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Voluntary Turnover: Job Characteristics and Employees' Decision to Leave

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Abstract:

Previous findings suggest that voluntary turnover is related to unpleasant job characteristics. While most studies focus on intention to quit, the present study will try to measure actual turnover. The relationship between lack of growth opportunity, unacceptable work environment, pay inequality, disrespectful treatment, job not as described, and voluntary turnover was analyzed. It was hypothesized that voluntary turnover increases when unpleasant job characteristics are present. A survey which included demographics and measurements of the constructs through a researcher developed Likert Scale was utilized. The sample was predominantly White (52%) and (31%) Hispanic, employed (74%) in an entry level position (50%) with a bachelor degree (38%). There was greater representation of women (58%), married (48%) and without children (68%). A significant difference was found between Hispanics and Whites in their preferences to leave a job when the jobs were not as described, lack of promotion existed, pay inequity was perceived, and the environment was not accepting. There was no significant difference observed between male and female preferences except for the work environment. Having quit from a job previously did not influence people to quit again. It was found that individuals in middle management positions are highly concerned about the pay. The research results support the idea that people will look for other jobs when some negative job characteristics are present, although this does not apply to everyone.

Keywords: *voluntary turnover, quit, growth opportunity, promotion, job, pay*

1. Introduction

Organizations are constantly hiring new people to fill vacant job positions. Job openings exist when the organization terminates an employee, an employee decides to quit, or because new positions were created. Voluntary turnover is the termination of employment initiated by the employee and not by the organization, such as non-statutory retirement, quitting a job or suicide (Bludedorn, 1978); the decision to quit is the choice of the individual (Mobley, Griffeth, Hand, & Meglino, 1979). The present study will analyze individuals' voluntary decision to leave. Contrary to voluntary turnover, involuntary turnover is initiated by the organization without the approval of the employee, it is the organization's decision to terminate the employment relationship with an individual (Hom, Mitchell, Lee, & Griffeth, 2012).

In the last few decades, voluntary turnover has received greater attention by the scientific community. The relationship between job satisfaction and turnover has been looked at by many researchers in the past (Griffeth, Hom, & Gaertner, 2000) and it is probably the variable that has received the most support by researchers (Mobley et al., 1979). Studies have found a correlation between job dissatisfaction and voluntary turnover (Mobley et al., 1979), which points to a negative relationship between job satisfaction and turnover. The majority of the studies have focused on job-related predictors of turnover (Mobley et al., 1979).

The individual level of analysis was the favored measurement unit by previous researchers (Griffeth et al., 2000; Reiche, 2009) and it is the level assessed by the researchers in this study. The present study measures job characteristics that prompt individuals to quit their job rather than staying. Voluntary turnover is the measured variable and should not be confused with intention to quit, although they are greatly related as those individuals with an intention to quit might ultimately end up in leaving their job. Intention to leave has been found in previous research to be a high predictor of voluntary turnover (Griffeth et al., 2000). Research found that intention to quit has a stronger relationship with turnover than job satisfaction (Mobley et al., 1979).

Turnover costs organizations millions of dollars in the United States. In the sales sector, more than \$5 billion per year is spent in recruiting and training (Williamson, 1983). Voluntary turnover has negative effects in organizations such as the disruption of social structures and demoralization of the organization (Kwon, Chung, Roh, Chadwick, & Lawler, 2012). The economy has also been found to be a strong predictor of employee turnover (Price, Kiekbusch, & Theis, 2007). Salespeople are more likely to quit if the company lacks a reliable reward system (Williamson, 1983). In addition, employees are more likely to quit if they do not perceive those promotion opportunities are available (Price et al., 2007). It is predicted that lack of promotional opportunities increase turnover. Hellriegel and White (1973) found that those who quit their jobs hold more negative beliefs toward promotion than those who stayed.

Some studies have focused on individuals' characteristics influence in turnover, such as age, tenure, and education (Mobley et al., 1979). Other variables that have received substantial research and influence the need to expand and research are salary, job level, organizational commitment, and job expectancy (Michaels & Spector, 1982; Mobley et al., 1979). In Mobley et al.'s (1979)

review of the literature on the turnover process, they concluded that age, tenure, and job satisfaction correlate negatively with turnover. Hellriegel and White (1973) did not find a relationship between turnover and age in a study of professionals in public accounting positions.

