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**A META-ANALYSIS OF THE ANTECEDENTS OF VOLUNTARY TURNOVER
IN STUDIES INVOLVING ACTIVE DUTY MILITARY MEMBER
POPULATIONS**

THESIS

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AFIT/GEM/ENS/11-01

**DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY**

AIR FORCE INSTITUTE OF TECHNOLOGY

Wright-Patterson Air Force Base, Ohio

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POPULATIONS**

THESIS

Presented to the Faculty

Department of Operational Sciences

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Air Force Institute of Technology

Air University

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In Partial Fulfillment of the Requirements for the

Degrees of Master of Science in Engineering Management and Systems Engineering

Christy A. R. Licklider, MA

Captain, USA

June 2011

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Abstract

Numerous studies have explored the antecedents to voluntary turnover in the military; however, the studies did not find the same relationships between the operations tempo and voluntary turnover. This research used a meta-analytic method to evaluate reported correlations between antecedents of turnover intentions and turnover in an effort to understand the true relationship between them and offer insight to leaders as to where they can affect turnover within their organizations. Studies included in the meta-analysis reported a military sample and were published between 1973 and 2009. The meta-analysis revealed no correlation between operations tempo and turnover intentions. Not enough studies were included to evaluate the relationship between operations tempo and turnover. Varying definitions and measurements of operations tempo raised concern. Additional primary research is needed with more consistent definition and measurement of operations tempo. This study did validate that turnover intentions and turnover had the strongest positive relationship with an 80% credibility range of 0.43 to 0.58. Organizational commitment and turnover had the strongest negative relationship with an 80% credibility range of -0.49 to -0.34. For the dependent variable turnover intent, job search had the strongest positive relationship with an 80% credibility range of 0.41 to 0.56. Organizational commitment also had the strongest negative relationship with turnover intent. The 80% credibility interval for the estimated population correlation was

-0.65 to -0.50. This meta-analysis is beneficial for all of the services as our military is currently facing shortages in personnel. Specifically, organizational commitment is an area where leaders should focus their efforts to effectively influence the decisions that subordinates are making in regards to turnover.

Acknowledgments

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Christy A. R. Licklider

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A META-ANALYSIS OF THE ANTECEDENTS OF VOLUNTARY TURNOVER AMONG ACTIVE DUTY MILITARY MEMBERS

I. Introduction

General Issue

Employee turnover in the broadest sense is defined as the act of an employee leaving an organization (March & Simon, 1958). It typically takes one of two forms, namely, involuntary or voluntary (Price, 1977). Involuntary turnover is not within the discretion of the employee; it is instead within the control of organizational leaders (Holtom, Mitchell, Lee, & Eberly, 2008). Examples include discharges for poor performance, terminations for rules violations, or layoffs due to changing market conditions. Voluntary turnover, in contrast, reflects the employee's decision to leave the organization (Shaw, Delery, Jenkins, & Gupta, 1998). Although understanding and avoiding voluntary turnover has always been important to employers, it was in the late 1950s when scholars began to systematically study the factors affecting voluntary turnover and offer theories to explain these decisions (March & Simon, 1958). Since that time, Holtom et al. (2008) noted that there have been over 1500 published articles examining voluntary turnover over the last 50 years.

Reasons for trying to understand individuals' turnover decisions are varied (Hom & Griffeth, 1995). First, organizations face tangible costs of voluntary turnover whereby financial investments are needed to recruit, select, and train new employees organizations would otherwise not have to replace (Price, 1977). Second, organizations face intangible costs with voluntary turnover as they lose experienced members (Hinkin & Tracey, 2000;

Hom & Griffeth, 1995). Sagie, Birati, and Tziner (2002) proposed a method for calculating the financial impact of the intangible costs associated with voluntary turnover, suggesting that the total cost of voluntary turnover increases drastically when these calculated costs are combined with the tangible costs. Finally, a sound, theoretically grounded understanding of turnover helps organizations compete in the global marketplace and guide the development of meaningful human resource management practices that might counter trends where employees have the ability to research job opportunities with the touch of a few keys and tend to move more frequently (Price, 1977; Holtom, et al., 2008; Pfeffer, 2005).

Problem

The Department of Defense (DOD) also has an interest in understanding voluntary turnover. “Given that the Army is competing in the American labor market for its officers, its retention strategy must be built upon sound theoretical concepts,” (Wardynski, Lyle, & Colarusso, 2010). Like private sector organizations, the DOD incurs financial and non-financial costs when members leave unexpectedly. Moreover, voluntary turnover has unique impacts to the DOD because the active duty force relies almost exclusively on an internal labor market for its senior leaders, primarily promoting from within and virtually excluding lateral entry. Voluntary turnover has proven to be especially problematic for the Army given current conditions (Wardynski, Lyle, & Colarusso, 2009), “We find compelling evidence that the U.S. Army’s Officer Corps will be unequal to future demands unless substantive management changes are made.” Like the private sector, several researchers have conducted a number of studies examining

many antecedents of turnover among military members with differing results (Farkas & Tetrick, 1989; Huffman, Adler, Dolan, & Castro, 2005; Payne & Huffman, 2005; Heilmann, 2005).

The Current Study

Given the number of studies examining voluntary turnover (referred to simply as turnover for the remainder of this manuscript), it is no surprise that several researchers conducted narrative reviews of turnover research (the most recent by Holtom et al., 2008) as well as quantitative reviews (e.g., Griffeth, Hom, & Gaertner, 2000; Zimmerman, 2008) involving military samples. Despite this attention, no study appears to provide a quantitative summary of turnover research dedicated exclusively to military members. A focus on military-only samples is warranted because the findings regarding turnover in the DOD have been inconsistent (LaRocco, Pugh, & Gunderson, 1977; Payne & Huffman, 2005; Evans, 1999). Consider one variable that appears consistently in the popular press and has recently been studied as a factor that is said to influence military members' turnover intentions—operations tempo. Operations tempo is defined and measured differently across studies (e.g., Huffman, Adler, Dolan, & Castro, 2005; Olsen, 2008). Huffman et al. (2005) highlighted that some studies have found no relationship between operations tempo and turnover, others have found positive relationships, and some have found negative relationships.

The purpose of this study is to analyze the accumulated results of the research, explore a more broad set of antecedents that have been linked to the turnover decisions among military members, and provide leaders a theoretically grounded understanding of

turnover within the active duty force. By doing this, military turnover research will be advanced theoretically by identifying areas that can be further explored with additional primary research. Practically, the analysis will provide DOD senior leaders a better understanding of the relationship between the antecedents of turnover and actual turnover within the active duty force, thereby providing the foundation for implementing the management changes espoused by Wardynski et al., (2009).

II. Literature Review

The purpose of this chapter is to review previous research conducted on turnover and turnover intentions. The review covers the definition of turnover and the introduction of various antecedents to turnover. It also highlights the antecedent operations tempo as it is specific to the military population.

Turnover

While it is beyond the scope of this paper to review all models of turnover, the etiology of much of the research on turnover can be traced back to the efforts of March and Simon (1958), Mobley (1977), and Price and Mueller (1981). Differences exist across the conceptual models; however, turnover decisions, generally, have been characterized as rational, systematic choices individuals make regarding their personal situation, their current job, their current organization, and their opportunities (perceived and real). March and Simon (1958) suggested that turnover decisions are made by considering how desirable individuals find their current organization (i.e., perceived desirability of movement) and the ease with which they believe they can move from that organization. An individual's perceived desirability of movement is a function of job satisfaction. When satisfaction is high, the individual would not have a desire to move. This would be balanced, however, against the perceptions regarding alternatives. For instance, it would be plausible for extremely satisfied individuals to leave if they felt they had a great number of more desirable alternatives (termed extra-organizational alternatives by March & Simon, 1958). Along the same lines, those that might be

dissatisfied may still remain if few alternatives were perceived. March and Simon (1958) suggested that the most accurate predictor of turnover is the state of the economy. Mobley (1977) evaluated the psychology of the withdrawal process and suggested that the decision to leave an organization included a set of withdrawal cognitions (e.g., thoughts of quitting, expected utility of withdrawal) and job search behaviors (e.g., job search, evaluate alternatives) that link job dissatisfaction to actual turnover behavior. Generally consistent with March and Simon (1958), individuals begin the process of evaluating their current jobs and those that are dissatisfied will have thoughts of quitting. These feelings of dissatisfaction are balanced and weighed by considering the perceived costs associated with quitting. Presumably, individuals will begin searching for alternative employment only when they believe there will be some return or improvement over their current position.

Price and Mueller (1981) posited that turnover was predicted by an individual's intentions to stay and other opportunities. Like those that had preceded them (March & Simon, 1958; Mobley, 1977), Price and Mueller suggested that insights into these intentions and subsequent turnover decisions could be gained by the understanding of an individual's job satisfaction and commitment. Moreover, individuals' intentions were influenced by other factors such as the generalized training the individual has. Several factors also influenced one's job satisfaction. These included attitudes toward pay, perceived fairness of decision (i.e., distributive justice), opportunities for advancement, and the routine nature of work which identified the antecedents of job satisfaction and intent to leave. Price and Mueller (1981) performed a longitudinal test of their model and

identified the four most important determinants of turnover to be intention to stay, opportunity, general training, and job satisfaction.

In a recent narrative review of turnover research, Holtom et al. (2008) presented a synthesized model of turnover; see Figure 1: Holtom, et al. Turnover Model from 1995 to Present. Holtom et al., incorporated trends in turnover research from 1995 until 2008 into this model. Specifically, they noted that there were additions to individual difference correlates; attitude, organizational context, and person-context antecedents; and withdrawal cognition, alternative, and withdrawal behavior determinants. They also noted the trend of dynamic modeling of turnover incorporating time. The clock symbols in Figure 1 represent areas where temporal elements of turnover have been studied. Bold font indicates additions to the turnover model since 1995.

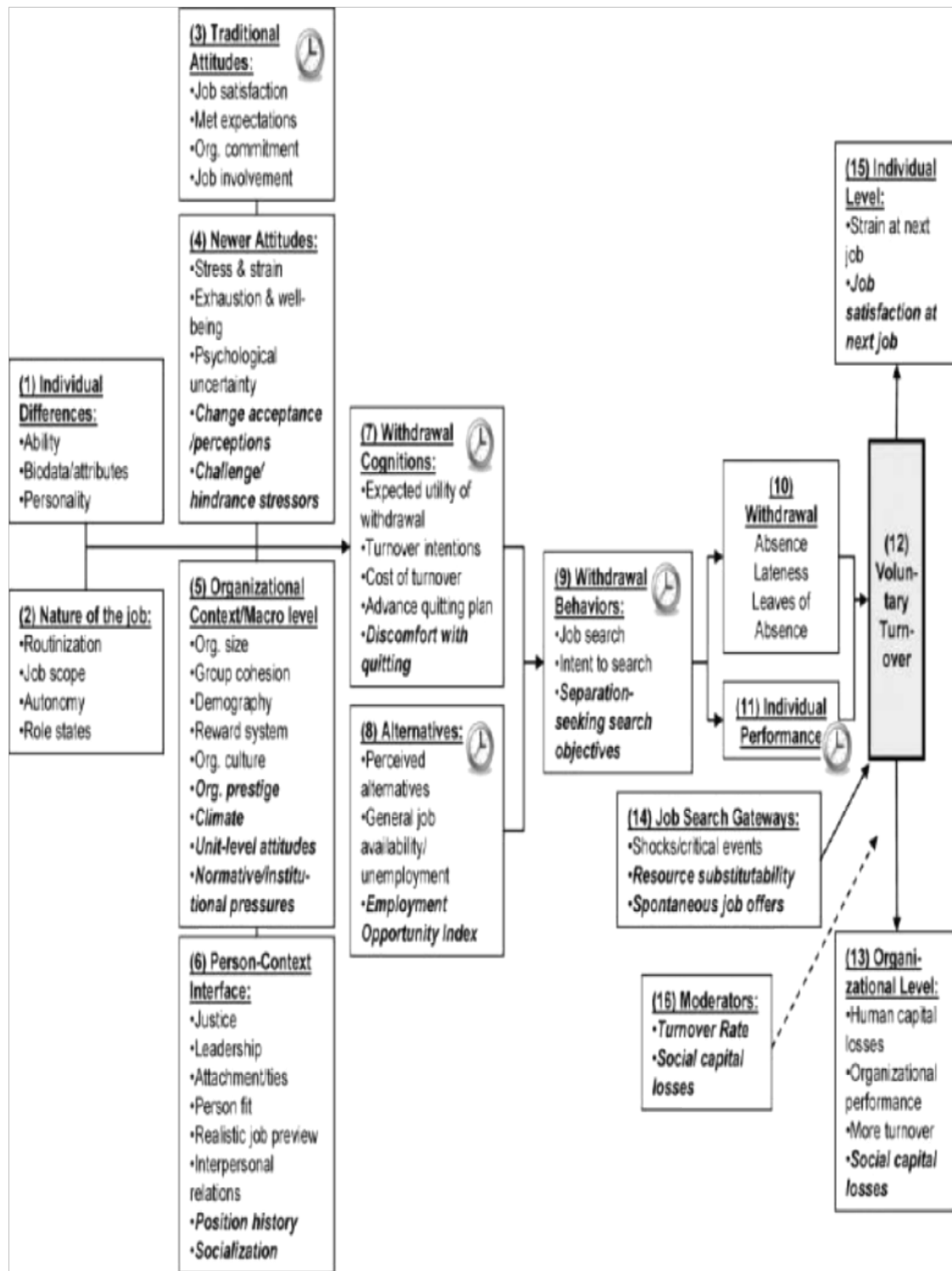


Figure 1: Holtom, et al. Turnover Model from 1995 to Present

Operations Tempo and Turnover

Turnover has also been studied extensively with military samples. Antecedents such as job satisfaction correlate with turnover in similar magnitude with both civilian and military samples. However, operations tempo, sometimes called personnel tempo, is studied primarily with a military sample.

