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WORK CONTEXT INTERACTIONS WORK CLIMATE AND TURNOVER(U)
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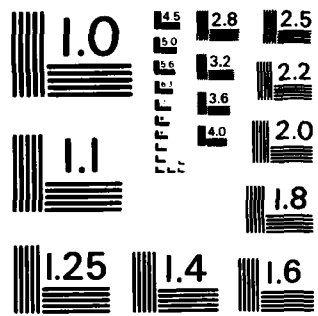
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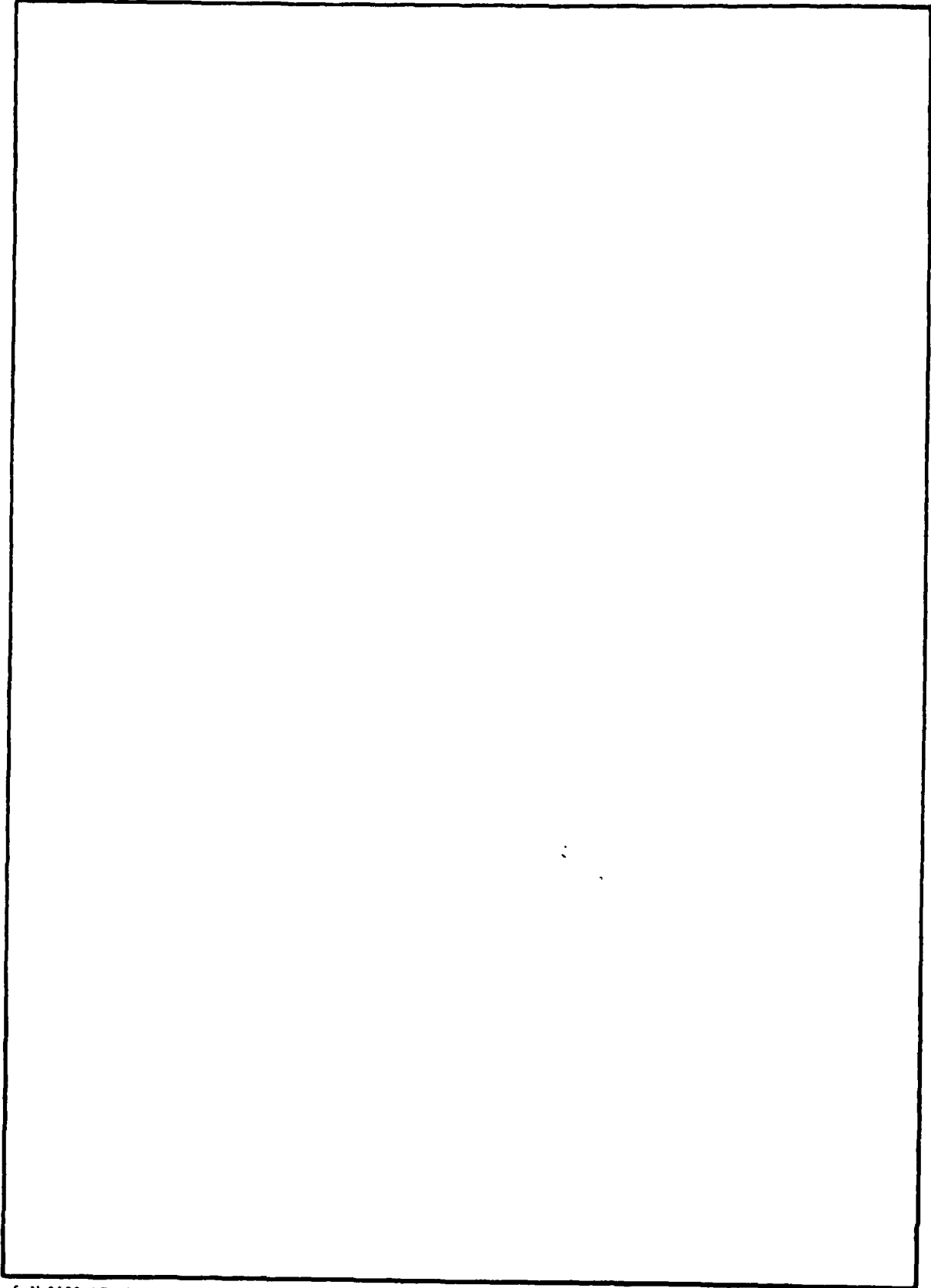