Price et al. (2007) conducted a 50-question survey among jail officers (N=732). The researchers questioned what factors affected the officers' decision to quit. Nine jails across the country were assessed. One jail was private, one operated by the state, five administered by a sheriff, and two administered by a non-sheriff. Price et al. preferred to measure intention to leave over actual turnover because the sample was geographically dispersed. Three variables were considered to be outside of the jail administrators' control such as the economy, the officers' aspiration, and the family income. Price et al. (2007) found that jail officers were more likely to stay if they perceived real promotion opportunities. The strongest predictor for leaving was the availability of other jobs. Communication by the sheriff or administration decreased turnover or intention to leave.

Pay has also been highly correlated to voluntary turnover (Shaw, Delery, Jenkins, & Gupta, 1998). Pay increase correlates negatively with turnover (Tekleab, Bartol, & Liu, 2005). Tekleab et al. hypothesized that distributive justice correlates positively with pay level satisfaction and pay raise satisfaction, although it was not analyzed if pay inequity affects individual's decisions. Researchers surveyed 288 managers, where only 121 of the returned answers were usable for data analysis. Thirty two percent of participants voluntarily left the company during the study. It was found by the researchers that distributive justice positively correlated with pay level satisfactions, whereas pay satisfaction was negatively related to turnover (Tekleab et al, 2005).

On a second study, Tekleab et al. (2005) surveyed employees from different companies in order to increase generalizability. The researchers included turnover intention in the second study. Participants were MBA students (N=194), with 148 surveys returned. After two years, participants were contacted, and it was found that 43 percent had voluntarily quit their jobs. No significant relationship was found between actual turnover to pay level satisfaction and pay raise satisfaction. Tekleab et al. (2005) found that 45 percent of people leave their current job for another with a better pay. The study was conducted during low unemployment, where employers struggled to maintain the employees. This study needs to be replicated at different unemployment rates to better understand the effects of unemployment level and pay on voluntary turnover.

Michaels and Spector (1982) tested the Mobley et al. (1979) turnover model. The sample (N=112) were employees of a community health center in an urban area. The researchers hypothesized that individual ability and organizational factors will lead to job satisfactions. They also believed that the availability of other jobs would contribute to employees deciding to leave. The major variables in the Mobley et al. model were tenure, salary, organizational level, and perceived alternative employment. The researchers added organizational commitment and pre-employment expectancies to the research. After six months, 30 percent of employees quit their job. The researchers concluded that pre-employment expectancies correlated with intention to leave but not to actual turnover. When the job was not what a person expected it to be, intention to leave ended in that person quitting (Michaels & Spector, 1982). No relationship was found between salary, tenure, and organizational level with intention to quit.

Little research has been published about minorities and turnover. More research is needed to relate findings from one group to one another in order to learn more about the differences between groups. Zatzick, Elvira, and Cohen (2003) conducted a three year study in a Fortune 500 service organization (N=10,235). The sample mainly included Whites (64%), but some minority groups were included as well such as Blacks (9%), Asians (17%), and Hispanics (10%). The researchers found that the sample of this study was ethnically unbalanced. In order to look at minorities in the sample more accurately, they removed the White respondents from the analysis. With a sample limited to minorities only (N=3,699), they could evaluate the impact of ethnicity more accurately since the group sizes were much closer to being equivalent. Zatzick et al. (2003) found that the size of one's representative group influenced the likelihood of staying or quitting. Greater representation of one's own racial group decreased the probability of voluntary turnover, while the presence of minorities increased the likelihood that other minorities groups will not quit. Minority representation in upper levels of organizations was favorably related to diminished turnover (Zatzick et al., 2003). A comparison between minorities and whites would have contributed to understand differences in turnover between the groups.

Masuda et al. (20012) conducted a cross-cultural study on managers (N=3,918). The cultures were divided in clusters such as Anglo (N=1,492, Asian (N=1,212) and Latin American (N=1,213). Masuda and colleagues reported that Anglos preferred any type of flexible work arrangement. Latin Americans, Asians, and Anglos liked flextime. Latin Americans preferred part-time schedules and telecommuting, with the latter being favored by Anglos too. On the other hand, Asians did not like telecommuting as it may be seen as a lack of commitment toward their organization (Masuda et al., 2012). This study showed that preferences differ from culture to culture. The study was limited to managers who usually work more hours and have better compensation than other levels of employees. This study leads one to the conclusion that managers may prefer a flexible schedule to quitting. More information is needed on jobs with no managerial responsibility to obtain more insight in job level preferences.