Operations tempo has been defined in various forms. Sticha, Sadacca, DiFazio, & Knerr (1999) found that “military leaders and researchers often use surrogate or related measures such as length of deployments, number of individual deployments, number of times the *unit* deployed, or length of average work week” (p. 1). In his thesis, Sullivan (1998) captured operations tempo as “months of sea time and TAD/TDY in the past two years” (Sullivan, 1998, p. 20). Adler and Golembe (1998) looked at both the number of total deployments and then the rate of deployments per year. Huffman, Adler, Dolan, & Castro (2005) explored the correlations between hours worked, days on temporary duty, days on training, and number of deployments. This variation in definition of operations tempo and how to assess it has contributed to inconsistent findings (Huffman, Adler, Dolan, & Castro, 2005).

Summary

Turnover has been studied extensively, resulting in numerous antecedents of turnover being identified and measured. Operations tempo is primarily a concern for military samples. The definition and measurement of operations tempo as a correlate with turnover has varied. This variance has left confusion in its wake.

Research Hypotheses

Researchers studying the relationship between operations tempo and turnover have reported positive, negative, and no correlations (Huffman, Adler, Dolan, & Castro, 2005). This discrepancy between results is precisely why further study and refinement of measures is needed. This study conducted a quantitative review of turnover within the military. In order to determine the actual relationship between operations tempo and turnover intentions and subsequent turnover, the research hypotheses are:

H1. Operations Tempo will be positively correlated with turnover intentions.

H2. Operations tempo will be positively correlated with turnover.

While other antecedents of turnover among military members are not as unclear as operations tempo, honing in on the strength of the actual relationship is beneficial. This study will also solidify the strength of other relationships with turnover in the military.

III. Methodology

The purpose of this chapter is to describe the method used to determine the relationships between turnover and turnover correlates, antecedents, and primary determinants. The relationships between turnover intentions and correlates, antecedents, and primary determinants of turnover intentions were also explored. Data was gathered from numerous studies researching turnover and turnover intentions of United States military service members. A bare-bones meta-analysis (Hunter & Schmidt, 2004) was then conducted.

Search for Data

The search was limited to the period between 1973 and 2009. The year 1973 was selected because following the Vietnam War the U.S. military shifted back from compulsory service to an all volunteer force. The search for data began with a manual search of eight journals for the years 1973 through 2009: *Academy of Management Journal*, *Administrative Science Quarterly*, *Human Relations*, *Journal of Applied Psychology*, *Journal of Management*, *Personnel Psychology*, *Military Psychology*, and *Armed Forces and Society* for publications reporting turnover, turnover intentions, or retention as the dependant variable. These journals were selected based on a survey of resources for previously published turnover reviews. Abstracts within the automated database *Defense Technical Information Center* were then searched using the keywords of *turnover*, *voluntary turnover*, *turnover intention*, and *retention*. The DTIC search was limited for the keyword *retention* to the period of 2004 to 2009 due to time constraints. This process identified 684 journal publications, conference papers, technical reports,

dissertations, and master's theses to review further. See Appendix A, for a complete listing of the search results.

Inclusion Criteria

Studies included in the meta-analysis were based on a set of decision rules. First, the study sample had to be active duty United States military members or had to report sub group statistics in such a way that just military sample data could be identified. The study also had to explore individual turnover and not group or organizational turnover. All data reporting spousal preference for military member turnover was excluded. Although U.S. Coast Guard members are part of the DOD, they fall under jurisdiction of the U.S. Department of Homeland Security and thus face different employment conditions ranging from initial active duty service obligations, deployments, and separations; therefore, they were also excluded from the analysis. Second, studies that examined the relationship between attrition and turnover were excluded; therefore, samples could not include military members who had not completed their initial entry training. Third, to be included a study needed to report a correlation coefficient between a predetermined antecedent and voluntary turnover, turnover, retention, turnover intentions, or career intentions. The predetermined antecedents were years of active duty service, rank, gender, marital status, education, number of dependents, income, debt, age, embeddedness, job satisfaction, operations tempo, organizational commitment, continuance commitment, normative commitment, affective commitment, job search, perceived employment opportunities, and turnover intentions. If the study did not report a correlation coefficient but the results reported could be converted into a correlation

coefficient, the study was included. As these coefficients were evaluated, often some determinations of whether the author(s) were measuring intentions to “stay” or “quit” were made. A reported correlation between an antecedent and intentions to stay would have the opposite strength as the same antecedent correlated with intentions to quit, e. g. 0.35 versus -0.35. Studies were coded based on the author(s) classifications when available. When these were not reported, attempts were made to infer the type of coding system based on the description of the measure and the sign of the correlation coefficient reported. Fourth, when more than one study reporting data for the same variables from the same sample or samples was found, each correlate was included once. Preference was given to the study that reported the most robust statistical data. For example, if one study only reported significant results, but another reported all results, the study that reported all the results was coded. Results from other meta-analyses were not included. Fifth, studies that were not peer-reviewed were excluded. Sixth, seven articles published from 1980-1984 in *Armed Forces and Society* and *Human Relations* were only available in hard copy from the library. They were excluded from the study in the interest of time. Seventh, if turnover was from a subset of the military and not necessarily those exiting the military, the study was excluded. For example, Roy (2007) studied turnover from the Surface Navy. The data could not be separated based on whether they continued in the Navy in another capacity or exited the Navy. This study and others like it were excluded. Eighth, studies were excluded that did not report independent variables that were included on the coding sheet detailed in the next section. Ninth, some studies were included in the initial search based on information available on the DTIC database, but neither electronic nor hard copies of these articles were available. Finally, theses that

used research questions rather than hypotheses were excluded due to quality concerns. The turnover intent analysis consisted of 30 studies and 34 samples while the turnover analysis consisted of 9 studies and 10 samples. See Appendix B for an abbreviated list of the inclusion criteria.

Coding

Coding is most efficient when elements to be coded are determined prior to coding. Each study must be uniquely identifiable on the coding sheet (Cooper, 2010). The report information that was coded included the author(s) name, year published, type of report, and the organization that produced the report.

Samples were used as the unit of analysis due to some studies reporting statistical results for samples separately (Cooper, 2010). If results for a combination of samples were also reported, the results for the combination were used rather than coding the individual sample results. Therefore, the sample information recorded on the coding sheet was the sample number out of total number of samples in the study, sample size by service, and total sample size.

The correlates included in this study were years of active duty service, rank, gender, marital status, education, number of dependents, income, debt, and age. The antecedents included were embeddedness, job satisfaction, operations tempo, organizational commitment, continuance commitment, normative commitment, and affective commitment. The primary determinants included were job search, perceived employment opportunities, and turnover intentions. A remarks section was also included

to annotate any observations. To see the coding sheets, see Appendix C and Appendix D: Turnover Intent Coding Sheet Appendix D.

In order to analyze the correct direction of the relationship between correlations, correlations were annotated on the coding sheet in such a manner so that they would all reflect the same coding method for the independent and dependent variables. For example, some studies reported that turnover was coded as stay = 0 and leave = 1. Others reported that turnover was coded as stay = 1 and leave = 0. For the meta-analysis, gender was coded as female = 0 and male = 1, increasing rank indicates higher rank, marital status was coded as single = 0 and married = 1, turnover intent is coded as intending to stay = 0 and intending to exit = 1, and turnover is coded as stay = 0 and exit = 1. See Figure 2 for a summary of the binary variable coding method. When original data was coded in an opposite manner, the correlation coefficients were multiplied by negative one. This process standardized the data for comparison purposes. For added clarity on how continuous variables were coded, see Figure 3.

Binary Variable Coding		
Variable	0	1
Turnover	Stay	Leave
Turnover Intentions	Stay	Leave
Gender	Female	Male
Marital Status	Single	Married

Figure 2: Binary Variable Coding

Continuous Variable Coding	
Variable	Increasing strength
Rank	Higher rank
Education	Additional education
Years of ADS	Increasing years served
Number of dependents	Increasing number
Income	Increasing income
Debt	Increasing debt
Age	Increasing age
Embeddedness	Increasing embeddedness
Job satisfaction	Increasing satisfaction
Operations tempo	Increasing operations tempo
Organizational commitment	Increasing organizational commitment
Continuance commitment	Increasing continuance commitment
Normative commitment	Increasing normative commitment
Affective commitment	Increasing affective commitment
Job search	Increasing job search behavior
Perceived employment opportunities	Increasing perceived employment opportunities
Turnover intentions	Increasing turnover intentions

Figure 3: Continuous Variable Coding

Studies that did not report correlation coefficients could sometimes be coded after converting the results as shown in Figure 4. Borenstein et al. (2009) provide equations to convert between log odds ratios, Cohen's *d*, Fisher's *z*, and Pearson's correlation coefficient. Other results could not be converted. For example, studies utilizing Cox regression could not be included in this analysis.

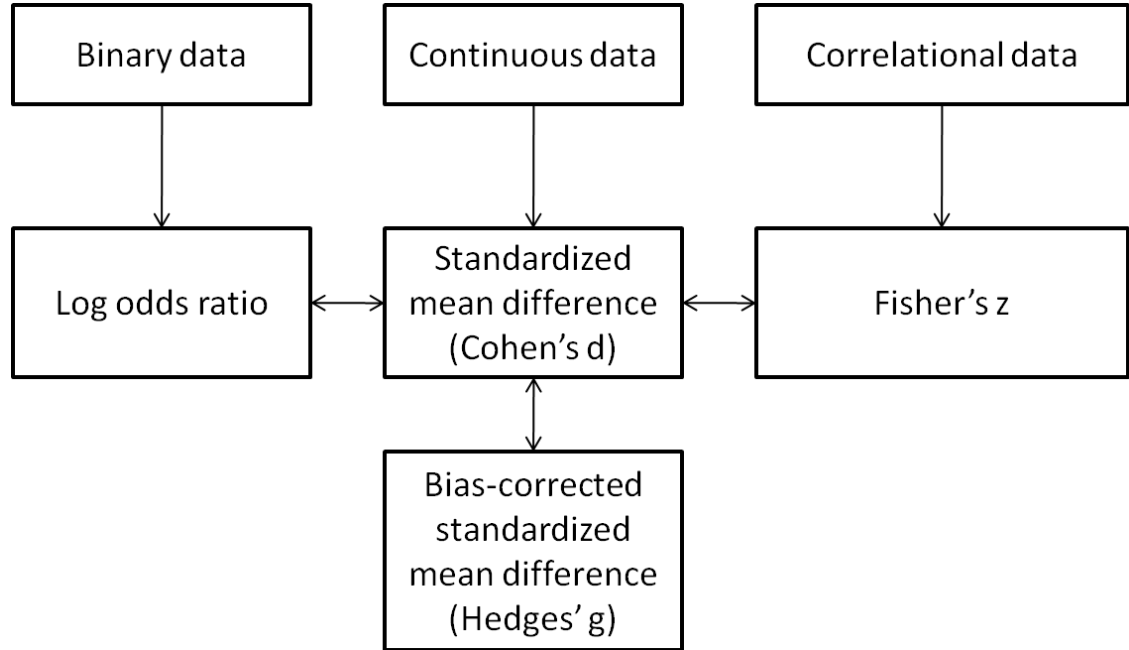


Figure 4: Converting among effect sizes

Bare-Bones Meta-Analysis

Several methods are available when conducting a meta-analysis. A fixed-effect model assumes that there is one true effect size and that differences are due to sampling error. “It makes sense to use the fixed-effect model if two conditions are met. First, we believe that all the studies included in the analysis are functionally identical. Second, our goal is to compute the common effect size for the identified population, not to generalize to other populations” (Borenstein, et al., 2009, p. 83). The studies included in this analysis were not functionally identical; therefore, a fixed-effect meta-analysis was not conducted. A random-effects meta-analysis allows for the true effect between variables to vary from study to study due to mixes of participants, implementations of interventions, etc. The psychometric meta-analysis takes into account both statistical and

measurement artifacts. It is arguably a type of random-effects meta-analysis. The psychometric meta-analysis reports credibility intervals which describes the distribution of parameter values, in this case ρ or the population correlation. This method of reporting results is why it is often considered a type of random-effects meta-analysis (Hunter & Schmidt, 2004).

