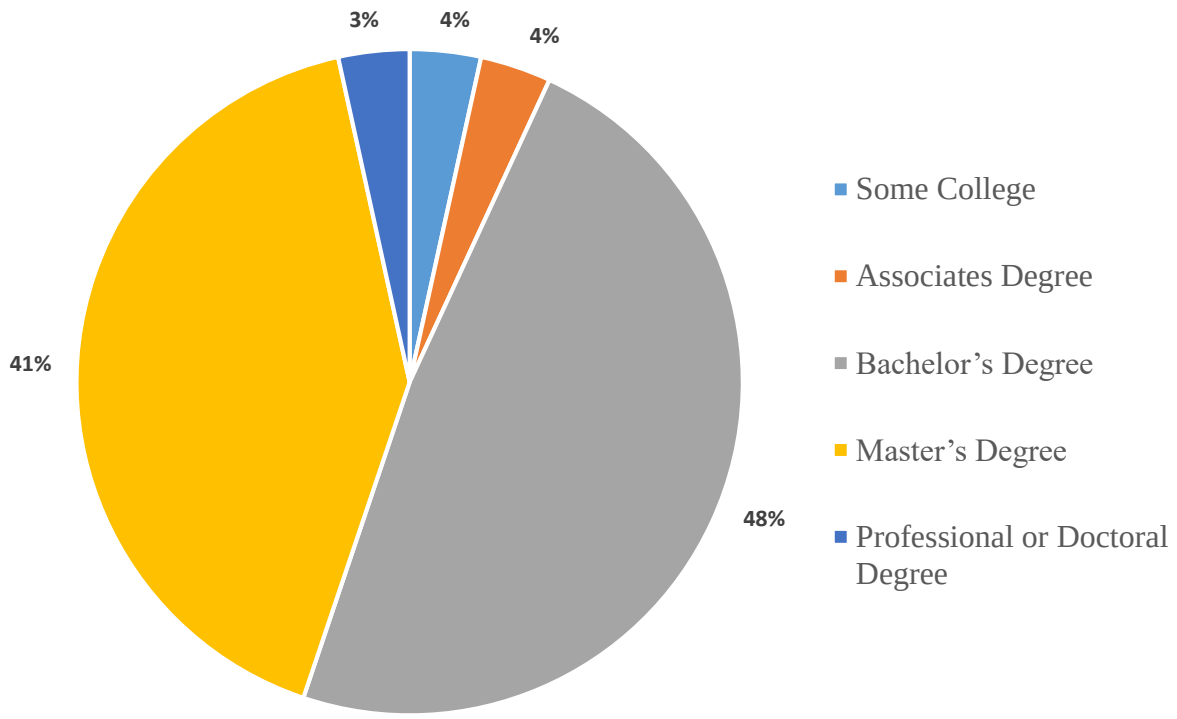

Figure 3. Sample 2 Participants by Highest Level of Education.

Table 2.

Sample 2 Participants by Highest Level of Education

Level of Education	**Number of Participants (Total 29)**
Some College	1
Associates Degree	1
Bachelor's Degree	14
Master's Degree	12
Professional or Doctoral Degree	1

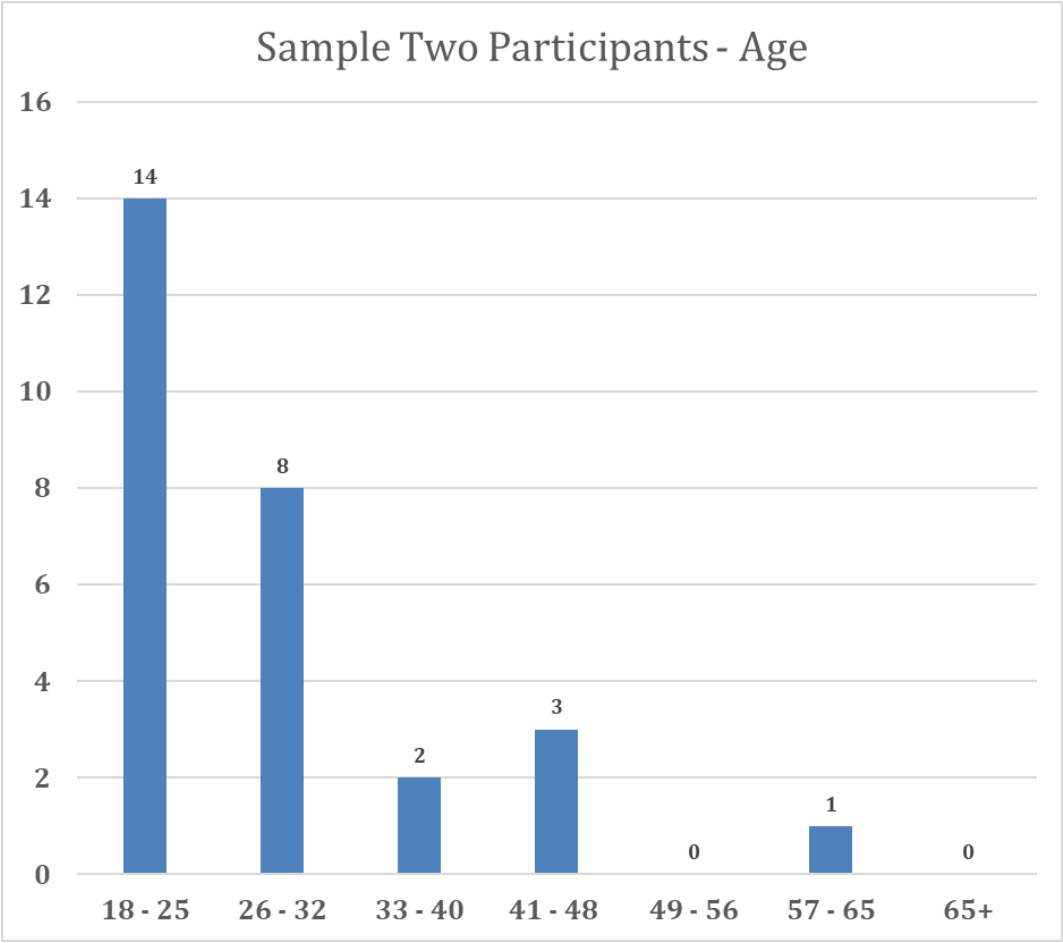

Figure 4. Sample 2 Participants by Age.

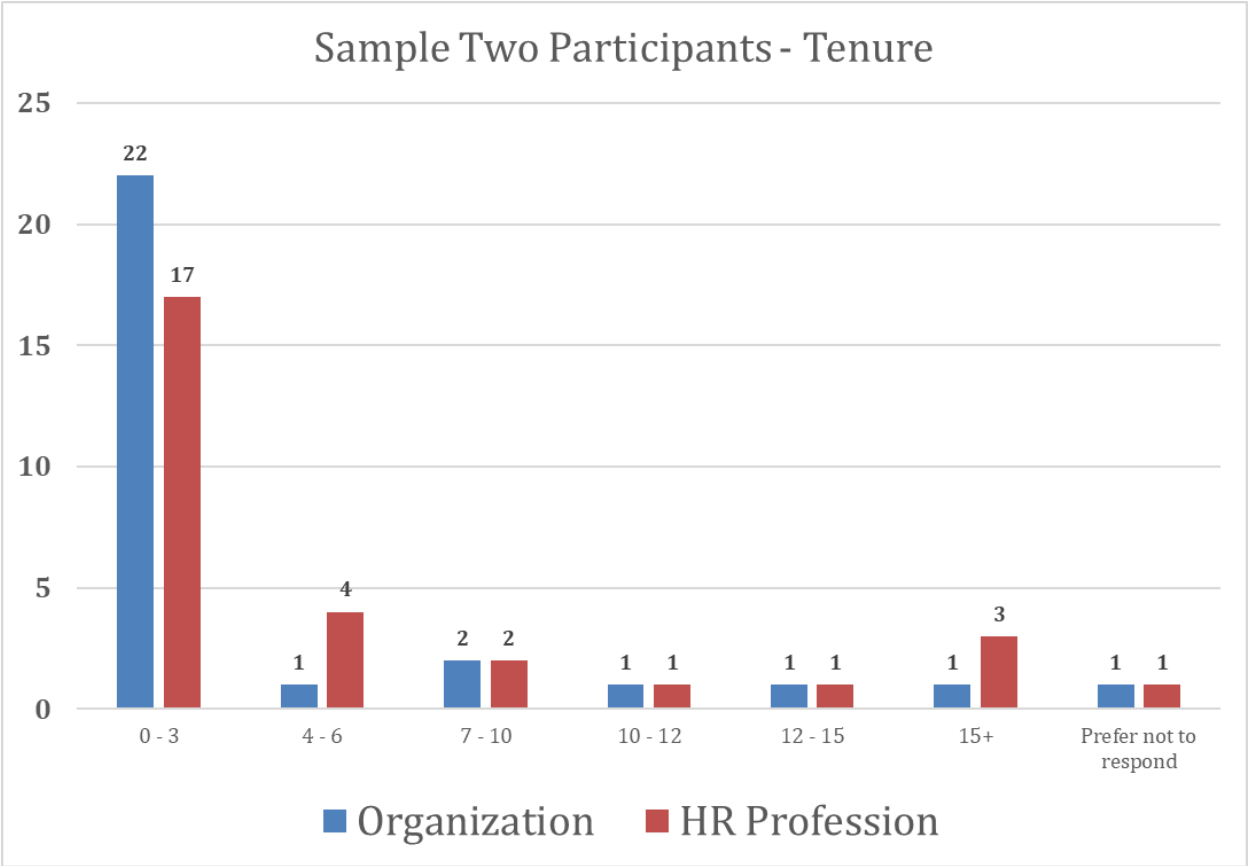

Figure 5. Sample 2 Participants by Organization and HR Profession Tenure.