Marsh and Mannari (1977) interviewed the employees of three factories in Japan (N=1,033) to predict lifetime commitment. The authors predicted that having higher organizational status, performance, job satisfaction, employee cohesiveness, paternalism, and participation would increase organizational commitment. Marsh and Mannari found that the majority of people who wanted to stay continued working and the majority of people that wanted to quit ended leaving the organization. The researchers stated that other factors exist that influence people decisions. The study shows, that at least in Japan, women are more likely to quit than men are (Marsh & Mannari, 1977). The effect of culture in this study has to be considered when evaluating employee decisions to stay or to quit. Japanese norms and values influence their commitment to an organization (Marsh & Mannari, 1977). Whitehill (1961) reported that turnover in Japanese organizations is lower than in American organizations, and that Japanese employees have higher commitment.

The presence of other job opportunities in the labor market increases the chances that people quit their current job for a new one (Park & Shaw, 2013). Trevor (2001) conducted a study on data from the National Longitudinal Survey of Youth (N=12,686). The

age ranged from 14 to 21 years of age, which is a group that is starting in the labor market and holds a different goals and values regarding work than other age groups. The researcher measured voluntary turnover, job satisfaction, unemployment, and school level completed. Consistent with other findings job performance had no significant relationship with voluntary turnover. Trevor (2001) found that job satisfaction was important and had a greater effect in voluntary turnover only when job availability was high and for those who have an observable high performance.

Current literature has focused primarily on intrinsic factors such as job satisfaction and intention to leave and not on the organization and job characteristics that are under the employer's control. Due to a gap in the literature, it fails to explain why many employees quit on their own accord. More insight is needed to understand the aspects that lead individuals to leave. The present study reviews the aspects that are present in organizations and affect the behavior of individuals, specifically on the Latino population. Lack of growth opportunity, unacceptable work environment, pay inequality, disrespectful treatment and the job not as described are researched and analyzed to find their relationship with turnover.

Even with numerous researches on turnover, research has not made a distinction on how different ethnic groups behave and decide to leave or stay in the presence of these aspects. It is predicted that the presence of all or any of these aspects in an organization affects the individual decision to voluntarily quit or stay on the job. The study hypothesizes the Latino population to be affected in a higher percentage than other ethnicities in their decision to leave when adverse aspects are present in the job. This study also tries to make a distinction between men and women, the presence of children, previous experience quitting from a job, and job level. It is hypothesized that men will quit in higher proportions than women do, that not having children, holding an entry-level position and previously quitting from a job increase the probability that an individual will quit form a job.

2. Methods

2.1. Participants

Participants in this study had to be 18 years or older. The researchers were looking for people who had previous work experience, although it was not required for inclusion. The sample obtained was predominantly White (52%) and Hispanic (39%), employed (74%) in an entry-level position (50%) with a bachelor degree completed (38%). There was greater representation of women (58%), and most participants were married (48%) and without children (68%). The participants averaged 37.6 years of age with a range of 64.

Participants were spread across the country between 32 states, with Florida being the most represented (39%). The majority of the sample had not quit their jobs in the last three years (58%). One hundred and seventy one responses were collected, however 33 were discarded, as they did not answer at least 60% of the measurement. The discarded participant responses were primarily white (58%), employed (77%), where most of them have not quit from their job in the last three years (88%), and without children (73%).

2.2. Instrument

Mobley et al.'s, (1979) research on job dissatisfaction and turnover influenced the researchers to study the gap in the literature about which unpleasant aspects of a job influenced employees decision to quit in different ethnicities. A Likert Scale questionnaire was developed by the researchers, which included demographics and measurements of the construct (see Appendix A for demographics questions and measurements). An online survey was created to collect responses and the software *Survey Monkey* was utilized. The instrument attempts to measure who may quit from a job due to the presence of unpleasant job characteristics. The first part of the instrument collects demographic data such as gender, age, ethnicity, marital status, education, employment, children, and place of residence. Voluntary turnover is the dependent variable of the research and the five constructs about unpleasant job characteristics are the independent variables to measure how voluntary turnover is affected.