The psychometric meta-analysis would have been the best choice of analysis for this study. However, a bare-bones meta-analysis was conducted due to time constraints. A bare-bones meta-analysis controls only for sampling error. Hunter & Schmidt (2004) caution that a bare-bones meta-analysis is incomplete and unsatisfactory and used to explain and teach meta-analysis to novices.

Summary

Both manual and automated searches resulted in 684 turnover articles. Application of the inclusion rules narrowed the analysis down to 30 studies and 34 samples for turnover intent and 9 studies and 10 samples for turnover. A bare-bones meta-analysis of the studies was conducted.

IV. Analysis and Results

This chapter presents the statistical analysis of the data previously coded and the results of the statistical analysis. The focus of this study was to use meta-analytic techniques to determine the relationship between antecedents and turnover intentions and subsequent turnover. Hunter and Schmidt's (2004) formulas for bare-bones meta-analysis were used and are discussed first. Due to the use of this type of analysis, sampling error was the only artifact that was controlled for in this study. Results of the meta-analysis are then reported and the results of each antecedent are discussed. Hypothesis one was evaluated against the results of the synthesis; however, there was not enough data gathered to complete an analysis in which to evaluate hypothesis two against.

Results of the Bare-Bones Meta-Analysis

The mean correlation and standard deviation for each correlate, antecedent, and primary determinant of turnover and turnover intent was calculated first. This unweighted mean and observed standard deviation between each independent variable and dependent variable provided the foundation for further analysis. The population correlation was estimated next. The population correlation estimate or weighted mean was calculated using

$$\bar{r} = \frac{\sum[N_i r_i]}{\sum N_i} \quad \mathbf{1}$$

Where:

\bar{r} = population correlation estimate

N_i = sample size for study i

r_i = Pearson correlation coefficient for study i

This calculation provides a correlation that Borenstein, et al., 2004 refer to as the summary effect. The summary effect reflects the influence of the sample size of each study. That is, larger samples should reflect a better estimate of the true relationship between the independent variable and the dependent variable because they contain more of the population than a smaller sample does. As a result, when combining the effect sizes, results from a study with a larger sample size are given more weight than results from a study with a smaller sample size (Hunter & Schmidt, 2004; Borenstein, et al., 2009). Likewise, the observed variance is not just the mean, but the frequency-weighted average squared error. The observed variance was calculated using

$$\sigma_r^2 = \frac{\sum [N_i (r_i - \bar{r})^2]}{\sum N_i} \quad 2$$

Where:

σ_r^2 = observed variance

Sampling error variance was calculated using

$$\sigma_e^2 = \frac{(1 - \bar{r}^2)^2}{\frac{\sum N_i - 1}{k}} \quad 3$$

Where:

σ_e^2 = sampling error variance

k = number of samples in meta-analysis

The estimated population variance was calculated using

$$\sigma_\rho^2 = \sigma_r^2 - \sigma_e^2 \quad 4$$

Therefore, the estimated standard deviation without sampling error is

$$\sigma_{\rho} = \sqrt{\sigma_{\rho}^2} \quad 5$$

The 80% credibility intervals are also reported. The 80% credibility intervals were calculated using

$$\bar{r} \pm 1.28 \times \sigma_{\rho} \quad 6$$

The 80% credibility interval establishes the range in which 80% of the values of the population parameter lie. It is assumed that the distribution of the population parameter is a normal distribution (Hunter & Schmidt, 2004). See Table 1 and Table 2 for the results of the meta-analyses of the correlates, antecedents, and primary determinants of turnover and turnover intent respectively.

Meta-analytic results cannot be determined for independent variables that had no samples or only one sample that explored its relationship with the dependent variable. As a result, independent variables with no samples were not reported in Table 1 and Table 2. Independent variables with only one sample are reported, but population inferences are not provided.

Table 1: Meta-analyses of correlates, antecedents, and primary determinants of turnover

Distribution	k	N	Unweighted Distribution		Weighted Distribution			
			Mean	SD	Mean	Estimated SD - without sampling error	80% Credibility Interval Lower	80% Credibility Interval Upper
Correlates of Turnover*								
Years of Active Duty Service	1	384	-0.40					
Number of Dependents	1	642	-0.23					
Education	2	1473	0.03	0.06	0.02	0.04	-0.05	0.10
Gender	2	1814	-0.08	0.01	-0.08	0.00	-0.15	0.00
Age	2	1918	-0.07	0.10	-0.10	0.09	-0.17	-0.02
Rank	4	2779	-0.14	0.19	-0.17	0.19	-0.24	-0.09
Antecedents of Turnover**								
Operations Tempo	1	288	-0.02					
Continuance Commitment	1	1276	-0.06					
Affective Commitment.	1	1276	-0.21					
Job Satisfaction	3	1809	-0.31	0.12	-0.31	0.11	-0.38	-0.23
Organizational Commitment	4	2193	-0.41	0.08	-0.42	0.07	-0.49	-0.34
Primary Determinants of Turnover								
Job Search	1	538	0.36					
Perceived Employment Opportunities	1	402	0.18					
Turnover Intentions	6	2269	0.52	0.17	0.51	0.16	0.43	0.58
*No studies reported results for marital status, income and debt								
**No studies reported results for embeddedness and normative commitment								

Discussion of Turnover Results

In general, all of the independent variables for turnover had a small number of samples. Turnover intentions had the largest number of samples with six. Rank had the largest total sample size of 2,779 military service members. All results should be considered carefully due to the small numbers.

Correlates of Turnover.

Table 1 reports results for turnover. Three correlates had two or more samples, so meta-analysis was conducted for each. Education had two samples totaling 1,473 with a mean unweighted correlation of .03. The standard deviation was .06. After weighting for sample size, the estimated population correlation between gender and turnover was .02.

After removing sampling error, the standard deviation was estimated to be .04. As a result, the 80% credibility interval ranges from -0.05 to 0.10. These results suggest that there is no correlation between education and turnover. The two studies included in this analysis defined education differently. LaRocco, Pugh, and Gunderson (1977) measured education as number of years of education. The sample was first-term enlisted and the mean for the members who stayed in the military was 12.0 years and the mean for the members who departed was 12.6 years. Evans (1999) measured education by level. The lowest level was some high school and the highest was graduate degree. The sample was open to all enlisted ranks. This could explain the resulting low to no correlation between education and turnover in this analysis.

Gender was the next correlation reported in Table 1. Again, there were two studies that explored the relationship between gender and turnover with a total sample size of 1,814. The unweighted mean was -0.08 with a standard deviation of 0.01. The estimated population correlation between gender and turnover was also -0.08 but the sampling error constituted the entire error of the distribution. The 80% credibility interval ranges from -0.15 to 0.00, which suggests that for some samples, women will experience slightly more turnover.

Age also had two studies that explored its relationship with turnover. The total sample size was 1,918. The unweighted mean correlation between age and turnover was -0.07 and the standard deviation was 0.10. The weighted mean correlation was -0.10 and the estimated standard deviation for the population was 0.09. The resulting credibility interval is -0.17 to -0.02. Again, the concern with this independent variable lies within the sample. The one study was LaRocco, et al.'s with first-term enlisted soldiers in 1977.

The second study was Payne and Huffman (2005) and their study consisted of officers. The majority was 30 years old or younger (80%) and had spent at least seven years in the Army (75%). These are significantly different samples and without more studies, it is expected to produce a credibility interval that is low. As it is, there is a slight negative correlation between age and turnover.

Rank had four studies that analyzed the relationship between it and the dependent variable turnover. The sample size was the largest of all the independent variables for turnover at 2,779. The unweighted mean was -0.14 and the standard deviation was 0.19. The weighted mean was -0.17 and the standard deviation was unaffected by sampling error. The resulting credibility interval was -0.24 and -0.09. There is a negative relationship between rank and turnover but it is small. As evidenced by the standard deviation, there are other artifacts that are affecting the estimate.

Antecedents of Turnover.

The antecedents of turnover had three independent variables with only one study that explored the relationship between the independent variable in question and turnover. The independent variable operations tempo only had one sample that explored its relationship with turnover. The operations tempo sample size was 288 and the sample correlation was -0.02. Continuance commitment had a sample size of 1,276 and the sample correlation was -0.06. Affective commitment also had a sample size of 1,276 but had a larger negative relationship of -0.21.

Job satisfaction had three samples that explored the relationship between job satisfaction and turnover. The total sample size was 1,809 and the unweighted correlation was -0.31. The standard deviation was 0.12. After weighting for sample size,

the mean did not change, but the standard deviation went down to 0.11. The credibility interval is -0.38 to -0.23. Therefore, it is estimated that there is a negative relationship between job satisfaction and turnover.

The relationship between organizational commitment and turnover was explored in four samples with a total sample size of 2,193. The unweighted mean was -0.41 while the standard deviation was 0.08. After weighting for sample size, the estimated population correlation between organizational commitment and turnover increased in strength to -0.42. The standard deviation after controlling for sampling error was 0.07. The credibility interval is -0.49 to -0.34. Organizational commitment also has an estimated negative relationship with turnover.

Primary Determinants of Turnover.

The primary determinants of turnover had two independent variables with only one study that explored the relationship between the independent variable in question and turnover. The independent variable job search had a sample size of 538 and correlation of 0.36. Perceived employment opportunities had a sample size of 402. The reported correlation between perceived employment opportunities and turnover was 0.18.

Turnover intentions was the most studied independent variable for turnover. Six samples explored the relationship between turnover intent and turnover. The sample size was 2,269. The mean relationship was 0.52 with a standard deviation of 0.17. The estimated population correlation was 0.51 with a standard deviation of 0.16. The 80% credibility interval ranges from 0.43 to 0.58. As expected from the turnover literature, turnover intentions have a large positive correlation with turnover.

Table 2: Meta-analyses of correlates, antecedents and primary determinants of turnover intent

Distribution	k	N	Unweighted Distribution		Weighted Distribution				
			Mean r	SD	Estimated r	Estimated SD - without sampling error	80% Credibility Interval Lower	80% Credibility Interval Upper	
Correlates of Turnover Intent*									
Income	1	621	-0.39						
Number of Dependents	2	468	-0.09	0.09	-0.09	0.06	-0.17	-0.02	
Marital Status	2	19391	-0.02	0.00	-0.02	0.00	-0.09	0.05	
Years of Active Duty Service	3	2474	-0.42	0.29	-0.26	0.28	-0.33	-0.18	
Age	4	3051	-0.14	0.11	-0.10	0.10	-0.17	-0.02	
Education	4	7782	-0.06	0.35	-0.38	0.35	-0.45	-0.30	
Gender	6	27383	-0.08	0.06	-0.08	0.06	-0.16	-0.01	
Rank	8	6421	-0.17	0.21	-0.13	0.20	-0.20	-0.05	
Antecedents of Turnover Intent									
Embeddedness	1	224	-0.18						
Normative Commitment	1	580	-0.62						
Operations Tempo	4	3449	0.01	0.02	0.00	0.00	-0.08	0.07	
Continuance Commitment	5	6419	-0.30	0.10	-0.30	0.10	-0.37	-0.22	
Affective Commitment.	5	6419	-0.37	0.10	-0.33	0.07	-0.41	-0.26	
Organizational Commitment	10	5525	-0.54	0.07	-0.58	0.06	-0.65	-0.50	
Job Satisfaction	15	12103	-0.32	0.13	-0.34	0.13	-0.41	-0.26	
Primary Determinants of Turnover Intent									
Perceived Employment Opportunities	2	468	0.23	0.01	0.23	0.00	0.15	0.30	
Job Search	4	1188	0.47	0.04	0.48	0.00	0.41	0.56	
* No studies reported results for debt									

Discussion of Turnover Intent Results

There were more studies that examined turnover intent than turnover. The independent variable debt was not studied. Three other independent variables were only examined in one study, so the study results are presented, but no population inferences are drawn.