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Three major themes were addressed in the Technical Reports accomplished under this contract: (1) Work climates through person-situation intervention; (2) the conceptual and empirical logic and validity of the realistic job preview (RJP); and (3) work adjustment and turnover. Three Technical Reports focussing on each of the first two themes and one focussing on turnover were prepared. In addition, adjustment and turnover were topics that appeared prominently in the RJP papers and studies as well as in the theoretical pieces on work climate and person-situation interaction.
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WORK CLIMATES AND PERSON-SITUATION INTERACTION REPORTS

Title: An Interactionist Perspective on Organizational Effectiveness

Author: Benjamin Schneider

Date/Pages: May 1981, 49 pages

Published: In Cameron, K. & Whetten, D. (Eds.) (1983). Organizational effectiveness: A comparison of multiple models. New York: Academic Press.

This article presented a developmental view of organizations grounded in psychology, especially contemporary views of personality theory (interactional psychology), industrial psychology (personnel selection, employee turnover) and the psychology of careers (career and organizational choice). The developmental framework integrates these views and suggests a number of hypotheses: (a) the typical organization is defined by the nature of the people who are attracted to it, selected by it, and who remain in it; (b) the attraction-selection-attrition cycle can, over time, lead to the occupation of narrow environmental niches and organizational decay; (c) organizations

must protect themselves against decay by attracting, selecting and retaining newcomers who do not subscribe to organizational norms, and who push the organization to change; (d) variables typically studied under the effectiveness rubric (e.g., goals, technology, structure) are usefully viewed as outcomes of the people in organizations and their choices. Theoretical, methodological and practical implications of the framework were presented.

Title: Work Climate: An Interactionist Perspective

Author: Benjamin Schneider

Date/Pages: June 1981, 35 pages

Published: In Feimer, N. R., & Geller, E. S. (Eds.) (1983). Environmental psychology: Directions and perspectives. New York: Praeger.

The literature on work climates were reviewed and summarized and, then, an hypothesis about the etiology of climates is presented. The literature summary revealed that in the past fifteen years five kinds of conceptual progress and four kinds of methodological progress have been made. It was noted that collectively these advances define a "climate approach" to understanding organizational behavior. The hypothesis about the etiology of climates suggests that they emerge from the naturally occurring patterns of the goal-oriented interactions of people with each other and (changing) facets of their work environment. This hypothesis rests on two interactionist assumptions that follow from interactional psychology: (1) people tend to be attracted to, selected by, and leave from organizations yielding settings characterized by particular kinds of people; and (2) separating the nature of person from the nature of setting (perceiver from perceived) is difficult. Thus, it was suggested, work climates are indeed perceptions of organizational processes but in different settings different climates will exist because

different kinds of people will exist there.

Title: International Psychology and Organizational Behavior

Author: Benjamin Schneider

Date/Pages: February 1982, 53 pages

Published: In Cummings, L. L., & Staw, B. M. (Eds.), (1983). Research in organizational behavior, Vol. 5. Greenwich, CT: JAI Press.

This paper first reviewed some of the classic recent writings on interactional psychology and then presented an interpretation of current thinking about job attitudes, socialization to work, and leadership from the interactionist perspective. In the review, the debate between Mischel and Bowers was discussed, the former representing the situationist, the latter the interactionist position. Then, a summary of other interactionist writers was organized around three key interactionist themes: (1) human behavior is both internally and externally controlled with the person as well as the situation playing an active role in the resultant observed behavior; (2) there is no one best way to collect data on human behavior but the laboratory experiment has inherent problems in that it fails to allow for naturally occurring person-situation interactions and the unfolding of behavior in situ; and (3) the term "interaction" has many conceptual and statistical meanings only one of which is captured by the ANOVA "X" as in "A X B interaction."