CHAPTER III:

RESULTS

Sample 1

Correlation analyses were run to determine the relationship between measured variables. Turnover intention negatively correlated with job satisfaction ($r(13) = -.87$, $p < .01$). Turnover intention negatively correlated with departmental affective commitment ($r(13) = .62$, $p < .05$). Distributive justice positively correlated with job satisfaction ($r(13) = .67$, $p < .01$), but it did not significantly correlate with departmental affective commitment ($r(13) = .46$, *ns*). Perceived supervisor support positively correlated with job satisfaction ($r(13) = .77$, $p < .01$), but it did not significantly correlate with departmental affective commitment ($r(13) = .47$, *ns*). Perceived coworker support did not significantly correlate with either job satisfaction ($r(13) = .47$, *ns*) nor departmental affective commitment ($r(13) = .28$, *ns*).

Table 3.

Correlations of Sample 1 Survey Variables

	M(SD)	1	2	3	4	5	6	7
1. Turnover Intention	1.85 (1.08)	(.93)						
2. Job Satisfaction	4.26 (.84)	-.87**	(.94)					
3. Departmental Affective Commitment	3.81 (.62)	-.62*	.71**	(.79)				
4. Distributive Justice	3.89 (1.10)	-.79**	.67*	.46	(.92)			
5. Perceived Supervisor Support	4.19 (.70)	-.69**	.77**	.47	.41	(.90)		
6. Perceived Coworker Support	4.04 (.67)	-.43	.47	.28	.35	.37	(.93)	
7. SVP Leadership	3.51 (.93)	-.76**	.61*	.23	.48	.64*	.05	(.88)

Note. $n = 13$; Cronbach alpha reliability estimates displayed in parentheses. *p <.05 ** p <.01

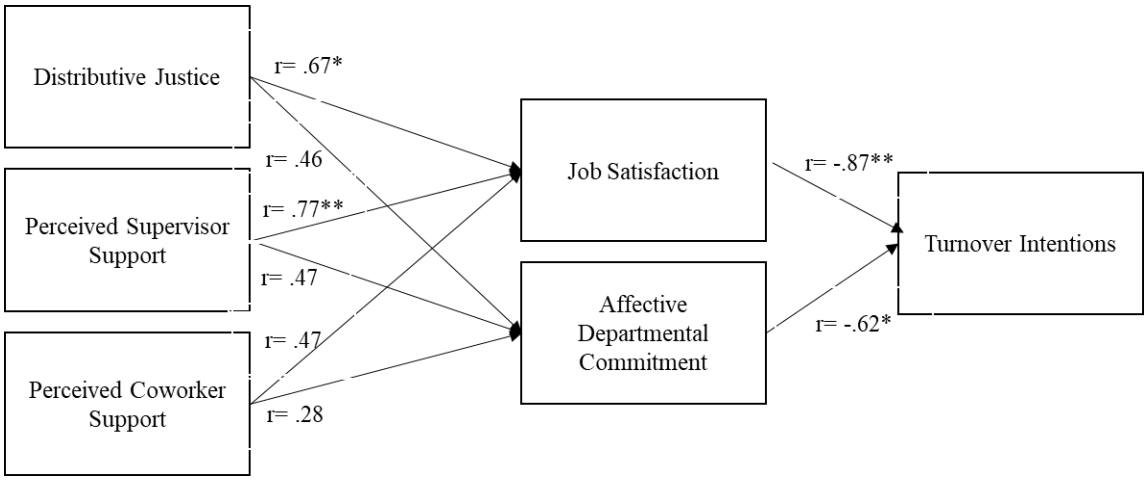

Figure 6. Sample 1 Model Results.
Note. Pearson correlation estimates displayed. *p <.05 ** p <.01

Sample 2

Correlation analyses were run to determine the relationship between measured variables. Turnover intention negatively correlated with job satisfaction ($r(29) = -.77$, $p < .01$). Turnover intention negatively correlated with departmental affective commitment ($r(29) = .44$, $p < .05$). Distributive justice positively correlated with both job satisfaction ($r(29) = .67$, $p < .01$), and departmental affective commitment ($r(29) = .38$, $p < .05$). Perceived supervisor support positively correlated with both job satisfaction ($r(29) = .59$, $p < .01$) and departmental affective commitment ($r(29) = .42$, $p < .05$). Perceived coworker support positively correlated with both job satisfaction ($r(29) = .65$, $p < .01$) and departmental affective commitment ($r(29) = .42$, $p < .05$).

Additionally, regression analyses were used to determine that when organizational tenure is controlled for, job satisfaction was predictive of turnover intention ($\beta = 1.12$, $p<.001$), while departmental affective commitment was not ($\beta = .12$, *ns*).

Table 4.

Correlations of Sample 2 Survey Variables

	M(SD)	1	2	3	4	5	6
1. Turnover Intention	2.68 (1.07)	(.86)					
2. Job Satisfaction	4.08 (.76)	-.77**	(.89)				
3. Departmental Affective Commitment	3.32 (.62)	-.44*	.64**	(.73)			
4. Distributive Justice	3.59 (1.01)	-.72**	.67**	.38*	(.89)		
5. Perceived Supervisor Support	4.14 (.67)	-.57**	.59**	.42*	.64**	(.88)	
6. Perceived Coworker Support	4.06 (.59)	-.63**	.65**	.42*	.74**	.77**	(.88)

Note: *n* = 29; Cronbach alpha reliability estimates displayed in parentheses. **p* <.05 ** *p* <.01

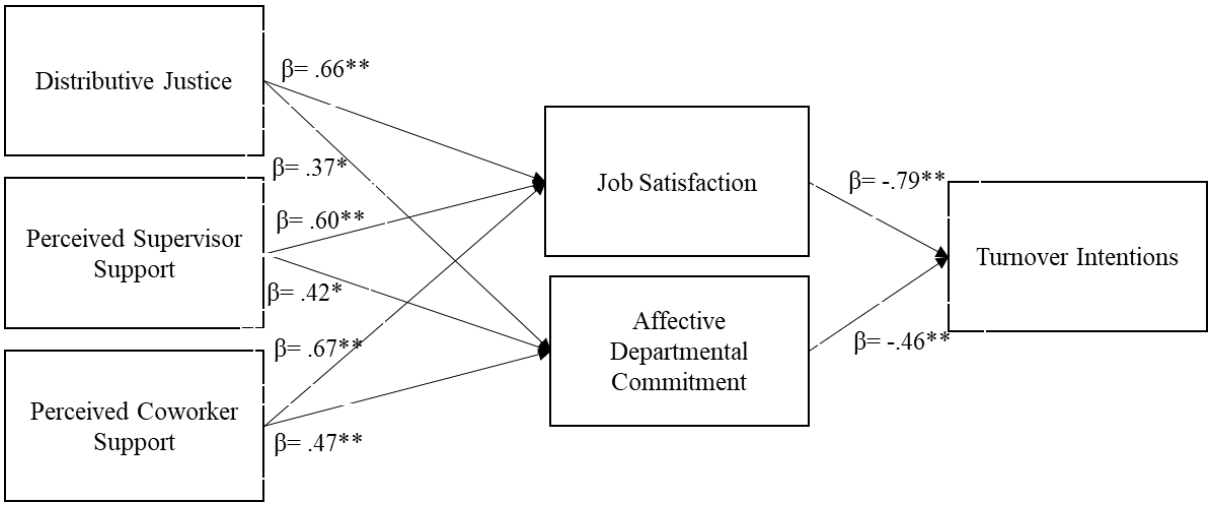

Figure 7. Sample 2 Model Results.