Correlates of Turnover Intent.

The correlates of turnover intent had one independent variable with only one sample, income. Income had a sample size of 621 and a negative relationship with turnover intent of -0.39.

The independent variable number of dependents had two samples that explored its relationship with turnover intent. The total sample size was 468. The unweighted mean correlation was -0.09. The standard deviation was 0.09. The weighted mean was -0.09 and the standard deviation without sampling error was 0.06. The resulting 80% credibility interval ranged between -0.17 and -0.02. Service members with dependents are only slightly less likely to turnover than their counterparts without dependents.

Two samples also explored the relationship between marital status and turnover intent. The total sample size was 19,391. The unweighted mean is -0.02 and the standard deviation was 0.00. Therefore, the weighted mean was the same as the unweighted mean. The 80% credibility level ranged from -0.09 to 0.05. So while number of dependents slightly affects turnover intentions, marital status is almost centered at 0 which indicates there is not a relationship between marital status and turnover intentions.

The independent variable years of active duty service had three samples with a total sample size of 2,474. The mean correlation was -0.42 with a standard deviation of 0.29. The estimated population correlation between years of active duty service and turnover intent is -0.26. The standard deviation without sampling error is 0.28. The resulting 80% credibility interval ranges from -0.33 to -0.18. As service members spend more years on active duty service, their turnover intentions decrease.

The relationship between age and turnover intent was explored in four samples totaling 3,051 service members. The unweighted mean was -0.14 and the standard deviation was 0.11. The weighted mean was -0.10 and the standard deviation was 0.10. The 80% credibility interval ranged from -0.17 to -0.02. It is interesting to note that the

credibility interval for age and turnover is the same as the credibility interval for age and turnover intent.

The independent variable gender was utilized in six samples where turnover intent was the dependent variable. The total sample size was 27,383 which was the largest total sample size for turnover intent independent variables. The unweighted mean was -0.08 with a standard deviation of 0.06. The weighted mean was also -0.08 with a standard deviation of 0.06. The 80% credibility interval ranges from -0.16 to -0.01.

Eight samples studied the relationship between rank and turnover intent. The total sample size was 6,421. The mean correlation was -0.17 with a standard deviation of 0.21. The estimated population correlation was -0.13 with a standard deviation of 0.20. The 80% credibility interval ranges from -0.20 to -0.05.

Antecedents of Turnover Intent.

The antecedents of turnover intent had two independent variables with only one study that explored the relationship between the independent variable in question and turnover intent. Embeddedness was the first independent variable with only one sample. The sample size was 224 and the correlation with turnover intent was -0.18. The other independent variable with only one study was normative commitment. The sample size was 580 and the correlation with turnover intent was -0.62.

The independent variable operations tempo was explored in four studies with a total sample size of 3449. The mean correlation was 0.01 with a standard deviation of 0.02. The estimated population correlation is 0.00 with a standard deviation of 0.00. The 80% credibility interval ranges from -0.08 to 0.07. This suggests that there is no relationship between operations tempo and turnover intent.

The relationship between continuance commitment and turnover intent was studied in five studies with a total sample size of 6,419. The unweighted mean was -0.30 and the standard deviation was 0.10. The weighted mean and standard deviation were the same as the unweighted. The resulting 80% credibility interval ranges between -0.37 and -0.22.

The relationship between the independent variable affective commitment and turnover intent was also studied in five samples and had a total sample size of 6,419. The unweighted mean for affective commitment had a slightly larger negative relationship with turnover intent of -0.37. The standard deviation was also 0.10. The weighted population correlation was estimated at -0.33 and the standard deviation after controlling for sampling error was 0.07. The 80% credibility interval ranged from -0.41 to -0.26.

The relationship between organizational commitment and turnover intent was studied in 10 samples with a total sample size of 5,525. The mean unweighted correlation was -0.54 with a standard deviation of 0.07. The estimated population correlation was -0.58 with a standard deviation of 0.06. The 80% credibility interval ranges from -0.65 to -0.50.

The relationship between job satisfaction and turnover intent was the most studied relationship in the entire analysis. Fifteen samples studied the relationship with a total sample size of 12,103. The unweighted correlation between job satisfaction and turnover intent is -0.32. The standard deviation was 0.13. The weighted correlation increased slightly to -0.34 but the standard deviation remained at 0.13 after controlling for sampling error. The 80% credibility interval ranged from -0.41 to -0.26.

Primary Determinants of Turnover Intent.

The primary determinants of turnover intent had two independent variables that were studied. The independent variable perceived employment opportunities was studied in two samples with a total sample size of 468. The unweighted mean correlation was 0.23 and had a standard deviation of 0.01. The weighted mean correlation remained the same, but after controlling for sampling error, the standard deviation went to zero. The 80% credibility interval ranged from 0.15 to 0.30. The relationship between the independent variable job search and turnover intent was studied in four studies with a total sample size of 1,188. The mean correlation was 0.47 with a standard deviation of 0.04. The weighted mean increased to 0.48 while the standard deviation went to zero. The 80% credibility interval ranged between 0.41 and 0.56.

Hypothesis Evaluation.

The hypothesis that operations tempo would be positively correlated with turnover intent was not supported. There was no relationship between operations tempo and turnover intentions given the four studies included in the analysis. The 80% credibility interval ranged from -0.08 to 0.07. The hypothesis that operations tempo would be positively correlated with turnover could not be evaluated. The relationship between operations tempo and turnover could be positive, but only one study was found studying operations tempo and turnover. That study reported a small negative relationship of -0.02.

Summary

Results for the bare-bones meta-analysis were presented. All results should be interpreted cautiously as the number of samples in this meta-analysis is small. In addition, because this is a bare-bones meta-analysis, sampling error was the only error that was controlled for. The hypothesis that operations tempo is positively correlated with turnover intent was not supported. The hypothesis that operations tempo is positively correlated with turnover could not be evaluated.

V. Conclusions and Recommendations

This chapter draws conclusions based on the results from the previous chapter. Recommendations for further research are also made for both primary researchers and leaders within the military desiring to affect turnover within their organizations.

Conclusions of Research

Hypothesis one was not supported; however, four samples is a small number. Expanding the search to include all DTIC results for the keyword search for “retention” may reveal additional studies. It is also now 2011 and the potential exists for newer studies looking at operations tempo and turnover are now available. Searches of additional automated databases may also return more studies. This expansion of searches may also reveal more studies that explore the relationship between operations tempo and turnover. Finally, standardization of definition and measurement of operations tempo within primary research would clarify the relationship between operations tempo and turnover intent and subsequent turnover.

Figure 5 provides a graphical depiction of the strength of the relationships between the independent variables and turnover analyzed in this study. The numbers in parentheses next to the independent variable indicates the number of studies in the analysis. Turnover intention had the largest positive relationship while organizational commitment had the largest negative relationship. Both education and gender overlapped zero which at first look suggests that there is no relationship between these two independent variables and turnover. Both of these independent variables only had two

studies in their meta-analyses, so more primary research would be beneficial to solidify these estimates.

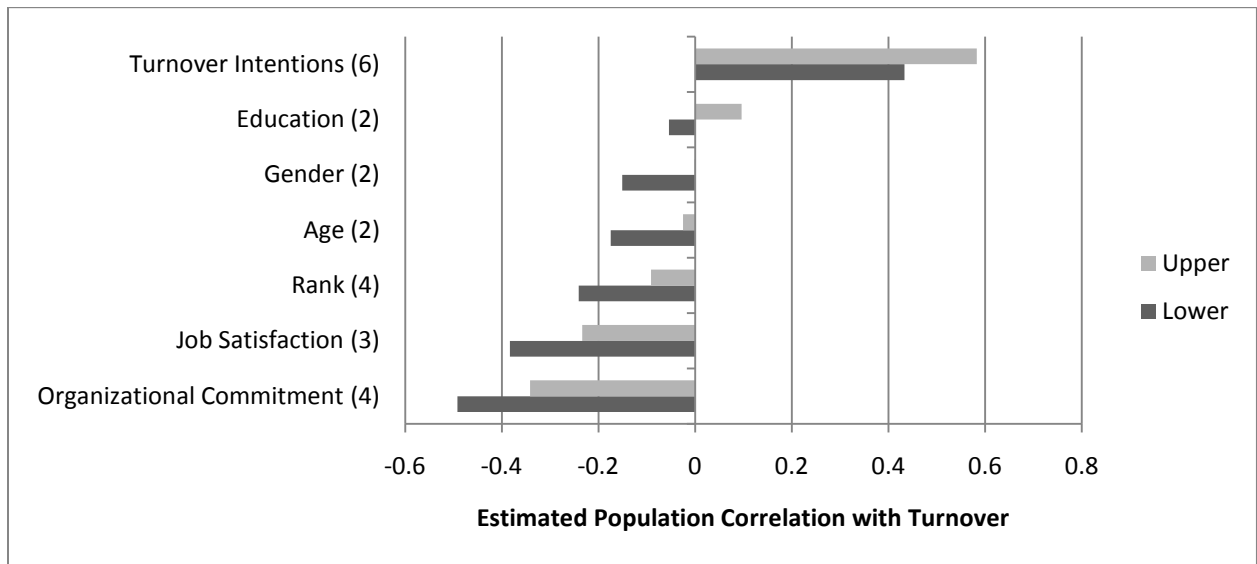


Figure 5: Turnover 80% Credibility Intervals

Figure 6 depicts the strength of the relationships between the independent variables and turnover intent analyzed in this study. The number next to the independent variable again indicates the number of studies included in the analyses. Job search behaviors had the strongest positive relationship with turnover intent while organizational commitment had the largest negative relationship with turnover intent. Both operations tempo and marital status overlapped zero. Marital status only has two studies contributing to the estimated population correlation, so additional studies would help solidify this estimate. Operations tempo has four studies, but is defined differently across the studies. Reed and Segal (2000) measured operations tempo by assessing the number of deployments the service member experienced. Tortella (2009) measured operations tempo with two measures;

number of deployments and number of days on temporary duty. The results were combined into one mean measure (Borenstein, et al., 2009). Olsen (2008) replicated the Huffman, et al. (2005) study, so both studies measured operations tempo as hours worked, days on temporary duty, days on training, and number of deployments. However, Olsen (2008) reported a composite operations tempo score whereas Huffman et al. (2005) reported each measure of operations tempo separately. So, all the results were combined into one mean measure of operations tempo (Borenstein, et al., 2009).