After exploring each of these three themes, the research on job attitudes, socialization, and leadership was shown to be quite situationist in perspective with a concentration, respectively, on socially constructed rather than interactionist realities, what the organization does to newcomers rather than how newcomers and settings influence each other, and how behavior is a function of the decision situation rather than

how leader attributes and setting interact. Thus, it is shown, human behavior at work has been overwhelmingly assumed to be situationally rather than personally determined. Finally, some perspectives for a more trait-or person-oriented approach are presented and it is concluded that the interactionist position seems to most accurately represent the emergent nature of the real world of work organizations.

THE REALISTIC JOB PREVIEW REPORTS

Title: The Entry of Newcomers Into Organizations

Author: John P. Wanous

Date/Pages: July 1980, 20 pages

Published: In Hackman, J. R., Lawler, E. E. III, & Porter, L. W. (Eds.), (1983).

Perspectives on behavior in organizations. New York: McGraw-Hill.

This paper reviewed how the organizational entry process concerns the ways newcomers and organizations get matched to each other through the twin processes of (1) matching a job candidate's abilities to organizational job requirements, and (2) matching a person's needs to the climates in an organization. Research that has been conducted on these topics was briefly reviewed: (1) how individuals and organizations learn about each other; (2) the consequences of job candidates and company recruiters trying to "sell" themselves to each other; (3) how individuals decide which organization to enter; and (4) how organizations decide which job candidate to select.

Title: The Realistic Job Preview as a Persuasive Communication

Author: Paula Popovich and John P. Wanous

Date/Pages: February 1982, 25 pages

Published: In Academy of Management Review, 1982, 7, 570-579.

In I/O psychology and organizational behavior (I/OB) the realistic job preview (RJP) is a current example of an attitude change technique designed to reduce turnover among newly hired employees. Social psychology, however, has long been concerned with theories and techniques for attitude change, and these were examined as potential aids to understanding the RJP process. The "Yale Persuasive Communication" (YPC) approach was reviewed, and selected findings from YPC research were presented as illustrations of how future RJPs might be designed and how research on RJPs might be conducted.

Title: The Effects of Realistic Job Previews on Hiring Bank Tellers

Author: Roger A. Dean and John P. Wanous

Date/Pages: October 1983, 22 pages

Forthcoming in Journal of Applied Psychology

A field experiment was conducted to assess the effects of three types of job previews (realistically specific, realistically general, and no preview) on newly hired bank tellers. The $N = 249$ new hires were monitored for 43 weeks after entry into the bank. The Specific Job Preview clearly and significantly lowered initial job expectations compared to the other two groups. There were no significant differences among job preview groups in terms of their initial attitudes toward the organization, nor their job performance. The major criterion of interest, overall job survival rates, was also unaffected by previews. However, the rate at which turnover did occur was significantly

different. Among those who ultimately left the bank, those in the Specific and General job preview groups tended to leave during the first three weeks (during formal, off-the-job training), whereas the No Preview leavers departed more often during the first 20 weeks after training (during the acquisition of job competence "up to standard").

TURNOVER REPORT

Title: Some Unintended Consequences of Intention to Quit

Author: David E. Bowen

Date/Pages: July 1981, 21 pages

Published: In Academy of Management Review, 1982, 7, 205-211.

This paper analyzed the situation of employees who intend to quit, but do not, to see if intention to quit can be useful in explaining job behaviors other than quitting. Absenteeism and being fired were suggested as unintended consequences of intention to quit. The relationship between these unintended consequences and job performance was also examined. The analysis was guided by the theoretical premises of Mobley's models of the employee turnover process (Mobley, 1977; Mobley, Horner & Hollingsworth, 1978) and the author's model of job search as a two-cycle process.

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