The constructs were measured by level of agreement with statements that were influenced by previous research. The Hellriegel and White (1973) study on satisfaction with supervision helped the researchers to develop the items designed to measure lack of respect from peers and supervisors. Disrespect on the job was measured by items 3, 8, and 13 with a possible range of scores from 3 to 15. Price et al., (2007) and Williamson (1983) research was utilized in the creation of lack of promotion as a construct. Lack of promotion or growth opportunities was measured through items 4, 9, and 14 with a range of 3 as minimum score and 15 as a maximum, where item 4 is reversed scored to assess bias in responses.

Pay discrepancies as influencing people's decision to quit is assessed through items 2, 7, 12, and 17. Pay inequity has a range of possible scores between 4 and 20. Hellriegel and White (1973) research on rewards, Shaw et al. (1998), and Tekleab et al. (2005) research on pay aided in the development of pay inequity as a construct to predict voluntary turnover. In Michaels and Spector (1982) replication of Mobley et al. (1979) model, pre-employment expectancies were added to assess job satisfaction and intention to leave. A construct that measures job not as described or expected was created by the influence of Michaels and Spector (1982) to assess its effect on turnover. Measurement is obtained through item 1, 6, 11, and 16, where individuals can score from 4 to 20. The present study attempts to assess how the environment affects turnover. Difficult or unacceptable work environment was the last construct measured; it is assessed by item 5, 10, and 15. This construct has a minimum score of 3 and a maximum of 15, where item 15 is reversed scored to assess bias.

2.3. Procedure

To obtain the desired sample a survey was created online at Survey Monkey. The sample was conveniently obtained through an internet-based survey. Email invitations with the link to reach the survey were sent to individuals known to the researcher. Classified online advertisement was also used, web sites such as Craigslist and Backpage were the means used to reach a bigger

population with a wider range across the country. The emails and ads contained a summary of the informed consent form. This form was first presented to participants, who stated the objectives of the survey, the participants' rights, risks and benefits associated in participating consent (see Appendix B for all information included in the informed consent). Participation was voluntary and anonymous; there is no way to track the participant as no IP address or email was collected.

All data collected was stored in a password protected and encrypted folder in a data disc stored in locked safe in the researcher's office. The collected data was entered in an Excel spreadsheet for statistical analysis. Two tailed independent samples t-test were conducted to compare the scores of different groups on each of the constructs to assess a significant difference in decision to quit. Ethnicity, gender, the presence of children, job level, and previous quitting experiences were analyzed on each construct.

3. Results

It was predicted that people from different ethnicities are affected differently by unpleasant job characteristics. Differences between Hispanics and Whites, who live in the United States, were analyzed in the present study, which predicts Hispanics would score higher in their decision to quit. Independent samples two tailed t-tests comparing the scores of Hispanics and Whites were conducted, Table 1 shows the results of test conducted.

As predicted, results indicated a significant difference between Hispanics ($M = 12.18, SD = 3.28$) and Whites ($M = 10.69, SD = 3.0$) when the job was not as previously described, $p = .02$. When pay inequality was present, Hispanics ($M = 11.85, SD = 3.66$) scored significantly higher than Whites ($M = 10.13, SD = 3.71$), $p = .02$. There was no significant difference found between Hispanics ($M = 11.88, SD = 2.24$) and Whites ($M = 11.04, SD = 2.95$) on lack of respect, $p = .09$.

When lack of promotion was perceived to be present Hispanics ($M = 10.19, SD = 2.05$) scored significantly higher Whites ($M = 9.19, SD = 2.64$), $p = .03$ in voluntary turnover. When the work environment is unpleasant Hispanics ($M = 10.46, SD = 2.34$) were significantly more likely to leave compared to Whites ($M = 9, SD = 6.55$), $p = .002$. These results suggest that Hispanics are affected in higher proportion when unpleasant job characteristics are present in a job. The only variable measured that did not have a significant difference between Hispanics and Whites was lack of respect. The results support the hypothesis that Hispanics will quit in higher rates than Whites do when the job have unpleasant job characteristics.