Note. Standardized regression beta weights displayed after controlling for tenure **p* <.05** *p* <.01

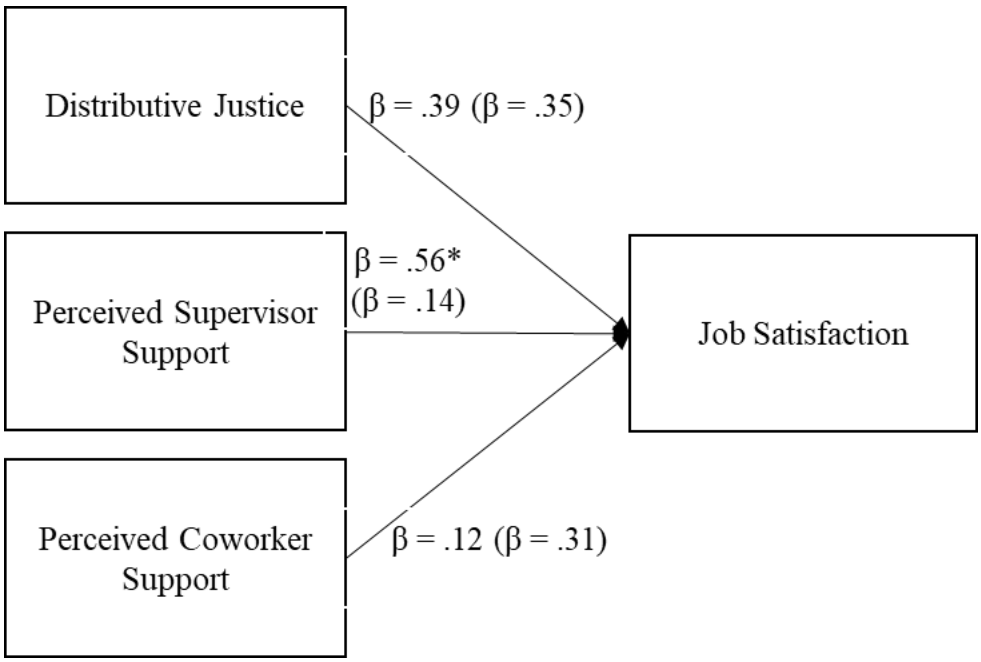

Figure 8. Multiple Regression Model Predicting Job Satisfaction.

Note. Sample 2 displayed in parentheses (with controlling for tenure).

Sample 1: R^2=.76 (76% of variance explained), F=9.32*

Sample 2: R^2=.76 (55% of variance explained), F=7.40*

*p<.05, **, p<.01

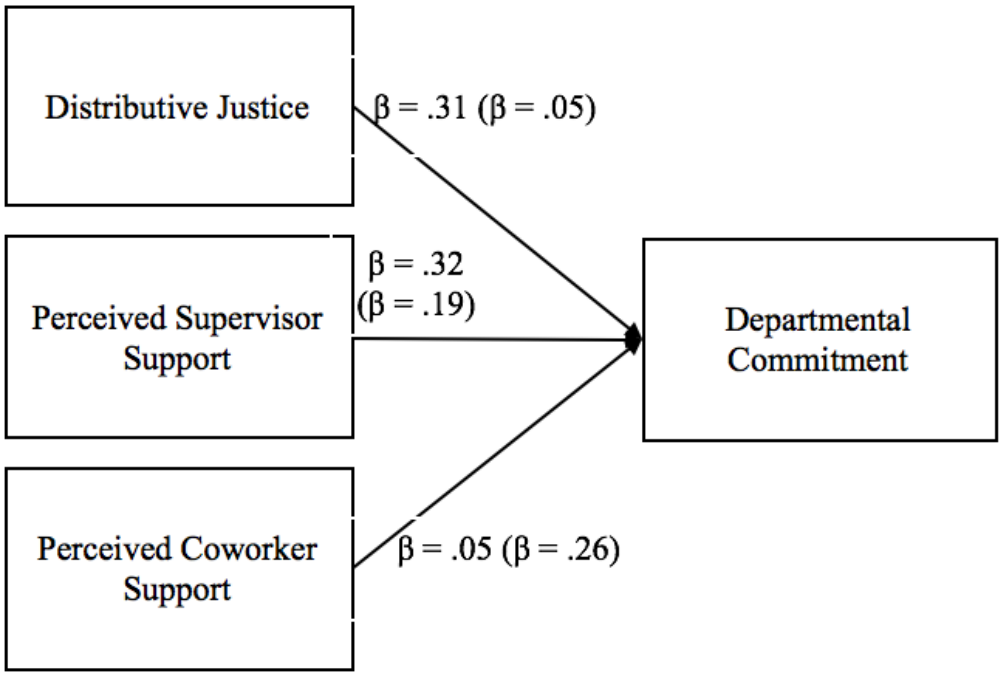

Figure 9. Multiple Regression Model Predicting Affective Departmental Commitment.

Note. Sample 2 displayed in parentheses (with controlling for tenure).

Sample 1: R^2=.31 (31% of variance explained), F=1.332

Sample 2: R^2=.27 (27% of variance explained), F=2.216

*p<.05, **, p<.01

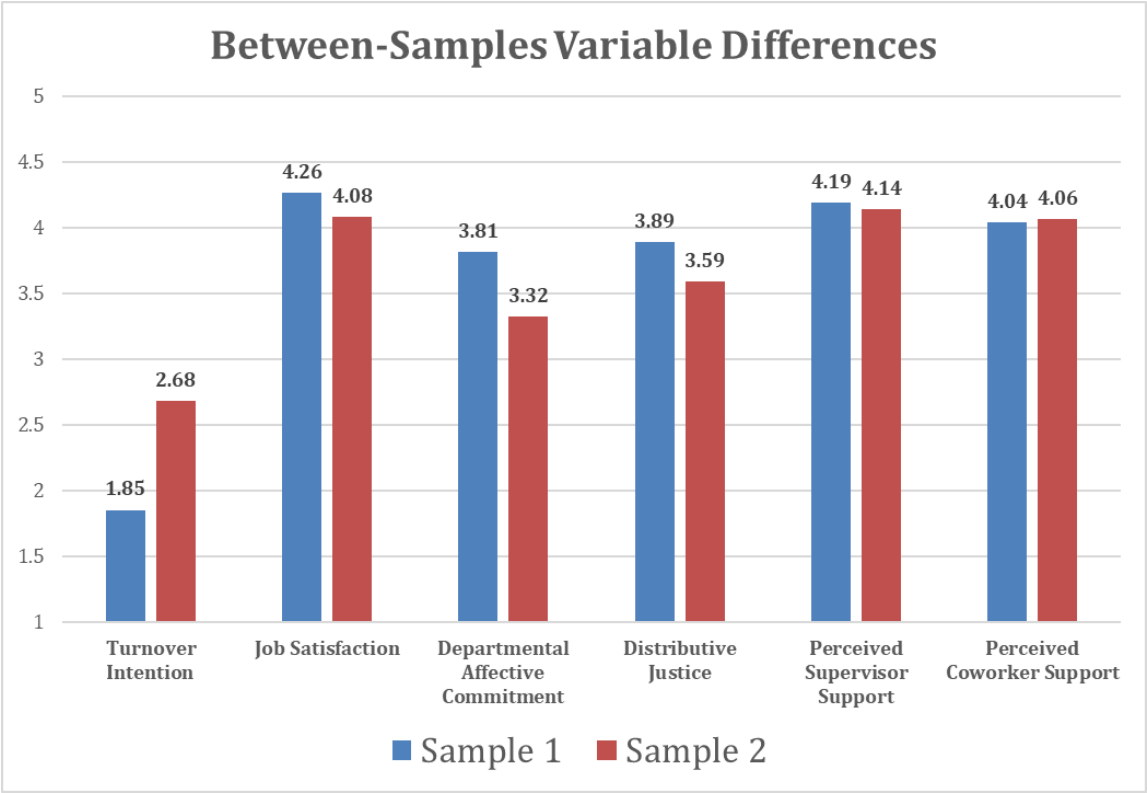

Figure 10. Construct Mean Scores Between Samples.

Independent-samples *t*-tests were conducted to compare each variable in Sample 1 and Sample 2.

There was a statistically significant difference in the scores for departmental commitment ($S1_{mean}$=3.81, $S2_{mean}$=3.32, *t*=2.31, *p* <.05). Furthermore, there was a statistically significant difference in the scores for turnover intention between Sample 1 (M=1.84, SD=1.08) and Sample 2 (M=2.68, SD=1.07; *t*=-2.33, *p* <.05).

There was not a statistically significant difference in scores among samples for job satisfaction ($S1_{mean}$=4.26, $S2_{mean}$=4.08; *t*=.67, *ns)*, distributive justice ($S1_{mean}$=3.89, $S2_{mean}$=3.59; *t*=.87, *ns*), perceived supervisor support ($S1_{mean}$=4.19, $S2_{mean}$=4.14; *t*=.22, *ns*), nor perceived coworker support ($S1_{mean}$=4.04, $S2_{mean}$=4.06; *t*=.-.08, *ns*).

CHAPTER IV:

DISCUSSION

This study found job satisfaction to be highly predictive of turnover intention and departmental affective commitment to be moderately predictive of turnover intention. Distributive justice, perceived supervisor support, and perceived coworker support were both significantly related to turnover intention directly, as well as indirectly, through their relationships with job satisfaction and departmental affective commitment. This aligns and validates our study hypotheses with past research, as well as suggests that organizations must focus on retaining HR talent through increasing employee job satisfaction and departmental commitment.