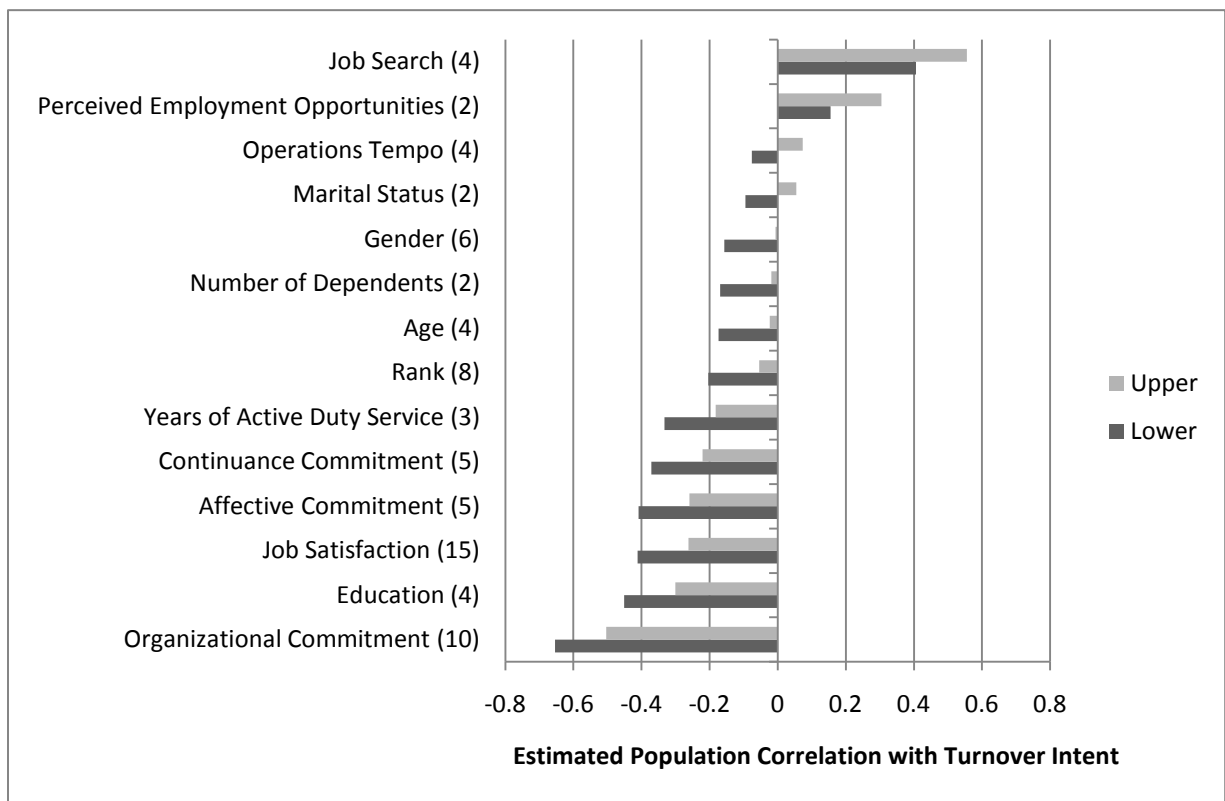


Figure 6: Turnover Intent 80% Credibility Intervals

Recommendations for Future Research

This meta-analysis needs additional studies to strengthen the credibility of the results. The intent at the onset of this research effort was to manually search *Journal of Organizational Behavior*, *Journal of Occupational and Organizational Psychology*, *Journal of Vocational Behavior*, *Organizational Behavior and Human Decision Processes*, and *Human Resource Management* in addition to the journals searched. The original plan for the automated search also consisted of searching the PsycINFO, ABI/INFORM Research, Academic Search Premier, EBSCO Host, Dissertation Abstracts International, and ScienceDirect databases for the keywords turnover, voluntary turnover, turnover intention, retention, behavioral intention, unfolding model of turnover, and job embeddedness theory. Time constraints significantly inhibited the search for data. Additionally, decisions were made to exclude theses that did not utilize hypotheses. This a priori decision virtually excluded every turnover thesis from the Naval Postgraduate School. Additional studies might have been included had the quality assessment been made after reading each study rather than excluding them prior to. Expanding the list of independent variables on the coding sheet would include additional studies and might reveal other significant relationships with turnover. Finishing the automated and manual searches and coding all possible studies would strengthen this research effort.

A psychometric meta-analysis in which artifacts in addition to sampling error are controlled for would also lend credibility to this study. Chapter 12 of *Methods of Meta-Analysis: Correcting Error and Bias in Research Findings* by Hunter and Schmidt

(2004) provides an excellent starting point for execution of a psychometric meta-analysis. They discuss finding, evaluating, including or excluding, and coding studies. Cooper (2010) also provides suggestions on how to execute a psychometric meta-analysis.

Additional primary research on the relationship between operations tempo and turnover is needed. To gain a better understanding of operations tempo, it should be split into the various independent variables reported in studies, e.g. number of deployments, number of days on temporary duty, etc. and recoded. Longitudinal studies looking at the effects of the protracted contingency operations the services are currently experiencing would also provide tremendous insight into military turnover. If enough longitudinal studies are conducted, trends over time can be explored.

As evidenced by the results of this synthesis, organizational commitment is the area that leaders must focus their retention efforts. Organizational commitment had the largest negative relationship with both turnover and turnover intent. Job satisfaction also had a large negative relationship with turnover and turnover intent. Leaders must focus on organizational commitment and job satisfaction in order to affect turnover within their organizations.

Education also has the potential to influence turnover in a negative manner. Utilizing educational opportunities may help reduce turnover. However, there is a possibility that education actually has a smaller effect size than computed in this study. Often primary researchers do not report correlations that are not significant. Education could have been gathered in more than four studies but not reported due to lack of significance. It would be beneficial for primary researchers to report correlations for all

measured variables and for synthesists to contact primary researchers in an attempt to gather data not reported.

Summary

This study is the first step towards a comprehensive meta-analysis of the antecedents of turnover among military members. While there is room to strengthen the study, it is clear that organizational commitment and job satisfaction are areas that leaders must focus on now to affect turnover from their organizations.

Appendix A: Search Results

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Abelson, M. A.	JofM	1983	N		The impact of goal change on prominent perceptions and behaviors of employees
Abelson, M. A.	JoAP	1987	N	N	Examination of Avoidable and Unavoidable Turnover
Adams, G. A., & Beehr, T. A.	PP	1998	N	N	Turnover and retirement: A comparison of their similarities and differences
Alankaya, M. Kilic, H.	DTIC	2009	Y	Y	An Analysis of the Effect of the Global War on Terror on the Retention of Graduates of the U.S. Naval Academy
Alexander, J., Nuchols, B., Bloom, J., & Lee, S.	HR	1995	N		Organizational Demography and Turnover: An Examination of Multiform and Nonlinear Heterogeneity
Allen, D. G.	JofM	2006	N		Do organizational socialization tactics influence newcomer embeddedness and turnover?
Allen, D. G., & Griffeth, R. W.	JoAP	2001	N	N	Test of a Mediated Performance-Turnover Relationship Highlighting the Moderating Roles of Visibility and Reward Contingency
Allen, D. G., Shore, L. M., & Griffeth, R. W.	JofM	2003	N		The role of perceived organizational support and supportive human resource practices in the turnover process
Allen, D. G., Weeks, K. P., & Moffitt, K. R.	JoAP	2005	N	N	Turnover Intentions and Voluntary Turnover: The Moderating Roles of Self-Monitoring, Locus of Control, Proactive Personality, and Risk Aversion
Alloway, D. J., & Stockton Jr., R. T.	DTIC	2008	Y	N	An Analysis of the Navy's Selective Reenlistment Bonus (SRB) Management System and ROGER Model
Alvi, S. A., & Ahmed, S. W.	HR	1987	N		Assessing Organizational Commitment in a Developing Country: Pakistan, A Case Study
Ambrose, M. L., & Cropanzano, R.	JoAP	2003	N	N	A Longitudinal Analysis of Organizational Fairness: An Examination of Reactions to Tenure and Promotion Decisions
Ambrose, M. L., & Schminke, M.	JoAP	2009	N	N	The Role of Overall Justice Judgements in Organizational Justice Research: A Test of Mediation
Anderson, R. L.	DTIC	2007	Y	?	The Potential Impact of an Auction Based Retention Bonus and Other Factors on Continuation Rates of General Dentists Completing Their Initial Obligation
Anderson, S. E., & Williams, L. J.	JoAP	1992	Y	Y	Assumptions About Unmeasured Variables With Studies of Reciprocal Relationships: The Case of Employee Attitudes
Anderson, S. E., Coffey, B. S., & Byerly, R. T.	JofM	2002	N		Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes
Angle, H. L., & Perry, J. L.	ASQ	1981	N		An Empirical Assessment of Organizational Commitment and Organizational Effectiveness

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Aquino, K., Griffeth, R. W., Allen, D. G., & Hom, P. W.	ACMJ	1997	N	N	Integrating Justice Constructs into the Turnover Process: A Test of a Referent Cognitions Model
Arias Jr., W., & Dal, S.	DTIC	2006	Y	?	Hispanics in the U.S. Military
Arnold, H. J., & Feldman, D. C.	JoAP	1982	N	N	A Multivariate Analysis of the Determinants of Job Turnover
Arnold, H. J., Feldman, D. C., & Purbhoo, M.	ACMJ	1985	N	N	The Role of Social-Desirability Response Bias in Turnover Research
Arthaud-Day, M. L., Certo, S. T., Dalton, C. M., & Dalton, D. R.	ACMJ	2006	N	N	A Changing of the Guard: Executive and Director Turnover Following Corporate Financial Restatements
Arthur Jr., W., Bell, S. T., Villado, A. J., Doverspike, D.	JoAP	2006	N	?	The Use of Person-Organization Fit in Employment Decision Making: An Assessment of Its Criterion-Related Validity
Arthur, J. B.	ACMJ	1994	N	N	The Effects of Human Resource Systems on Manufacturing Performance and Turnover
Aryee, S., & Chay, Y. W.	JoAP	2001	N	N	Workplace Justice, Citizenship Behavior, and Turnover Intentions in a Union Context: Examining the Mediating Role of Perceived Union Support and Union Instrumentality
Asch, B. J., Hosek, J., Mattock, M., & Panis, C.	DTIC	2008	Y	N	Assessing Compensation Reform. Research in Support of the 10th Quadrennial Review of Military Compensation
Ashforth, B. E., Saks, A. M., & Lee, R. T.	HR	1998	N		Socialization and Newcomer Adjustment: The Role of Organizational Context
Azenon, E. A.	DTIC	2006	Y	Y	The Effects of Work-Related Perceptions on Retention of Hispanics in the U.S. Marine Corps
Bannister, B. D., & Griffeth, R. W.	JofM	1986	N		Applying a causal analytic framework to the Mobley, Horner, and Hollingsworth (1978) turnover model: A useful reexamination
Barber, D. S.	DTIC	2009	y	Y	Predicting the Effect of Marine Corps Selective Reenlistment Bonuses in the Post-9/11 Era: Integrating the Effects of Deployment
Barnard, D. L., & Zardeskas, E. F.	DTIC	2007	Y	Y	Voluntary Education of Enlisted Service Members: AN Analysis of Program Effects on Retention and Other Outcome Measures
Barrick, M. R., & Mount, M. K.	JoAP	1996	N	N	Effects of Impression Management and Self-Deception on the Predictive Validity of Personality Constructs
Barrick, M. R., & Zimmerman, R. D.	JoAP	2005	N	N	Reducing Voluntary, Avoidable Turnover Through Selection
Bartunek, J. M., Huang, Z., & Walsh, I. J.	HR	2008	N		The development of a process model of collective turnover
Batt, R.	ACMJ	2002	N	N	Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth
Bauer, T. N., Bodner, T., Erdogan, B., Truxillo, D. M., & Tucker, J. S.	JoAP	2007	N	?	Newcomer Adjustment During Organizational Socialization: A Meta-Analytic Review of Antecedents, Outcomes, and Methods

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J.	JoAP	2006	N	N	A Longitudinal Study of the Moderating Role of Extraversion: Leader-Member Exchange, Performance, and Turnover During New Executive Development
Baugh, D.	DTIC	2009	Y	N	Keeping Faith: Manning the Army Chaplain Corps During Persistent Engagement
Baysinger, B. D., & Mobley, W. H.	DTIC	1982	?	?	Employee Turnover: Individual and Organizational Analyses
Bedeian, A. G., Mossholder, K. W., & Amenakis, A. A.	HR	1983	N		Role Perception-Outcome Relationships: Moderating Effects of Situational Variables
Beehr, T. A., & Gupta, N.	HR	1987	N		Organizational Management Styles, Employee Supervisory Status, and Employee Response
Begley, T. M., & Czajka, J. M.	JoAP	1983	N	N	Panel Analysis of the Moderating Effects of Commitment on Job Satisfaction, Intent to Quit, and Health Following Organizational Change
Benson, G. S., Finegold, D., & Albers Mohrman, S.	ACMJ	2004	N	N	You Paid for the Skills, Now Keep Them: Tuition Reimbursement and Voluntary Turnover
Benson, P. G., Dickinson, T. L., & Neidt, C. O.	HR	1987	N		The Relationship Between Organizational Size and Turnover: A Longitudinal Investigation
Bentein, K., Vandenberg, R., Vandenberghe, C., & Stinglhamber, F.	JoAP	2005	N	N	The Role of Change in the Relationship Between Commitment and Turnover: A Latent Growth Modeling Approach
Bergh, D. D.	JofM	2001	N		Executive retention and acquisition outcomes: A test of opposing views on the influence of organizational tenure
Berkowitz, E. N.	JoAP	1980	N	N	Role Theory, Attitudinal Constructs, and Actual Performance: A Measurement Issue
Bernardin, H. J.	PP	1977	N	N	The relationship of personality to organizational withdrawal
Bhagat, R. S., McQuaid, S. J., Lindholm, H., & Segovis, J.	JoAP	1985	N	N	Total Life Stress: A Multimethod Validatino of the Construct and Its Effects on Organizationally Valued Outcomes and Withdrawal Behaviors
Bise, J. C.	DTIC	2008	Y	Y	The Effect of Payscale Caps on Marine Mustang Officers and Retirement
Blackmon, J. L.	DTIC	2009	Y	Y	The Effect of MOS Selection and Placement on the Retention of Marine Company Grade Officers
Blackstone, T. F.	DTIC	2007	Y	N	Recruiting and Retention of Military Personnel
Blais, A. Thompson, M. M., & McCreary, D. R.	MP	2009	Y	N	The Development and Validation of the Army Post-Deployment Reintegration Scale
Blau, G.	PP	1993	N	N	Further exploring the relationship between job search and voluntary individual turnover
Blau, G.	JoAP	1994	N	N	Developing and Testing a Taxonomy of Lateness Behavior