Gender differences in voluntary turnover were also evaluated. Previous research studied the influence of age on turnover (Mobley et al., 1979), but did not look at gender. It was predicted that men will seek jobs with promotions opportunities and women will seek jobs with better treatment. No significant differences in the scores was found between females ($M = 11.09, SD = 2.79$) compared to males ($M = 11.24, SD = 3.42$), $p = .79$. Women ($M = 10.79, SD = 3.79$) were not significantly different from men ($M = 11.07, SD = 3.81$) on pay inequality, $p = .60$. In the presence of disrespectful treatment, women ($M = 11.09, SD = 2.90$) scored similar to men ($M = 11.59, SD = 2.61$) without a significant difference, $p = .30$.

No significant effect was found in the presence of lack of job growth opportunities for females ($M = 9.50, SD = 2.57$) and males ($M = 10, SD = 6.63$), $p = .27$. As it was predicted, women ($M = 9.98, SD = 2.38$) scored significantly higher than men ($M = 8.76, SD = 2.50$) in the presence of unacceptable work environment, $p = .006$. The results do not support the hypothesis that men will quit from jobs with low growth opportunities and women will seek better treatment. It can be concluded that women are equally affected than males in the presence of unpleasant job characteristics, except when the work environment is harsh which makes women score higher in their decision to leave the job.

A third hypothesis predicts that people without children will quit a job more easily than people who have children. If the job offered is not as described individuals without children ($M = 10.95, SD = 3.01$) scored similarly with no significant differences between people with or without children ($M = 11.46, SD = 3.09$), $p = .38$. Individuals without children ($M = 10.56, SD = 3.66$) scored equally to individuals with children ($M = 11.38, SD = 4.00$) where no significance was found, $p = .26$ when pay was perceived to be unequal. Respect was not found significant for individuals without children ($M = 11.07, SD = 2.89$) who scored similar to individuals with children ($M = 11.77, SD = 2.48$), $p = .15$.

Having no children ($M = 9.59, SD = 2.62$) did not make a difference in their preferences to leave a job compared to people with children ($M = 9.90, SD = 2.36$), $p = .50$. An unacceptable work environment was not significantly different for individuals with or without children in relation to voluntary turnover, individuals without children ($M = 9.62, SD = 2.59$) compared to those who have children ($M = 9.24, SD = 2.22$), $p = .38$. Results did not reflect a significant difference between individuals who do not have children and individuals who have children. The hypothesis that children will decrease the preferences of people leaving a job was not supported by the results.

The researchers predicted that people who have previously quit from a job score higher, or have higher chances to quit again from another job. No significant difference was found between those who have not quit ($M = 11.08, SD = 2.81$) and those who have quit ($M = 11.15, SD = 3.29$) when the job is not as described, $p = .90$. Pay inequality did not result in significant differences in people's quitting preferences for those who have not quit their jobs ($M = 10.92, SD = 3.46$) and those have quit ($M = 10.70, SD = 4.14$), $p = .74$. No significance that supports the hypothesis was found between individuals who have not quit their job ($M = 10.91, SD = 2.82$) compared to people have previously quit ($M = 11.74, SD = 2.68$), $p = .08$.

Lack of promotion opportunities was not found to be significant in leaving preferences between people who have not quit ($M = 9.43, SD = 2.36$) and people who have quit ($M = 9.96, SD = 2.71$), $p = .23$. Those individuals who have not quit their job before scored lower ($M = 8.91, SD = 2.39$) compared to those who have previously quit ($M = 10.15, SD = 5.94$), the results were highly significant when the work environment was perceived as unacceptable, $p = .003$. In general, the results merely support the hypothesis that individuals who have quit their job will score higher in their decision to leave their job than those individuals who have not quit. The unacceptable work environment construct was the only significant result obtained.

Other studies across cultural differences in manager's position (Masuda et al., 2012) found that managers were less likely to quit their job. Finally, it was hypothesized by the researchers that employees in entry-level positions have a higher probability to quit,

as they are not risking as much as people who hold middle management positions. It was predicted that job level affects people's decisions to quit their jobs. A low significance was found between entry-level position ($M = 10.65, SD = 2.84$) which scored lower when the job was not as described contrary to individuals in middle management positions ($M = 11.72, SD = 3.13$), $p = .07$. Negating the hypothesis, individuals in entry level positions ($M = 10.33, SD = 3.86$) scored significantly lower than middle management ($M = 12.08, SD = 3.46$) when pay inequity was perceived, $p = .015$.