Implications and Future Research

This study suggests that retaining HR employees can be accomplished through focusing on the antecedents of job satisfaction and affective departmental commitment (i.e. distributive justice, perceived supervisor support, and perceived coworker support). This can be done through ensuring processes and procedures align with a fair system of recognition/reward and through building cultures that encompass having a supportive working environment for both supervisors and coworkers. Ultimately, this study suggests that focusing on these areas could decrease turnover within the HR profession. Future research could investigate the relationship gender plays as it relates to these variables, namely coworker support, as research has asserted that women may perceive coworker relationships more positively than men (Schieman, 2006). This finding is interesting as Human Resources is traditionally a female-dominated field, with the Boston Globe citing the field as 74.6% female in 2017.

Practitioner Suggestions

Fair reward systems. As it relates to both job satisfaction and departmental affective commitment, practitioner suggestions are that organizations should ensure systems designed around recognition and reward are fair and align with what employees consider to be a worthwhile reward. An example of this could be conducting a compensation analysis to ensure the organization is competitive with the market as it relates to job title and function. The organization should conduct a job analysis on all positions to ensure jobs are accurately represented before conducting a compensation analysis. Additionally, finding out what motivates employees as individuals will be crucial in ensuring alignment in this area. This can be done through meeting with employees regularly and focusing on employee development plans.

Leadership development programming. Leadership development programming and talent management should be a large organizational focus. This contributes to building management that will support and empower employees. This can be done through partnering with a training vendor or creating organizational specific training programs that focus on giving first line managers the skills they need to be successful. This programming can also be useful for succession planning.

Team building and support culture. Lastly, team building and engagement should be an organizational focus to assist coworkers in building stronger relationships and learning to collaborate. This can be done through monthly team building exercises, organizing diverse project teams, and ultimately creating an organizational culture that is team support based. Personality assessments may be used here to target employee strengths and create self-awareness. These tools can be used in selection or in the development process.

CHAPTER V:

CONCLUSION

Ultimately, this study found support for most of the project hypotheses. Sample 1 provided a more diverse sample, but the relationships between variables lacked power due to low sample size. Sample 2 validated past research and the findings in Sample 1 by adding strength in sample size and power in the relationships between variables. Job satisfaction and affective departmental commitment were predictive of turnover intention. Distributive justice, perceived supervisor support, and perceived coworker support were also predictive of turnover intention, both directly and indirectly, through their relationships with job satisfaction and affective departmental commitment. Organizations should focus their efforts on increasing job satisfaction and departmental commitment through programming centered around fair recognition and reward systems, leadership development, supervisor training, team building sessions, company engagement events, and building an overall culture that is focused on supporting one another.

Strengths and Limitations

As is the case with any study, there are several limitations in this study worth mentioning. The first and most apparent limitation is sample size, particularly of Sample 1. Sample 1 included only 13 participants, and this impacted the strength of the results by limiting statistical power of analyses. This was accounted for by introducing a second sample, and although that sample only included 29 participants, results were much stronger and more consistent with past research than Sample 1. The biggest disparity in Sample 1 was the lack of significant relationships between all study variables and the affective commitment variable. Additionally, the project did not represent a diverse workforce in terms of age and tenure, with most participants in Sample 2 identifying themselves as under 30 years of age and having tenure with their organization under 3

years. Participants in Sample 1 are more representative of a diverse workforce as it relates to age and tenure, and this could explain why Sample 1 had much lower turnover intention than Sample 2. Another limitation could be that the survey distributed to the organization in Sample 1 had questions pre-filled in that the participant had to manually change. This could have skewed the results in Sample 1 positively, as all answers were set in the "strongly agree" answer choice, and a participant could have skipped over questions without realizing they did not actively choose an answer choice. Lastly, modifying the scales from their original formats could have skewed data through eliminating the variability of responses. This change was requested by the client who wanted all scales to be consistent and preferred the 5-point response scale over the 7-point response scale for simplicity. This change could have also limited the study through the inability to compare scores with norming data (See Appendix D). However, as demonstrated by the reliability of the modified response format, we can be confident that the psychometric qualities of the response format were not affected by the change.

Strengths of the study include high reliability scores for all scales used in the study, as well as consistent results between samples 1 and 2, except for departmental affective commitment. Sample 2 can be considered a strength to my study as the participants are from a wide variety of industries. This increases the external validity and generalizability of results for early career HR professionals. Furthermore, the Sample 2 relationships between variables were stronger, and the departmental affective commitment variable was found to be significant, aligning the study with project hypotheses and past research.

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APPENDIX A:

PDF SURVEY (SAMPLE 1)

Human Resources Department Engagement Survey

Please indicate your level of agreement to each of the following statements:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I think I will be working at [redacted] years from now.					
I'll stay overtime to finish a job, even if I'm not paid for it.					
The major satisfaction in my life comes from my job.					
I am actively looking for a job outside [redacted].					
The most important things that happen to me involve my work.					
Sometimes I lie awake at night thinking ahead to the next day.					
I have other activities more important than my work.					
Help is available from my coworkers when I have a problem.					
My coworkers really care about my well-being.					
My coworkers are willing to offer assistance to help me to perform my job to the best of my ability.					
My coworkers are supportive of my goals and values.					
In general, I like working here.					
Even if I did the best job possible, my coworkers would fail to notice.					
My coworkers care about my general satisfaction at work.					
My coworkers show very little concern for me.					
My coworkers care about my opinions.					
My coworkers are complimentary of my accomplishments at work.					
I trust my SVP when it comes to making decisions for my department.					
I trust my SVP's intentions when it comes to the progression of my career.					
I feel my SVP genuinely cares about me.					
I do not feel a strong sense of belonging to my department.					
In general, I don't like my job.					

Please indicate your level of agreement to each of the following statements:

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I do not feel 'emotionally attached' to this department.					
I am seriously thinking about quitting my job.					
I live, eat, and breathe my job.					
To me my work is only a small part of who I am.					
I am very much involved personally in my work.					
Most things in life are more important than work.					
I enjoy discussing my department with people outside it.					
All in all, I am satisfied with my job.					
I do not feel like "part of the family" in this department.					
I would be very happy to spend the rest of my career with this department.					
This department has a great deal of personal meaning for me.					
I really feel as if this department's problems are my own.					
I think I could easily become as attached to another department as I am to this one.					
As soon as I find a better job, I will leave [redacted]					
My supervisor keeps me informed me of the things I need to know to do my job well.					
My supervisor has expectations of my performance on the job that are realistic.					
My supervisor recognizes when I do a good job.					
I often think about quitting my job at [redacted]					
My supervisor is supportive when I have a work problem.					
My supervisor is fair and does not show favoritism.					
My supervisor is responsive to my needs when I have family or personal business to take care of.					
My supervisor is understanding when I talk about personal or family issues that affect my work.					

I feel comfortable bringing up personal or family issues with my supervisor.					
My supervisor really cares about the effects that work demands have on my personal and family life.					
I trust my supervisor when it comes to making decisions for my department.					
I trust my supervisor's intentions when it comes to the progression of my career.					
I receive regular feedback from my supervisor regarding my performance.					

How fair has your department been in rewarding you when you consider:

Statement	Very Unfair	Unfair	Neutral	Fair	Very Fair
The amount of effort you put forth.					
The responsibilities you have compared to the responsibilities others have.					
The amount of experience you have.					
The work you have done well.					
The stresses and strains of your job.					

Please rate how motivating each of the following items are as it relates to your job performance:

Statement	Not Motivating	Slightly Motivating	Neutral	Highly Motivating	Extremely Motivating
Pay/Compensation					
Positive Feedback					
Feeling appreciated for the work you do					
Title					
Opportunities for growth					
Benefits					
Gratifying Work					
Having influence over decisions that affect you					
Flexible Work Schedule					

Open-Ended Response

Are there any incentives the department does not currently offer that would be highly motivating to you?

What do you feel is working well in this department?

Are there any areas you think could use improvement? Please explain.

APPENDIX B:

QUALTRICS (SAMPLE 2)

University of Houston Clear Lake

As a part of my Master's thesis, I am conducting research on employee job satisfaction and job attitudes within the HR profession. The survey should only take 5-7 minutes, and your responses are completely confidential.

Thank you for your participation! Click the arrow to begin.
If you have any questions, feel free to contact Angela Chingos at angela.chingos@gmail.com.

→

Please select your gender.

- ○ Male
- ○ Female
- ○ Other (please write in space provided) _____
- ○ Prefer not to respond

What is your age in years? (For example, if you are 28 years old, type 28 into the space provided)

_____

How would you describe yourself?

- ○ White
- ○ Black or African American
- ○ Hispanic
- ○ Asian
- ○ Native Hawaiian or Other Pacific Islander
- ○ Two or more races
- ○ American Indian or Alaska Native
- ○ Other (please write in space provided) _____

Please select the highest level of completed education.

- ○ High School Diploma
- ○ Some College
- ○ Associates Degree
- ○ Bachelor's Degree
- ○ Master's Degree
- ○ Professional or Doctoral Degree
- ○ Other (please write in the space provided) _____

How many years have you been with your organization?