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Blau, G. J.	JoAP	1985	N	N	Relationship of Extrinsic, Intrinsic, and Demographic Predictors to Various Types of Withdrawal Behaviors
Blau, G., & Boal, K.	JofM	1989	N		Using Job involvement and organizational commitment interactivity to predict turnover
Bleda, P. R., & Sulzen, R. H.	AF&S	1980	Y	Y	The Effects of Simulated Infantry Combat Training on Motivation and Satisfaction
Blegen, M. A., Mueller, C. W., & Price, J. L.	JoAP	1988	N	N	Measurement of Kinship Responsibility for Organizational Research
Bloom, M. & Michel, J. G.	ACMJ	2002	N	N	The Relationships among Organizational Context, Pay Dispersion, and Managerial Turnover
Bluedorn, A. C.	HR	1982	N		A Unified Model of Turnover from Organizations
Boone, C. Van Olffen, W., Van Witteloostuijn, A., De Brabander, B.	ACMJ	2004	N	N	The Genesis of Top Management Team Diversity: Selective Turnover Among Top Management Teams in Dutch Newspaper Publishing, 1970-94
Boswell, W. R., Boudreau, J. W., & Dunford, B. B.	JoAP	2004	N	N	The Outcomes and Correlates of Job Search Objectives: Searching to Leave or Searching for Leverage?
Bowling, N. A., & Beehr, T. A.	JoAP	2006	N	?	Workplace Harassment from the Victim's Perspective: A Theoretical Model and Meta-Analysis
Bozeman, D. P., & Perrewé, P. L.	JoAP	2001	N	N	The Effect of Item Content Overlap on Organizational Commitment Questionnaire-Turnover Cognitions Relationships
Breching, F., & Jehn, C.	DTIC	1978	?	?	The Unemployment Insurance Tax and Labor Turnover: An Empirical Analysis
Bretz Jr., R. D., Boudreau, J. W., & Judge, T. A.	PP	1994	N	N	Job search behavior of employed managers
Bristol, R. M.	DTIC	2006	Y	Y	Effect of Increased Operational Tempo (Post 9/11) on the Retention of Navy Medical Corps Officers
Broas, T. M.	DTIC	2007	Y	N	The Effect of Downsizing on Attrition Rates in the DOD
Brockner, J., Tyler, T. R., & Cooper-Schneider, R.	ASQ	1992	N		The Influence of Prior Commitment to an Institution on Reactions to Perceived Unfairness: The Higher They Are, The Harder They Fall
Brower, H.H., Lester, S. W., Korsgaard, M. A., & Dineen, B. R.	JofM	2009	N		A closer look at trust between managers and subordinates: Understanding the effects of both trusting and being trusted on subordinate outcomes
Brown III, G. B.	DTIC	2008	Y	N	A Pending Major Crisis: An Analysis of the Critical Shortage of U.S. Army Officers in Year Groups 1991-1997
Brown, M. C.	ASQ	1982	N		Administrative Succession and Organizational Performance: The Succession Effect

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Browning, A., & Burr, C.	DTIC	2009	Y	N	Monetary and Non-monetary SWO Retention Bonuses: An Experimental Approach to the Combinatorial Retention Auction Mechanism (CRAM)
Brush, D. H., & Owens, W. A.	PP	1979	N	N	Implementation and evaluation of an assessment classification model for manpower utilization
Bryant, R. H., Tolentino, A., Borman, W. C., Horgen, K. E., Kubisiak, U. C., & Lentz, E.	DTIC	2009	Y	?	Review of Initiatives for Increasing Enlisted Reenlistment in the U. S. Army
Bubello, R. P., & Sersun, K. C.	DTIC	1993	Y	Y	Correlation Between Actual and Perceived Job Alternatives and the Effect on Job Turnover
Buchko, A. A.	HR	1992	N		Employee Ownership, Attitudes, and Turnover: An Empirical Assessment
Buck, K. R., & Neal, M. M.	DTIC	2008	Y	N	Military Accession and Security Clearance Screening Impact on Early and Adverse Separation
Buckley, M. R., Fedor, D. B., Veres, J. G., Wiese, D. S., & Carraher, S. M.	JoAP	1998	N	N	Investigating Newcomer Expectations and Job-Related Outcomes
Buddin, R. J.	DTIC	2005	Y	Y	Success of First-Term Soldiers; The Effects of Recruiting Practices and Recruit Characteristics
Burke, R. J., & Deszca, E.	HR	1986	N		Correlates of Psychological Burnout Phases among Police Officers
Burke, R. J., & Greenglass, E. R.	HR	1989	N		Psychological Burnout among Men and Women in Teaching: An Examination of the Cherniss Model
Burrell, L., Durand, D. B., & Fortado, J.	AF&S	2003	N	N	Military Community Integration and Its Effect on Well-Being and Retention
Butler, R. P., Lardent, C. L., & Miner, J. B.	JoAP	1983	Y	N	A Motivational Basis for Turnover in Military Officer Education and Training
Bycio, P., Hackett, R. D., & Allen, J. S.	JoAP	1995	N	N	Further Assessments of Bass's (1985) Conceptualization of Transactional and Transformational Leadership
Cable, D. M., & DeRue, D. S.	JoAP	2002	N	N	The Convergent and Discriminant Validity of Subjective Fit Perceptions
Cable, D. M., & Edwards, J. R.	JoAP	2004	N	N	Complementary and Supplementary Fit: A Theoretical and Empirical Integration
Caldwell, D. F. & O'Reilly III, C. A.	ACMJ	1985	?	N	The Impact of Information on Job Choices and Turnover
Caldwell, D. F., & O'Reilly, III, C. A.	JoAP	1990	N	N	Measuring Person-Job Fit With a Profile-Comparison Process
Campion, M. A.	JoAP	1991	N	N	Meaning and Measurement of Turnover: Comparison of Alternative Measures and Recommendations for Research
Campion, M. A., & Mitchell, M. M.	PP	1986	N	N	Management turnover: Experiential differences between former and current managers

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Cannon-Bowers, J. A., Salas, E., Tannenbaum, S. I., & Mathieu J. E.	MP	1995	Y	N	Toward Theoretically Based Principles of Training Effectiveness: A Model and Initial Empirical Investigation
Carboon, I., Creamer, M., Forbes, A. B., McKenzie, D. P., McFarlane, A.C., & Kelsall, H. L.	MP	2009	Y	N	The Relationship Between Deployment and Turnover in Australian Navy Personnel
Carman, A., & Mudd, R.	DTIC	2008	Y	Y	Adding a Performance-based Component to Surface Warfare Officer Bonuses: Will it Affect Retention
Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G.	JofM	2004	N		Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition
Carr, J. C., Boyar, S. L., & Gregory, B. T.	JofM	2008	N		The moderating effect of work-family centrality on work-family conflict, organizational attitudes, and turnover behavior
Carr, J. C., Pearson, A. W., Vest, M. J., & Boyar, S. L.	JofM	2006	N		Prior occupational experience, anticipatory socialization, and employee retention
Carsten, J. M., & Spector, P. E.	JoAP	1987	Y	Y	Unemployment, Job Satisfaction, And Employee Turnover: A Meta-Analytic Test of the Muchinsky Model
Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W.	JoAP	2000	N	N	An Empirical Examination of Self-Reported Work Stress Among U.S. Managers
Cerman, G., & Kaya, B.	DTIC	2005	Y	Y	An Analysis of the Effect of Marital and Family Status on Retention, Promotion, and On-the-Job Productivity of Male Marine Corps Officers
Chalyoff, J., & Kochan, T. A.	PP	1989	N	N	Computer-aided monitoring: Its influence on employee job satisfaction and turnover
Chang, E.	HR	1999	N		Career Commitment as a Complex Moderator of Organizational Commitment and Turnover Intention
Chatman, J.A.	ASQ	1991	N		Matching People and Organizations: Selection and Socialization in Public Accounting Firms
Chen, G., Ployhart, R. E.	DTIC	2006	Y	Y	An Interactionist Analysis of Soldier Retention across Career States
Chen, P. Y., & Spector, P. E.	JoAP	1991	?	N	Negative Affectivity as the Underlying Cause of Correlations Between Stressors and Strains
Chen, X., Hui, C., & Segó, D. J.	JoAP	1998	N	N	The Role of Organizational Citizenship Behavior in Turnover: Conceptualization and Preliminary Tests of Key Hypotheses
Chen, Z. X., & Francesco, A. M.	HR	2000	N		Employee demography, organizational commitment, and turnover intentions in China: Do cultural differences matter?

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Christian, A. B.	DTIC	2004	Y	Y	Influences on the Retention of Residency-Trained and Non-Residency Trained Navy Dental Corps Officers
Clegg, C. W.	JoAP	1983	N	N	Psychology of Employee Lateness, Absence, and Turnover: A Methodological Critique and an Empirical Study
Cohen, A.	HR	1997	N		Nonwork Influences on Withdrawal Cognitions: An Empirical Examination of an Overlooked Issue
Cohen, A.	HR	2000	N		The relationship between commitment forms and work outcomes: A comparison of three models
Colarelli, S. M.	JoAP	1984	N	N	Methods of Communication and Mediaating Proesses in Realistic Job Previews
Colarelli, S. M., Dean, R. A., & Konstans, C.	JoAP	1987	N	N	Comparitive Effects of Personal and Situational Influences on Job Outcomes of New Professionals
Cortina, J. M., Doherty, M. L., Schmitt, N., Kaufman, G., & Smith, R. G.	PP	1992	N	N	The "Big Five" personality factors in the IPI and MMPI: Predictors of police performance
Coverdale, S., & Terborg, J. R.	DTIC	1980	?	?	A Re-Examination of the Mobley, Horner, & Hollingsworth Model of Turnover: A Useful Replication
Crampton, S. M., & Wagner III, J. A.	JoAP	1994	N	N	Percept-Percept Inflation in Microorganizational Research: An Investigation of Prevalence and Effect
Croon, E. M., Sluiter, J. K., Blonk, R. W. B., Broersen, J. P. J., Frings-Dresen, M. H. W.	JoAP	2004	N	N	Stressful Work, Psychological Job Strain, and Turnover: A 2-Year Prospective Study of Truck Drivers
Cropanzano, R., Rupp, D. E., & Byrne, Z. S.	JoAP	2003	N	N	The Relationship of Emotional Exhaustion to Work Attitudes, Job Performance, and Organizational Citizenship Behaviors
Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L.	JoAP	2007	N	N	Development of a Global Measure of Job Embeddedness and Integration Into a Traditional Model of Voluntary Turnover
Curhan, J. R., Efenbeing, H. A., & Kilduff, G. J.	JoAP	2009	N	N	Getting Off on the Right Foot: Subjective Value Versus Economic Value in Predicting Longitudinal Job Outcomes from Job Offer Negotiations
Curry, C.	DTIC	1974	N	N	Attitudes Affecting Turnover of Navy Civilian Employees
Dailey, R. C., & Kirk, D. J.	HR	1992	N		Distributive and Procedural Justice as Antecedents of Job Dissatisfaction and Intent to Turnover
Dalessio, A., Silverman, W. H., & Schuck, J. R.	HR	1986	Y		Paths to Turnover: A Re-analysis and Review of Existing Data on the Mobley, Horner, and Hollingsworth Turnover Model
Dalton, D. R. & Todor, W. D.	JofM	1987	N		The attenuating effects of internal mobility on employee turnover: Multiple field assessments
Dalton, D. R., & Mesch, D. J.	ASQ	1990	N		The Impact of Flexible Scheduling on Employee Attendance and Turnover