No significant difference was found in quitting preferences with regard to respect. The result was low between entry-level position ($M = 11.21, SD = 3.01$) and middle management ($M = 11.53, SD = 2.46$), $p = .54$. When lack of promotion is present individuals in entry-level positions ($M = 9.38, SD = 2.55$) quit at the same rate as individuals in middle management positions ($M = 10.19, SD = 2.47$), $p = .09$. No significant different was observed in entry-level position ($M = 9.63, SD = 2.47$) and middle management ($M = 9.42, SD = 2.53$) preferences when the work environment was undesired, $p = .66$. The results were completely different as hypothesized. It can be interpreted that people who occupy middle management positions are more selective and score higher in their decision to quit a job when job characteristics not desired are present.

Table 1. *t-Test: Two-Sample Assuming Unequal Variances*

<i>Job Not as Described</i>	<i>Hispanics</i>	<i>Whites</i>	<i>Female</i>	<i>Male</i>	<i>No Children</i>	<i>With Children</i>	<i>Has Quit</i>	<i>Has Not Quit</i>	<i>Entry-Level</i>	<i>Management</i>
Mean	12.189	10.691	11.092	11.240	10.955	11.463	11.087	11.150	10.656	11.727
Variance	10.824	9.052	7.791	11.737	9.078	9.555	7.904	10.875	8.096	9.831
Observations	37.000	68.000	76.000	50.000	88.000	41.000	69.000	60.000	61.000	44.000
Hypothesized Mean Difference	0.000		0.000		0.000		0.000		0.000	
df	69.000		90.000		76.000		117.000		87.000	
t Stat	2.296		-0.255		-0.878		-0.116		-1.796	
P(T<=t) one-tail	0.012		0.400		0.191		0.454		0.038	
t Critical one-tail	1.667		1.662		1.665		1.658		1.663	
P(T<=t) two-tail	0.025		0.800		0.383		0.908		0.076	
t Critical two-tail	1.995		1.987		1.992		1.980		1.988	
<i>Pay Inequality</i>	<i>Hispanics</i>	<i>Whites</i>	<i>Female</i>	<i>Male</i>	<i>No Children</i>	<i>With Children</i>	<i>Has Quit</i>	<i>Has Not Quit</i>	<i>Entry-Level</i>	<i>Management</i>
Mean	11.850	10.136	10.724	11.075	10.562	11.381	10.929	10.705	10.339	12.087
Variance	13.464	13.781	14.416	14.533	13.408	16.046	11.980	17.145	14.916	11.992
Observations	40.000	66.000	76.000	53.000	89.000	42.000	70.000	61.000	62.000	46.000
Hypothesized Mean Difference	0.000		0.000		0.000		0.000		0.000	
df	83.000		112.000		74.000		117.000		102.000	
t Stat	2.320		-0.517		-1.122		0.333		-2.469	
P(T<=t) one-tail	0.011		0.303		0.133		0.370		0.008	
t Critical one-tail	1.663		1.659		1.666		1.658		1.660	
P(T<=t) two-tail	0.023		0.607		0.265		0.740		0.015	
t Critical two-tail	1.989		1.981		1.993		1.980		1.983	
<i>Disrespect</i>	<i>Hispanics</i>	<i>Whites</i>	<i>Female</i>	<i>Male</i>	<i>No Children</i>	<i>With Children</i>	<i>Has Quit</i>	<i>Has Not Quit</i>	<i>Entry-Level</i>	<i>Management</i>
Mean	11.881	11.044	11.099	11.596	11.077	11.773	10.917	11.746	11.215	11.532
Variance	5.034	8.729	8.465	6.834	8.405	6.180	7.965	7.225	9.078	6.080
Observations	42.000	68.000	81.000	52.000	91.000	44.000	72.000	63.000	65.000	47.000
Hypothesized Mean Difference	0.000		0.000		0.000		0.000		0.000	
df	103.000		117.000		98.000		132.000		108.000	
t Stat	1.680		-1.024		-1.442		-1.747		-0.610	
P(T<=t) one-tail	0.048		0.154		0.076		0.041		0.271	
t Critical one-tail	1.660		1.658		1.661		1.657		1.659	
P(T<=t) two-tail	0.096		0.308		0.152		0.083		0.543	
t Critical two-tail	1.983		1.980		1.984		1.978		1.982	
<i>Lack of Promotion Opportunities</i>	<i>Hispanics</i>	<i>Whites</i>	<i>Female</i>	<i>Male</i>	<i>No Children</i>	<i>With Children</i>	<i>Has Quit</i>	<i>Has Not Quit</i>	<i>Entry-Level</i>	<i>Management</i>
Mean	10.195	9.194	9.506	10.000	9.598	9.902	9.435	9.969	9.385	10.196
Variance	4.211	7.007	6.612	6.314	6.902	5.590	5.602	7.364	6.553	6.116
Observations	41.000	67.000	79.000	52.000	92.000	41.000	69.000	64.000	65.000	46.000
Hypothesized Mean Difference	0.000		0.000		0.000		0.000		0.000	
df	100.000		111.000		85.000		125.000		99.000	
t Stat	2.199		-1.090		-0.663		-1.205		-1.677	
P(T<=t) one-tail	0.015		0.139		0.255		0.115		0.048	
t Critical one-tail	1.660		1.659		1.663		1.657		1.660	
P(T<=t) two-tail	0.030		0.278		0.509		0.230		0.097	
t Critical two-tail	1.984		1.982		1.988		1.979		1.984	
<i>Environment Not as Described</i>	<i>Hispanics</i>	<i>Whites</i>	<i>Female</i>	<i>Male</i>	<i>No Children</i>	<i>With Children</i>	<i>Has Quit</i>	<i>Has Not Quit</i>	<i>Entry-Level</i>	<i>Management</i>
Mean	10.465	9.000	9.988	8.760	9.624	9.244	8.914	10.156	9.631	9.422
Variance	5.493	6.554	5.716	6.309	6.737	4.939	5.732	5.943	6.112	6.431
Observations	43.000	66.000	82.000	50.000	93.000	41.000	70.000	64.000	65.000	45.000
Hypothesized Mean Difference	0.000		0.000		0.000		0.000		0.000	
df	95.000		100.000		89.000		130.000		93.000	
t Stat	3.075		2.774		0.865		-2.971		0.428	
P(T<=t) one-tail	0.001		0.003		0.195		0.002		0.335	
t Critical one-tail	1.661		1.660		1.662		1.657		1.661	
P(T<=t) two-tail	0.003		0.007		0.390		0.004		0.669	
t Critical two-tail	1.985		1.984		1.987		1.978		1.986	