_____

How many years have you been in the HR profession?

_____

Please indicate your level of agreement to each of the following statements:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I'll stay overtime to finish a job, even if I'm not paid for it.	○	○	○	○	○
The major satisfaction in my life comes from my job.	○	○	○	○	○
The most important things that happen to me involve my work.	○	○	○	○	○
Sometimes I lie awake at night thinking ahead to the next day.	○	○	○	○	○
I have other activities more important than my work.	○	○	○	○	○
I live, eat, and breathe my job.	○	○	○	○	○
To me, my work is only a small part of who I am.	○	○	○	○	○
I am very much involved personally in my work.	○	○	○	○	○
Most things in life are more important than work.	○	○	○	○	○
I think I will be working at this organization 5 years from now.	○	○	○	○	○

I am actively looking for a job outside my organization.	○	○	○	○	○
Please indicate your level of agreement to each of the following statements:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I do not feel a strong sense of belonging to the HR department in which I work.	○	○	○	○	○
I do not feel 'emotionally attached' to the HR department in which I work.	○	○	○	○	○
I enjoy discussing the HR department in which I work with people outside it.	○	○	○	○	○
I do not feel like “part of the family” in the HR department in which I work.	○	○	○	○	○
I would be very happy to spend the rest of my career with the HR department in which I work.	○	○	○	○	○
The HR department in which I work has a great deal of personal meaning for me.	○	○	○	○	○
I really feel as if the HR department's problems are my own.	○	○	○	○	○
I think I could easily become as attached to another HR department as I am to mine.	○	○	○	○	○

In general, I don't like my job.	○	○	○	○	○
I am seriously thinking about quitting my job.	○	○	○	○	○

How fair has your department been in rewarding you when you consider:	Very Unfair	Unfair	Neutral	Fair	Very Fair
The amount of effort you put forth.	○	○	○	○	○
The responsibilities you have compared to the responsibilities others have.	○	○	○	○	○
The amount of experience you have.	○	○	○	○	○
The work you have done well.	○	○	○	○	○
The stresses and strains of your job.	○	○	○	○	○

Please indicate your level of agreement to each of the following statements:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My coworkers are supportive of my goals and values.	○	○	○	○	○
Help is available from my coworkers when I have a problem.	○	○	○	○	○
My coworkers really care about my well-being.	○	○	○	○	○
My coworkers are willing to offer assistance to help me to perform my job to the best of my ability.	○	○	○	○	○
Even if I did the best job possible, my coworkers would fail to notice.	○	○	○	○	○
My coworkers care about my general satisfaction at work.	○	○	○	○	○
My coworkers show very little concern for me.	○	○	○	○	○
My coworkers care about my opinions.	○	○	○	○	○
My coworkers are complimentary of my accomplishments at work.	○	○	○	○	○
In general, I like working here.	○	○	○	○	○

Please indicate your level of agreement to each of the following statements:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My supervisor keeps me informed me of the things I need to know to do my job well.	○	○	○	○	○
My supervisor has expectations of my performance on the job that are realistic.	○	○	○	○	○
My supervisor recognizes when I do a good job.	○	○	○	○	○
My supervisor is supportive when I have a work problem.	○	○	○	○	○
My supervisor is fair and does not show favoritism.	○	○	○	○	○
My supervisor is responsive to my needs when I have family or personal business to take care of.	○	○	○	○	○
My supervisor is understanding when I talk about personal or family issues that affect my work.	○	○	○	○	○
I feel comfortable bringing up personal or family issues with my supervisor.	○	○	○	○	○
My supervisor really cares about the effects that work demands have on my personal and family life.	○	○	○	○	○
I trust my supervisor when it comes to making decisions for my department.	○	○	○	○	○

I trust my supervisor's intentions when it comes to the progression of my career.	○	○	○	○	○
I receive regular feedback from my supervisor regarding my performance.	○	○	○	○	○
I often think about quitting my job at this organization.	○	○	○	○	○

Please rate how motivating each of the following items are as it relates to being rewarded for your job performance.	Not Motivating	Slightly Motivating	Neutral	Highly Motivating	Extremely Motivating
Pay/Compensation	○	○	○	○	○
Positive Feedback	○	○	○	○	○
Feeling appreciated for the work you do	○	○	○	○	○
Title	○	○	○	○	○
Opportunities for growth	○	○	○	○	○
Benefits	○	○	○	○	○
Gratifying Work	○	○	○	○	○
Having influence over decisions that affect you	○	○	○	○	○
Flexible Work Schedule	○	○	○	○	○

APPENDIX C:

SAMPLE 1 CLIENT DELIVERABLE

HR Engagement 2019

Executive Summary

This data was collected via a department-wide survey. To secure anonymity, employees were sent an email containing a blank PDF document that they could type responses into and submit to a marked box in a neutral area within the department. Participants were asked to answer a series of questions pertaining to departmental climate and other job attitudes. Participation in the survey was voluntary, and all data collected was confidential.

13 employees participated in the survey. This is equivalent to a response rate of 100%.

The goals of this survey and data collection were to collect real and honest employee perceptions towards the HR departmental climate. The department would like to assess the motivational forces of important employee attitudes and produce outcomes that will improve the department's overall workplace climate and employee well-being.

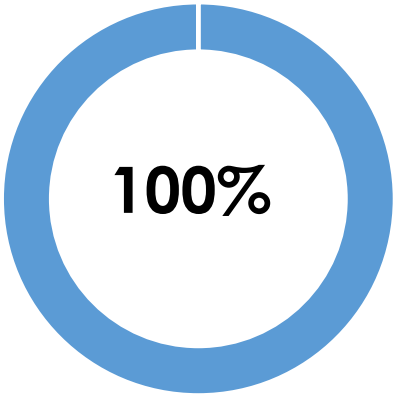
This study ultimately found that the department is operating under favorable and preferred conditions, receiving high marks in the areas of job satisfaction, perceived coworker support, perceived supervisor support, distributive justice, and departmental commitment. Additionally, the intention to quit construct scored low, indicating a very low chance of voluntary turnover within the department.

Definition of Variables

Department Commitment	The extent to which an employee is committed to the department. (Meyer, J. P., Allen, N. J., & Smith, C. A, 1993).
Distributive Justice	An employee's perception regarding workplace justice and fairness (Spranger et al, 2012)
Job Satisfaction	An employee's overall level of satisfaction with their job within the organization (Cammann, C., Fichman, M., Jenkins, D., & Klesh, J., 1979).
Perceived Coworker Support	The extent to which an employee feels supported by team members. Can target team segmentation issues. (Limpanitgul, T., Boonchoo, P., & Photiyarach, S. 2014. Effects of Coworker Support on Organisational Commitment Measure.)
Perceived Direct Supervisor Support	A measure of an employee's perception regarding department leadership and decision-makers. (Ko, J., Frey, J. J., Osteen, P., & Ahn, H, 2015. Index of Supervisor Support)
SVP Leadership	A measure of an employee's perception regarding SVP leadership (Self-made)
Turnover Intention	An employee's intention to leave the organization. (Wayne, Shore, & Liden, 1997)