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Dalton, D. R., Johnson, J. L., & Daily, C. M.	HR	1999	N		On the Use of "Intent to..." Variables in Organizational Research: An Empirical and Cautionary Assessment
Dalton, D. R., Krackharde, D. M., & Porter, L. W.	JoAP	1981	N	N	Functional Turnover: An Empirical Assessment
Dansby, M. R. & Landis, D.	MP	1998	Y	Y	Race, Gender, and Representation Index as Predictors of and Equal Opportunity Climate in Military Organizations
Dansereau Jr., F., Cashman, J., & Graen, G.	JoAP	1974	N	N	Expectancy as a Moderator of the Relationship Between Job Attitudes and Turnover
Das, D., Dharwadkar, R., & Brandes, P.	HR	2008	N		The importance of being "Indian": Identity centrality and work outcomes in an off-shored call center in India
Davis, S. W.	DTIC	2008	Y	N	Enhancement of Marine Corps' Recruiting and Retention Programs
Days, J. H., Ang, Y. L.	DTIC	2004	Y	Y	An Empirical Examination of the Impact of JROTC Participation on Enlistment, Retention, and Attrition
DeCotiis, T. A., & Summers, T. P.	HR	1987	N		A Path Analysis of a Model of the Antecedents and Consequences of Organizational Commitment
Denmond, C. M., Johnson, D. N., Lewis, C. G., & Zegley, C. R.	DTIC	2007	Y	N	Combinatorial Auction Theory Applied to the Selection of Surface Warfare Officer Retention Incentives
Deutsch, Y.	JofM	2005	N		The impact of board composition on firms' critical decisions: a meta-analytic review
DeWitt, R., Trevino, L. K., & Mollica, K. A.	JofM	1998	N		The Influence of Eligibility on Employees' Reactions to Voluntary Workforce Reductions
Diaz, M. L.	DTIC	2005	Y	Y	Minority Perceptions of Opportunities and Intentions to Stay in the Navy
Dickter, D. N., Roznowski, M., Harrison, D. A.	JoAP	1996	N	N	Temporal Tempering: An Event History Analysis of the Process of Voluntary Turnover
Dietrich, E. J.	DTIC	2007	Y	Y	Effects of the Global War on Terror on Medical Service Corps Retention Rates
Dirks, K. T., & Ferrin, D. L.	JoAP	2002	N	N	Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice
Dooris, M. D.	DTIC	2008	N	N	Enhancing Recruitment and Retention of Volunteers in the U.S. Coast Guard Auxillary
Doran, L. I., Stone, V. K., Brief, A. P., & George, J. M.	JoAP	1991	N	N	Behavioral Intentions as Predictors of Job Attitudes: The Role of Economic Choice
Dreher, G. F.	ACMJ	1982	N	N	The Role of Performance in the Turnover Process
Dreher, G. F. & Dougherty, T. W.	ACMJ	1980	N	N	Turnover and Competition for Expected Job Openings: An Exploratory Analysis

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Dunford, B. B., Older, D. K., & Boudreau, J. W.	PP	2008	N	N	Underwater stock options and voluntary executive turnover: A multidisciplinary perspective integrating behavioral and economic theories
Dunham, R. B., Grube, J. A., & Castaneda, M. B.	JoAP	1994	N	N	Organizational Commitment: The Utility of an Integrative Definition
Dunn, J. T., & Feiler, J. P.	DTIC	1983	Y	Y	A Model of United States Air Force Turnover
Edgar, E. P.	DTIC	2009	Y	N	Physician Retention in the Army Medical Department
Edwards, J. R., & Cable, D. M	JoAP	2009	N	N	The Value of Value Congruence
Edwards, P. K.	HR	1979	N		Attachment to Work and Absence Behavior
Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L.	JoAP	2002	N	N	Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention
Ekpo-Ufot, A.	PP	1976	N	N	Self-perceived abilities--relevant in the task (SPART): A potential predictor of labor turnover in an industrial work setting
Elias, S. M.	JofM	2009	N		Restrictive versus promotive control and employee work outcomes: The moderating role of locus of control
Ellis, J. B.	DTIC	2009	Y	?	Variability of Valuation of Non-Monetary Incentives: Motivating and Implementing the Combinatorial Retention Auction Mechanism
Elvira, M. M. & Cohen, L. E.	ACMJ	2001	N	N	Location Matters: A Cross-Level Analysis of the Effects of Organizational Sex Composition on Turnover
Evans, M. A.	MP	1999	Y	Y	An Analysis and Cross-Validation of the Role of Information During Downsizing
Faris, J. H.	AF&S	1981	Y	Y	The All-Volunteer Force: Recruitment From Military Families
Faris, J. H.	AF&S	1984	Y	Y	Economic and Noneconomic Factors of Personnel Recruitment and Retention in the AVF
Farkas, A. J.	DTIC	1984	N	N	Prediction of Turnover Intentions among Civilian Engineers Employed at Navy Industrial Facilities
Farkas, A. J., & Tetrick, L. E.	JoAP	1989	Y	Y	A Three-Wave Longitudinal Analysis of the Causal Ordering of Satisfaction and Commitment on Turnover Decisions
Farr, J. L., O'Leary, B. S., & Bartlett, C. J.	JoAP	1973	N	N	Effect of Work Sample Test Upon Self-Selection and Turnover of Job Applicants
Farrell, D.	ACMJ	1983	N	N	Exit, Voice, Loyalty, and Neglect as Responses to Job Dissatisfaction: A Multidimensional Scaling Study
Farrell, D. & Petersen, J. C.	HR	1984	N		Commitment, Absenteeism, and Turnover of New Employees: A Longitudinal Study

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Federico, S. M., Federico, P., & Lundquist, G. W.	PP	1976	N	N	Predicting women's turnover as a function of extent of met salary expectations and biodemographic data
Felps, W., Mitchell, T. R., Hekman, D. R., Lee, T. W., Holtom, B.C., & Harman, W. S.	ACMJ	2009	N	N	Turnover Contagion: How Coworkers' Job Embeddedness and Job Search Behaviors Influence Quitting
Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H.	JoAP	2008	N	N	The Development and Validation of the Workplace Ostracism Scale
Ferris, G. R.	JoAP	1985	N	N	Role of Leadership in the Employee Withdrawal Process: A Constructive Replication
Ferris, G. R., & Rowland, K.M.	HR	1987	N		Tenure as a Moderator of the Absence-Intent to Leave Relationship
Fields, T. I.	DTIC	2009	Y	N	Reshaping Human Resource Strategy in the Army
Finstuen, K., & Alley, W. E.	DTIC	1983	Y	?	Occupational and Personnel Correlates of First-Term Enlisted Tenure in the Air Force
Fisher, C.	JofM	1985	N		Social support and adjustment to work: A longitudinal study
Fletcher III, R. E. A.	DTIC	2005	Y	Y	Job Embeddedness: A Construct of Organizational and Community Attachment Utilized to Assess Voluntary Turnover
Fottler M. D.	ACMJ	1978	N	N	Retention of the Hard-core Unemployed
Fricker Jr., R. D., & Buttrey, S. E.	DTIC	2008	Y	Y	Assessing the Effects of Individual Augmentation (IA) on Active Component Navy Enlisted and Officer Retention
Friedman, S. D., & Saul, K.	JofM	1991	N		A Leader's wake: Organization member reactions to CEO succession
Fugate, M., Kinicki, A. J., & Prussia, G. E.	PP	2008	N	N	Employee coping with organizational change: An examination of alternative theoretical perspectives and models
Gade, P. A., Tiggler, R. B., & Schumm, W. R.	MP	2003	Y	N	The Measurement and Consequences of Military Organizational Commitment in Soldiers and Spouses
Gaertner, K. N., & Nollen, S. D.	HR	1992	N		Turnover Intentions and Desire Among Executives
Gahol, P. R.	DTIC	2005	Y	Y	Attrition of Army Nurse Corps Officers: Looking at Factors that Affect Retention and Recruitment of Army Nurse Corps Officers
Gajendran, R. S., & Harrison, D. A.	JoAP	2007	N	N	The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences
Gavin, J. F., & Toole, D. L.	PP	1973	N	N	Validity of aptitude test for the "hardcore unemployed"
Genc, S.	DTIC	2008	Y	Y	An Analysis of the Effect of the Global War on Terror on the Retention of United States Military Academy Graduates
George, J. M., & Bettenhausen, K.	JoAP	1990	N	N	Understanding Prosocial Behavior, Sales Performance, and Turnover: A Group-level Analysis in a Service Context

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George, J. M., & Jones, G. R.	JoAP	1996	N	N	The Experience of Work and Turnover Intentions: Interactive Effects of Value Attainment, Job Satisfaction, and Positive Mood
George, J.M.	JoAP	1989	N	N	Mood and Absence
Gerhart, B.	JoAP	1990	?	N	Voluntary Turnover and Alternative Job Opportunities
Gerstner, C. R., & Day, D. V.	JoAP	1997	N	N	Meta-Analytic Review of Leader-Member Exchange Theory: Correlates and Construct Issues
Gettman, H. J., & Gelfand, M. J.	JoAP	2007	N	N	When the Customer Shouldn't Be King: Antecedents and Consequences of Sexual Harassment by Clients and Customers
Gibson, J. L., & Tremble, T. R.	DTIC	2006	?	?	Influences of Work-Life Support of Officers' Organizational Commitment and Negative Work-Family Spillover
Gilliard Jr., R.	DTIC	2007	Y	N	Steps Towards Determining the Right Number of Dental Recruits the Navy Should Access to Meet the Projected Targets for Navy Dental Corps Officers
Glaser, D. N.	DTIC	1996	N	N	The Effects of Quality of Life Factors on Turnover and Performance in the Private Sector: Literature Review
Glassop, L. I.	HR	2002	N		The organizational benefits of teams
Glebbeeck, A. C. & Bax, E. H.	ACMJ	2004	N	N	Is High Employee Turnover Really Harmful? An Empirical Test Using Company Records
Golan, A., & Blackstone, T. F.	DTIC	2008	Y	?	Models of Compensation (MODCOMP): Policy Analyses and Unemployment Effects
Golan, A., & Crabb, J. C.	DTIC	2009	Y	Y	Career Analyzer Planning Tool (CAPT)
Golden, T.	HR	2007	N		Co-workers and the impact on those in the office: Understanding the implications of virtual work for co-worker satisfaction and turnover intentions
Goldman, B. M., Slaughter, J. E., Schmit, J. J., Wiley, J. W., & Brooks, S. M.	JofM	2008	N		Perceptions of discrimination: A multiple needs model perspective
Gong, Y.	JofM	2003	N		Toward a dynamic process model of staffing composition and subsidiary outcomes in multinational enterprises
Graves, L. M., & Powell, G. N.	HR	1994	N		Effects of Sex-Based Preferential Selection and Discrimination on Job Attitudes
Greenhoe II, R. J.	DTIC	2005	Y	Y	Comparison of Retention Characteristics Over Time: Evidence from the 1992 and 1999 Department of Defense Survey of Active Duty Personnel
Griffeth, R. W., Steel, R. P., Allen, D. G., & Bryan, N.	JoAP	2005	N	N	The Development of a Multidimensional Measure of Job Market Cognitions: The Employment Opportunity Index (EOI)
Griffith, J.	MP	1989	Y	Y	The Army's New Unit Personnel Replacement and Its Relationship to Unit Cohesion and Social Support
Griffith, J.	AF&S	2005	Y	49	Will Citizens Be Soldiers? Examining Retention of Reserve Component Soldiers
Griffith, J.	AF&S	2008	Y	N	Institutional Motives for Serving in the U.S. Army National Guard: Implications for Recruitment, Retention, and Readiness

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Griffith, J.	AF&S	2008	Y	N	Institutional Motives for Serving in the U.S. Army National Guard: Implications for Recruitment, Retention, and Readiness
Griffith, J.	AF&S	2009	Y	N	A Matter of Social Identity
Griffith, J. & Perry, S.	MP	1993	Y	Y	Wanting to Soldier: Enlistment Motivations of Army Reserve Recruits Before and After Operation Desert Storm
Grover, S. L. & Crooker, K. J.	PP	1995	N	N	Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attachment of parents and non-parents
Gruys, M. L., Stewart, S. M., Goodstein, J., Bing, M. N., & Wicks, A. C.	JofM	2008	N		Values enactment in organizations: A multi-level examination
Guastello, S. J.	JoAP	1987	N	N	A Butterfly Catastrophe Model of Motivation in Organizations: Academic Performance
Gurbuz, S.	MP	2009	Y	N	Some Possible Antecedents of Military Personnel Organizational Citizenship Behavior
Guttek, B. A., Cohen, A. G., & Tsui, A.	HR	1996	N		Reactions to Perceived Sex Discrimination
Guthrie, J. P.	ACMJ	2001	N	N	High-Involvement Work Practices, Turnover, and Productivity: Evidence from New Zealand
Guzman, J. J.	DTIC	2009	Y	Y	An Econometric Analysis of the Effectiveness of Compensation to Retention
Guzzo, R. A., Noonan, K. A., & Elron, E.	JoAP	1994	N	N	Expatriate Managers and the Psychological Contract
Haber, S. E., & Lamas, E. J.	DTIC	1980	N	N	Applications of a Wage-Turnover Model to the Shipbuilding Industry
Hackett, R. D., Bycio, P., & Hausdorf, P. A.	JoAP	1994	N	N	Further Assessments of Meyer and Allen's (1991) Three-Component Model of Organizational Commitment
Haleblian, J., Devers, C. E., McNamara, G., Carpenter, M.A., & Davison, R. B.	JofM	2009	N		Taking stock of what we know about mergers and acquisitions: A review and research agenda
Hall, J. H.	DTIC	2009	Y	Y	An Analysis of Army Dentists Using Logistic Regression: A Discrete-Time Logit Model for Predicting Retention
Hall, J. T.	DTIC	2009	Y	N	Forecasting Marine Corps Enlisted Attrition Through Parametric Modeling
Hambrick, D. C. & Cannella JR, A. A.	ACMJ	1993	N	N	Relative Standing: A Framework for Understanding Departures of Acquired Executives
Hammer, L. B., Kossek, E. E., Yragui, N. L., Bodner, T. E., & Hanson, G. C.	JofM	2009	N		Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB)
Harrigan, K. R.	ACMJ	1982	N	N	Exit Decisions in Mature Industries