Table 1

4. Discussion

The results of this study have to be analyzed in light of its limitations. A limitation is the measurement itself that was developed by the researchers and has not been previously tested for validity and reliability. Another limitation to the study is the convenient sample that was utilized. The respondents were limited to people willing to participate in online surveys, which cannot be generalized to the entire population of employees. The implementation of the survey through online methods limited the audience available to people with internet access and computer access.

This study was conducted during a period of high unemployment, where employees tend to stay on their jobs due to low employment opportunities. The economy certainly affects the decision people make, which in this study helps strengthen the results obtained, as not all people are willing to risk leaving their jobs. The data obtained provides useful information to employers who want to retain employees and predict who will quit.

The results obtained supported the hypothesis that Hispanics will seek other jobs or quit their job when job characteristics considered as unpleasant are present. All constructs developed supports the first hypothesis. The second hypothesis that men will score higher than women in their quitting preferences was not supported. On the other hand, women scored higher in voluntary turnover when the environment was unacceptable. These results lead to the conclusion that women may prefer to work in a safe environment where they feel protected. It was predicted that having children would affect negatively people's decision to leave a job. No significant difference was found between people who have children and those who do not have children in this study.

It was predicted that previous work experience affects people's decisions and that individuals who have quit a job would, do it again in the presence of unpleasant job characteristics. The results were only significant when the environment was unacceptable. The results indicate that it is possible that people in entry level positions who want to grow in the job will not quit, whereas managers who have attained a high position but cannot get higher will quit and look for that growth opportunity that they do not have.

Masuda et al. (2012) found that managers prefer flexible schedules, although this study found that managers may quit in the presence of unpleasant job characteristics. It may be concluded that people care for themselves and do not want to work in place they risk being injured due to a work environment that is not protective. Characteristics as perceived pay inequality, a job not as described and lack of promotion affect people's decision to leave when they have certain characteristics. The results observed demonstrate that Hispanics have higher chances to quit from a job than Whites do.

5. References

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