DATA SUMMARY

Response Rate

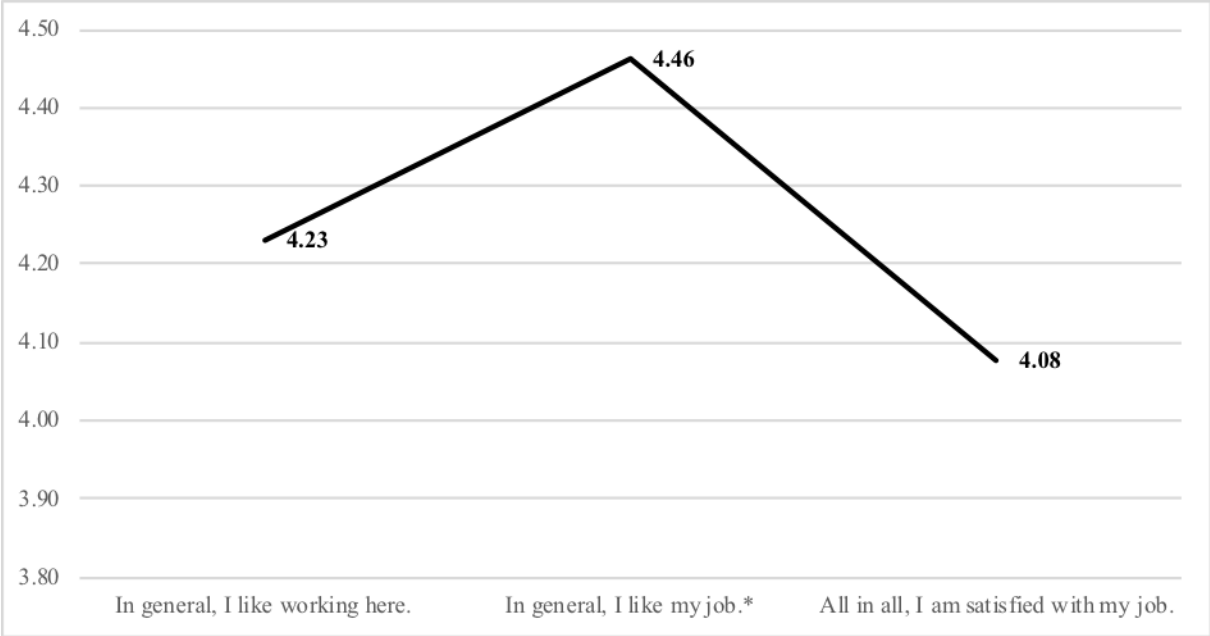


13/13 Participants

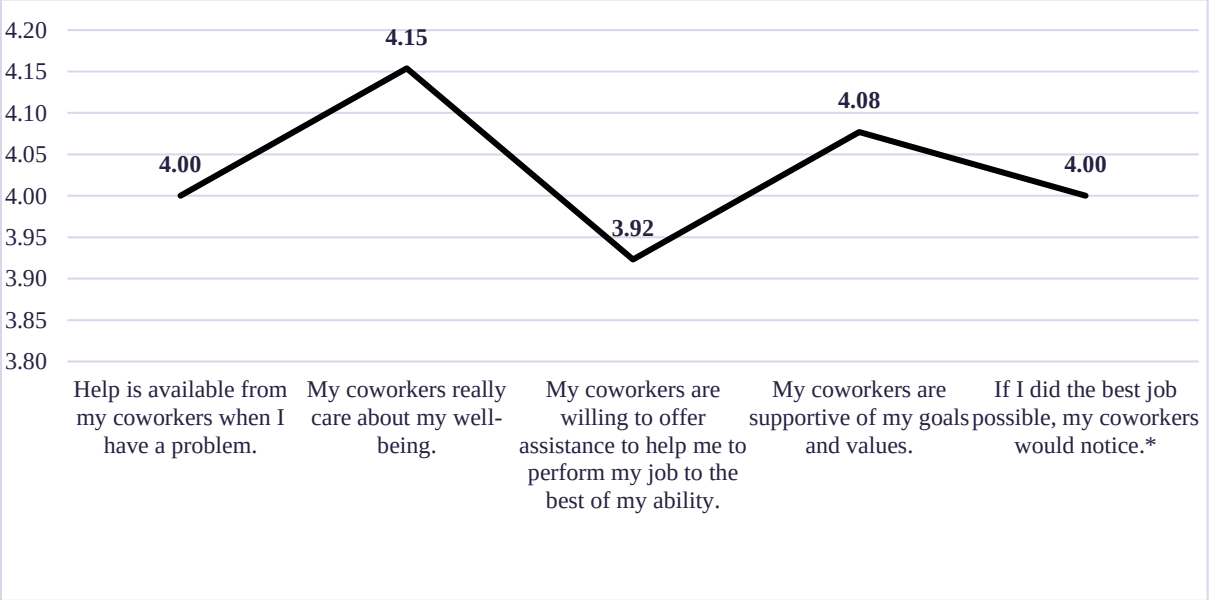
Construct	Departmental Score	Ideal Score
Job Satisfaction	4.26	5
Perceived Coworker Support	4.04	5
Perceived Supervisor Support	4.04	5
Distributive Justice	3.89	5
Departmental Commitment	3.81	5
SVP Leadership	3.51	5
Intention to Quit	1.85	1

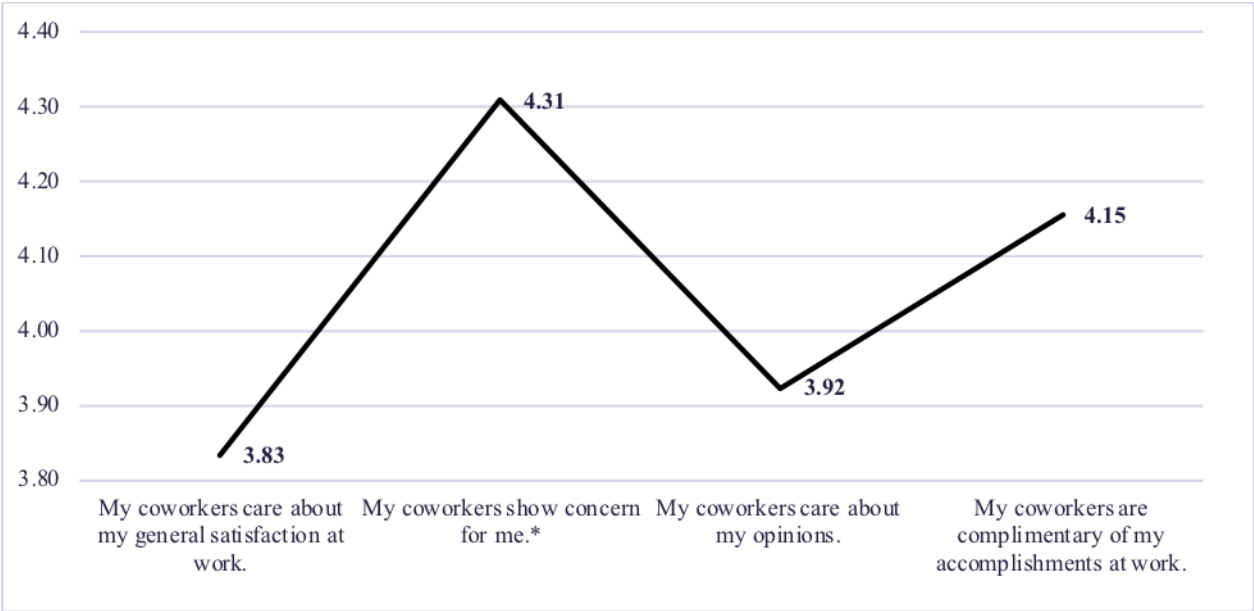
DESCRIPTIVE STATISTICS

Job Satisfaction (Overall 4.26, Ideal 5) Response Scale: Strongly Disagree – Strongly Agree

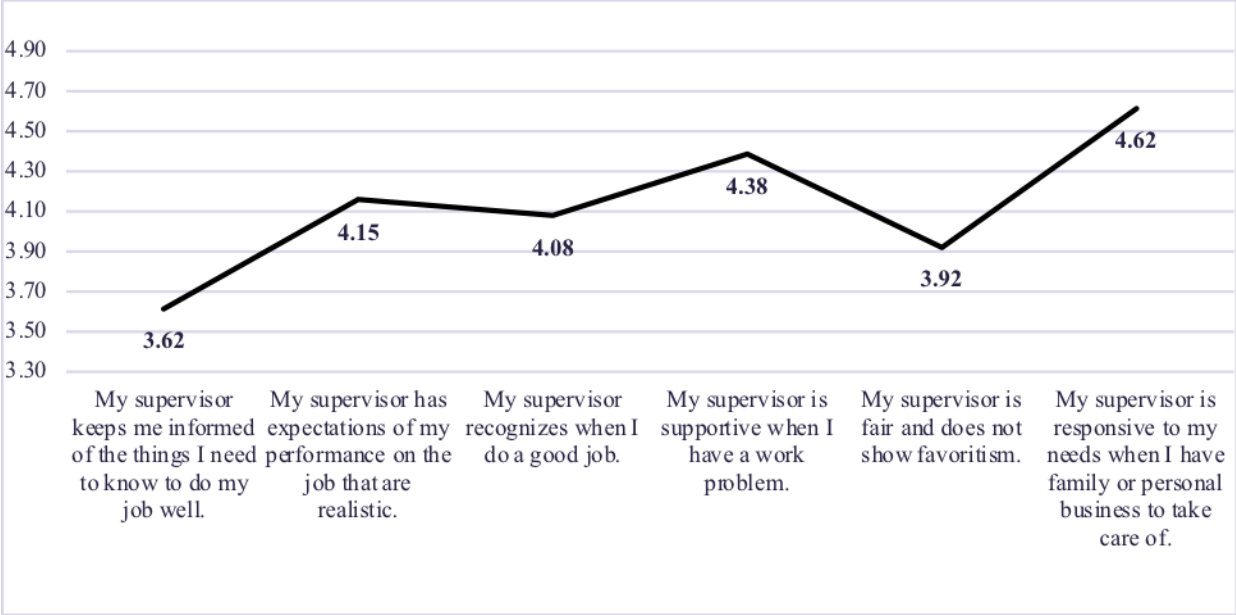


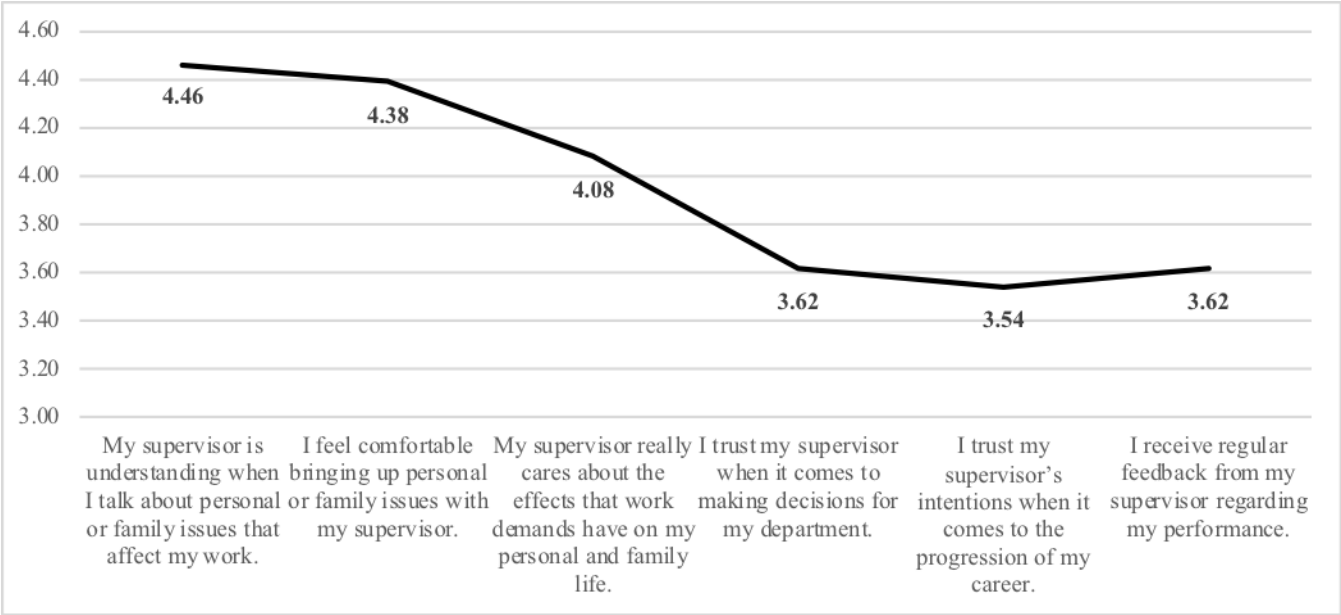
Perceived Coworker Support (Overall 4.04, Ideal 5) Response Scale: Strongly Disagree – Strongly Agree





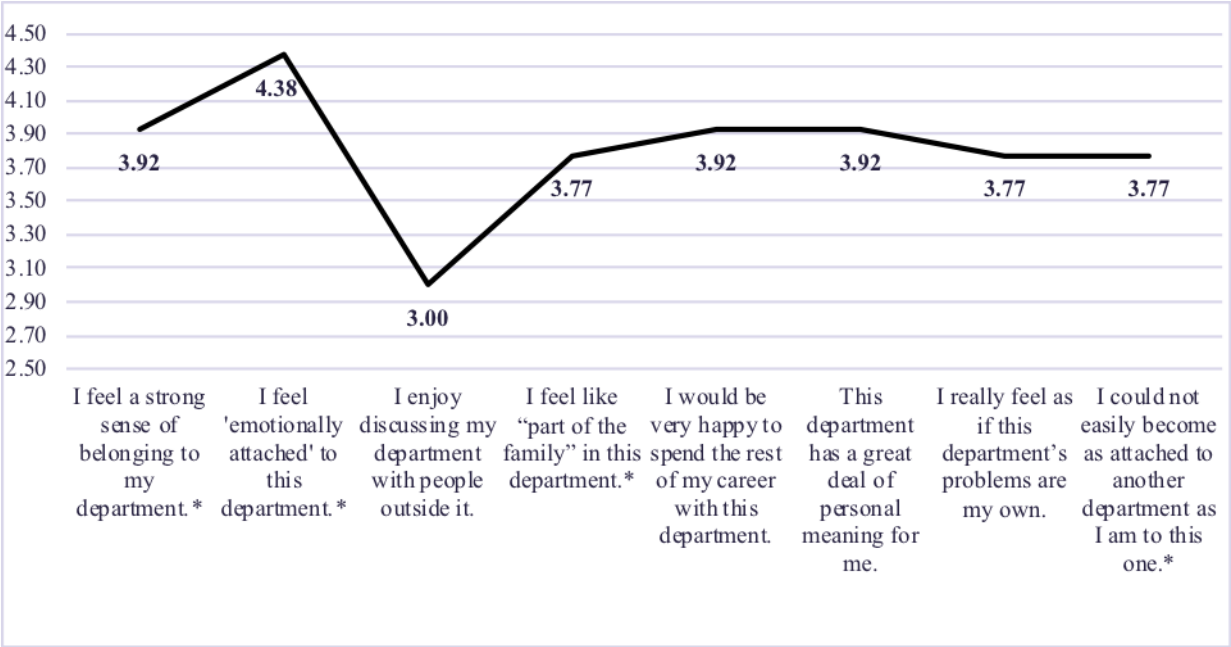
Perceived Supervisor Support (Overall 4.04, Ideal 5) Response Scale: Strongly Disagree – Strongly Agree



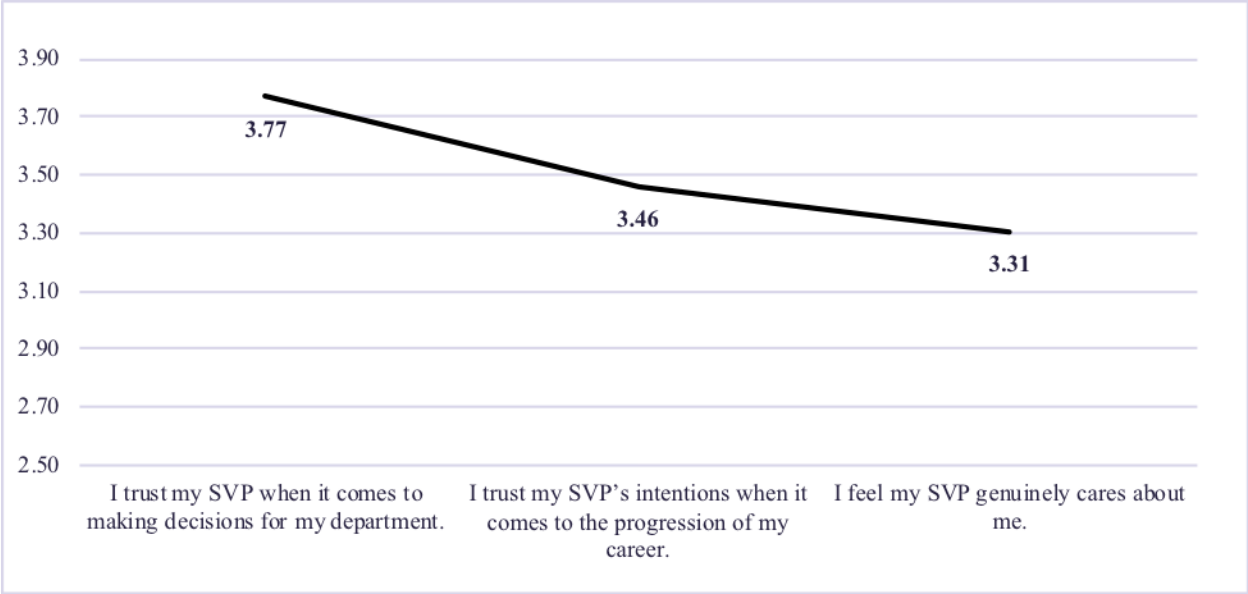


Distributive Justice (Overall 3.89, Ideal 5) Response Scale: Very Unfair – Very Fair

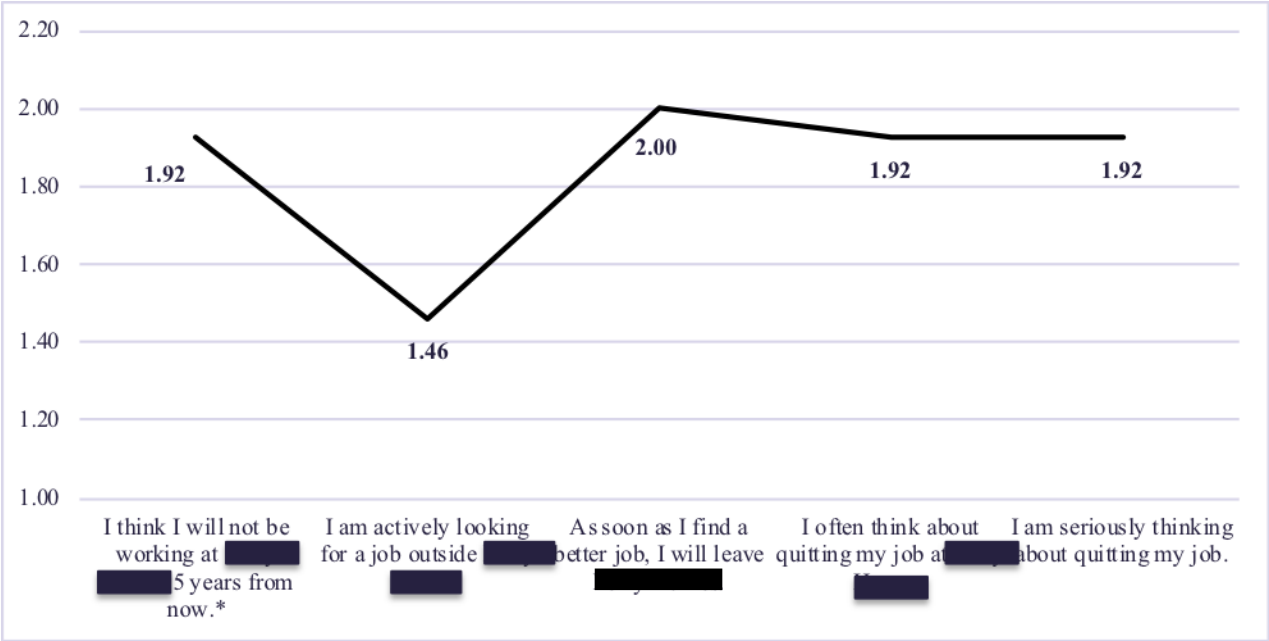
Departmental Commitment (Overall 3.81, Ideal 5) Response Scale: Strongly Disagree – Strongly Agree



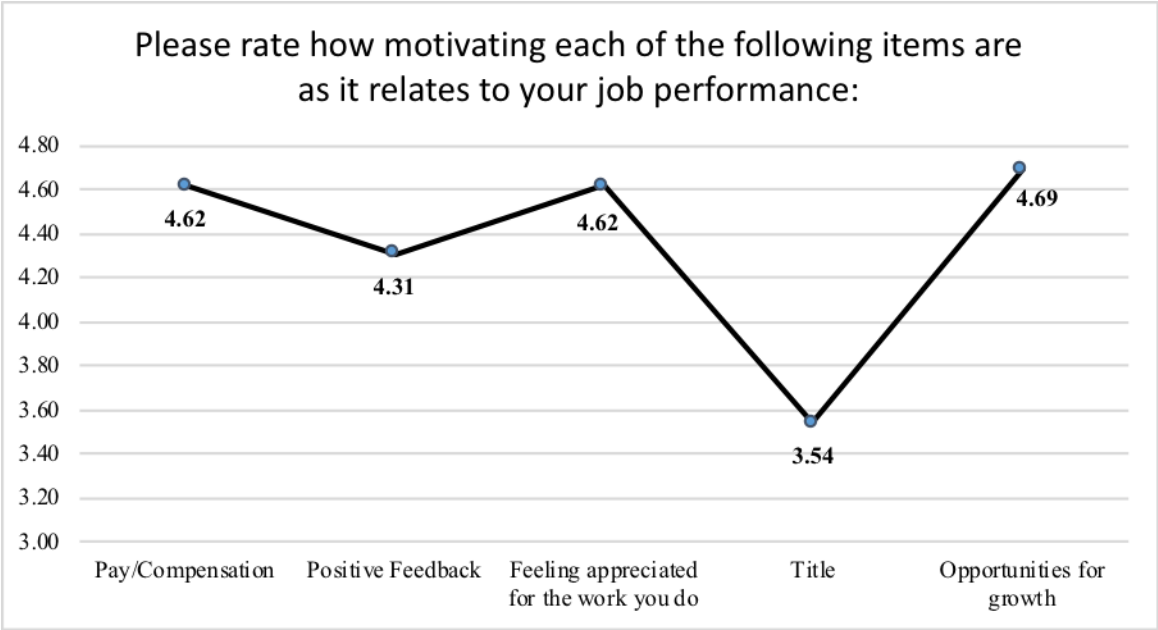
SVP Leadership (Overall 3.51, Ideal 5) Response Scale: Strongly Disagree – Strongly Agree

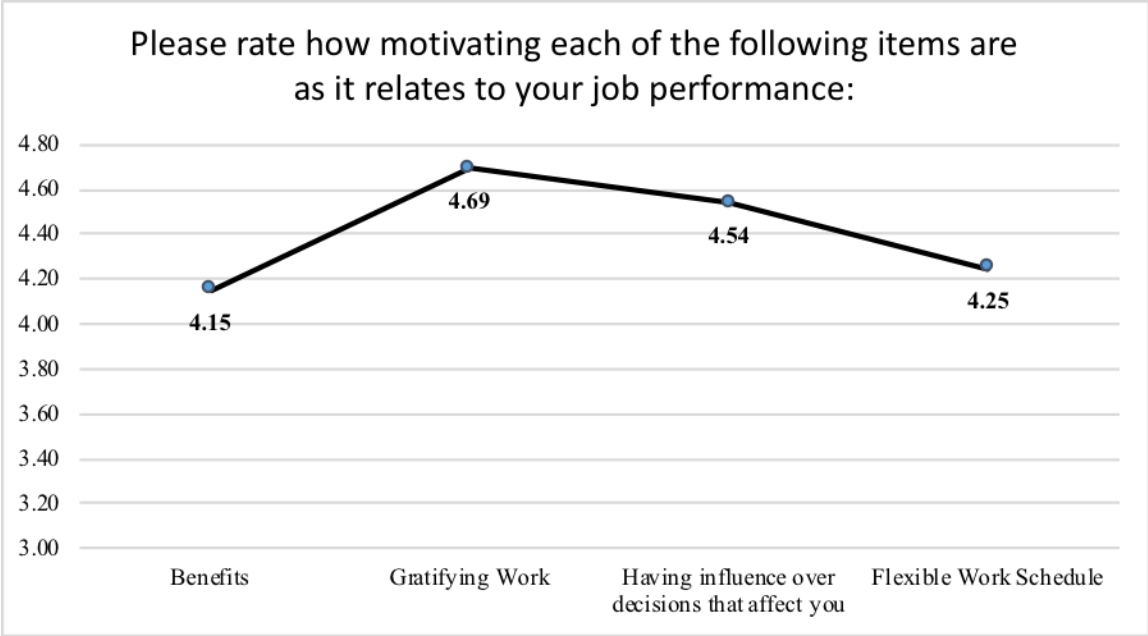


Intention to Quit (Overall 1.85. Ideal 1) Response Scale: Strongly Disagree – Strongly Agree



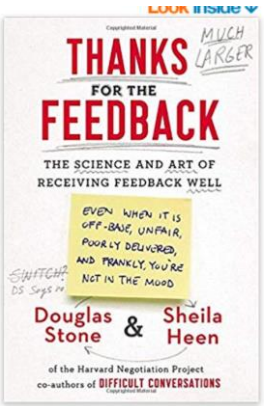
Motivation Rankings Response Scale: Not Motivating – Extremely Motivating




Please rate how motivating each of the following items are as it relates to your job performance:
4.80
4.60
4.40
4.20
4.00
3.80
3.60
3.40
3.20
3.00
4.15
4.69
4.54
4.25
Benefits
Gratifying Work
Having influence over decisions that affect you
Flexible Work Schedule

RECOMMENDATIONS

- **Individual Development Plans** – During annual appraisal, HR managers should facilitate identification of employee strengths and areas to improve. After identification, HR managers should provide coaching on how to improve, set goals, and create a development plan for the employee. Throughout the year, ongoing feedback should be provided to direct progress as it relates to this plan.



- **Increased Attention to Communication and Ongoing Feedback -** HR Managers should attend trainings or launch a book clubs to sharpen skills in this area.
- **Strengthen SVP Relationships** – While primary relationships should be with the business partners, SVP should make sure employees feel comfortable going to them with issues (as a second line option) and that some sort of relationship is established. This could be accomplished through check ins throughout the year, lunch meetings periodically, etc.
- **Initiate Cross Business Unit Meetings –** Periodically, both business units should meet together to increase connectivity and minimize feelings of segmentation or discord.

ACTION PLANNING

1. **Individual Development Plans** – Consultant will create a development plan template for use with HR employees. HR Managers will collaborate on policies and procedures surrounding use of the form.
2. **Increased Attention to Communication and Ongoing Feedback -** HR Managers will read the suggested book on giving feedback and pay closer attention to feedback and communication styles.
3. **Strengthen SVP Relationships** – SVP will initiate informal skip level meetings through choosing two employees each quarter to check in with over lunch. Employees will be chosen at random using an employee roster in alphabetical order. Additionally, consultants will lead a manager assimilation exercise with the HR team during the next quarterly meeting.
4. **Initiate Cross Business Unit Meetings –** Monthly department wide meetings will be held, and each sector will report out on ongoing activity and progress as it relates to department initiatives.
5. **Designated HRBP for HR –** There will be a designated individual for HR employees to go to with any issues within the department.

APPENDIX D:

CONSTRUCT NORMS FROM ORIGINAL SCALES

Construct	**Original Study Mean**	**Sample 1**	**Sample 2**
Turnover Intention	2.34 (5-point)	1.85	2.68
Job Satisfaction	3.87 (5-point)	4.26	4.08
Departmental Affective Commitment	3.98 (5-point)	3.81	3.32