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Harrison, D. A., Virick, M., & William, S.	JoAP	1996	N	N	Working Without a Net: Time, Performance, and Turnover Under Maximally Contingent Rewards
Harrison, J. R., & Carroll, G. R.	ASQ	1991	N		Keeping the Faith: A Model of Cultural Transmission in Formal Organizations
Harrison, J. R., Torres, D. L., & Kukalis, S.	ASQ	1988	N		The Changing of the Guard: Turnover and Structural Change in the Top-Management Positions
Hart, B. M.	DTIC	2007	Y	Y	An Analysis of the Navy's Voluntary Education
Hassell, C. E.	DTIC	2005	Y	Y	An Extension of the Theory of Job Embeddedness: An Investigation of Effect on Intent to Turnover of United States Air Force Members
Hattiangadi, A. U., Ackerman, D., Kimble, T. H., & Quester, A. O.	DTIC	2004	Y	Y	Cost-Benefit Analysis of Lump Sum Zone A, Zone B, and Zone C Reenlistment Study: Final Report
Hausknecht, J. P., Trevor, C. O., & Farr, J. L.	JoAP	2002	N	N	Retaking Ability Tests in a Selection Setting: Implications for Practice Effects, Training Performance, and Turnover
Hausknecht, J. P., Trevor, C. O., & Howard, M. J.	JoAP	2009	N	N	Unit-Level Voluntary Turnover Rates and Customer Service Quality: Implications of Group Cohesiveness, Newcomer Concentration, and Size
Healy, M. C., Lehman, M., & McDaniel, M. A.	PP	1995	N	Y	Age and voluntary turnover: A quantitative review
Heffner, T. S. & Gade, P. A.	MP	2003	Y	Y	Commitment to Nested Collectives in Special Operations Forces
Heilmann, S. G.	DTIC	2005	Y	Y	The Impact of Community Embeddedness on Turnover: An Investigation of the Moderating Effects of Career Plateauing, Occupational Portability, and Occupational Commutability
Hellriegel, D., & White, G. E.	PP	1973	N	N	Turnover of professionals in public accounting: A comparative analysis
Hemleben, J. F.	DTIC	1993	Y	?	USMC Voluntary Separation Incentive and Special Sparation Benefit: Who's Leaving? A Focus on Quality
Hendrix, W. H., Ovalle, N. K., & Troxler, R. G.	JoAP	1985	?	N	Behavioral and Physiological Consequences of Stress and Its Antecedent Factors
Hewlin, P. F.	JoAP	2009	N	N	Wearing the Cloak: Antecedents and Conseques of Creating Facades of Conformity
Hill, R. E., & Miller, E. L.	ACMJ	1981	N	N	Job Change and the Middle Seasons of a Man's Life
Hindelang, R. L., Schwerin, M. J., Farmer, W. L.	MP	2004	Y	Y	Quality of Life (QOL) in the U.S. Marine Corps: The Validation of a QOL Model for Predicting Reenlistment Intentions
Hines, G.H.	JoAP	1973	N	N	Achievement Motivation, Occupations, and Labor Turnover in New Zealand
Hogan, P. F., Bouchery, E., Mackin, P., & Blayne, J.	DTIC	2009	Y	Y	The Relationship between Enlisted Deployment and Retention
Hogan, P. F., Espinosa, J., Mackin, P. C., & Greenston, P. M.	DTIC	2005	Y	Y	A Model of Reenlistment Behavior: Estimates of the Effects of Army's Selective Reenlistment Bonus on Retention by Occupation

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Hollenbeck, J. R., & Williams, C. R.	JoAP	1986	N	N	Turnover Functionality Versus Turnover Frequency: A Note on Work Attitudes and Organizational Effectiveness
Holmes, L. & Grieco, M.	HR	1991	N		Overt Funding, Buried Goals, and Moral Turnover: The Organizational Transformation of Radical Experiments
Hom, P. W. & Kinicki, A.	ACMJ	2001	N	N	Toward a Greater Understanding of How Dissatisfaction Drives Employee Turnover
Hom, P. W., & Griffeth, R. W.	JoAP	1991	N	N	Structural Equations Modeling Test of a Turnover Theory: Cross-Sectional and Longitudinal Analyses
Hom, P. W., Caranikas-Walker, F., Prussia, G. E., & Griffeth, R. W.	JoAP	1992	Y	N	A Meta-Analytical Structural Equations Analysis of a Model of Employee Turnover
Hom, P. W., Griffeth, R. W., Palich, L. E., & Bracker, J. S.	PP	1998	N	N	An exploratory investigation into theoretical mechanisms underlying realistic job previews
Hom, P. W., Griffeth, R. W., Palich, L. E., & Bracker, J. S.	PP	1999	N	N	Revisiting met expectations as a reason why realistic job previews work
Hom, P. W., Hulin, C. L.	JoAP	1981	Y	N	A Competitive Test of the Prediction of Reenlistment by Several Models
Hom, P. W., Katerberg Jr., R., & Hulin, C. L.	JoAP	1979	Y	N	Comparative Examination of Three Approaches to the Prediction of Turnover
Hom, P. W., Katerberg, R. Jr., Hulin, C. L.	DTIC	1978	Y	N	The Prediction of Employee Turnover in a Part-Time Military Organization
Hom, P. W., Roberson, L., & Ellis, A. D.	JoAP	2008	N	N	Challenging Conventional Wisdom About Who Quits: Revelations From Corporate America
Hom, P. W., Tsui, A. S., Wu, J. B., Lee, T. W., Zhang, A. Y., Fu, P. P., & Li, L.	JoAP	2009	N	N	Explaining Employment Relationships with Social Exchange and Job Embeddedness
Hoonakker, P., Carayon, P., Marian, A., & Schoepke, J.	DTIC	2004	N	N	Shortage of Skilled Workers and High Turnover in the Information Technology Workforce: What are the Possibilities for Retention?
Hosek, J., Kavanagh, J., & Miller, L.	DTIC	2006	Y	Y	How Deployments Affect Service Members
Hotchkiss, M.	DTIC	1994	N	N	The Effects of the Repeal of Utah's Prevailing Wage Law on the Construction Labor Market
Hu, C., Wang, J.C., Sun, M. H., & Chen, H. H.	MP	2008	Y	N	Formal Mentoring in Military Academies
Huffman, A. H., Adler, A. B., Dolan, C. A., & Castro, D. A.	MP	2005	Y	Y	The Impact of Operations Tempo on Turnover Intentions of Army Personnel
Huffman, A. H., Culbertson, S. S., & Castro, C. A.	MP	2008	Y	Y	Family-Friendly Environments and U.S. Army Soldier Performance and Work Outcomes

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Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P.	JoAP	2007	N	?	Integrating Motivational, Social, and Contextual Work Design Features: A Meta-Analytic Summary and Theoretical Extension of the Work Design Literature
Hunt, S. D., & Morgan, R. M.	ACMJ	1994	Y	Y	Organizational Commitment: One of many commitments or key me
Huselid, M. A.	ACMJ	1995	N	N	The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance
Huselid, M. A., & Day, N. E.	JoAP	1991	N	N	Organizational Commitment, Job Involvement, and Turnover: A Substantive and Methodological Analysis
Ilgen, D. R.	DTIC	1984	?	?	The Psychological Impact of Realistic Job Previews
Ilgen, D. R., & Seely, W.	JoAP	1974	Y	N	Realistic Expectations as an Aid in Reducing Voluntary Resignation
Irving, P. G., & Meyer, J. P.	JoAP	1994	N	N	Reexamination of the Met-Expectations Hypothesis: A Longitudinal Analysis
Irving, P. G., Coleman, D. F., & Cooper, C. L.	JoAP	1997	N	N	Further Assessments of a Three-Component Model of Occupational Commitment: Generalizability and Differences Across Occupations
Jackofsky, E. F., Ferris, K. R., & Breckenridge, B. G.	JofM	1986	N		Evidence for a Curvilinear Relationship between job performance and turnover
Jackofsky, E.F., & Peters, L. H.	JoAP	1983	N	N	Job Turnover versus Company Turnover: Reassessment of the March and Simon Participation Hypothesis
Jackson, S. E.	JoAP	1983	N	N	Participation in Decision Making as a Strategy for Reducing Job-Related Strain
Jackson, S. E., Brett, J. F., Sessa, V. I., Cooper, D. M., Julin, J. A., & Peyronnin, K.	JoAP	1991	N	N	Some Differences Make a Difference: Individual Dissimilarity and Group Heterogeneity as Correlates of Recruitment, Promotions, and Turnover
Jackson, S. E., Schwab, R. L., & Schuler, R. S.	JoAP	1986	N	N	Toward an Understanding of the Burnout Phenomenon
Jacobson, L.	DTIC	1976	N	N	Shipyards Worker Employment and Turnover. Volume I & II. Description of Data File and Tabulations & Tabulations
Jamal, M.	PP	1981	N	N	Shift work related to job attitudes, social participation and withdrawal behavior: A study of nurses and industrial workers
Jamal, M.	HR	1990	N		Relationship of Job Stress and Type-A Behavior to Employees' Job Satisfaction, Organizational Commitment, Psychosomatic Health Problems, and Turnover Motivation
Jaros, S. J., Jermier, J. M., Koehler, J. W., & Sincich, T.	ACMJ	1993	?	N	Effects of Continuance, Affective, and Moral Commitment on the Withdrawal Process: An Evaluation of Eight Structural Equation Models
Jeffers, D. T.	DTIC	2009	N	N	Contract Specialist Turnover Rate and Contract Management Maturity in the National Capital Region Contracting Center: An Analysis
Jehn, K. A.	ASQ	1995	N		A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict

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Jex, S. M., Beehr, T. A., & Roberts, C. K.	JoAP	1992	N	N	The Meaning of Occupational Stress Items to Survey Respondents
Jobst, M., & Palmer, J.	DTIC	2005	Y	Y	Analysis of the USMC FITREP: Contemporary or Inflexible
Johns, G., Xie, J. L., & Fang, Y.	JofM	1992	N		Mediating and Moderating effects in job design
Johnson, L. A., & Butler, M. C.	DTIC	1982	?	?	Perceived Role and Task Characteristic Influences on Job Satisfaction, Organizational Commitment, and Turnover Decision-Making Among Navy Health Care Administrators
Joyner, D. R., & King, J. N.	DTIC	1977	?	?	A Behavioral Assessment of Word Processing Centers
Judge, T. A.	JoAP	1993	N	N	Does Affective Disposition Moderate the Relationship Between Job Satisfaction and Voluntary Turnover?
Kacmar, K. M., Andrews, M. C., Van Rooy, D. L., Steilber, C., & Cerrone, S.	ACMJ	2006	N	N	Sure Everyone Can be Replaced...But at What Cost? Turnover as a Predictor of Unit-Level Performance
Kacmar, K. M., Bozeman, D. P., Carlson, D. S., & Anthony, W. P.	HR	1999	N		An Examination of the Perceptions of Organizational Politics Model: Replication and Extension
Kafry, D., & Pines, A.	HR	1980	N		The Experience of Tedium in Life and Work
Kahan, J. P.	DTIC	1989	Y	N	Corps and Division Command Staff Turnover in the 1980s
Kahraman, K.	DTIC	2007	Y	Y	The Effect of Advanced Education on the Retention and Promotion of Army Officers
Kammeyer-Mueller, J. D., & Wanberg, C. R.	JoAP	2003	N	N	Unwrapping the Organizational Entry Process: Disentangling Multiple Antecedents and Their Pathways to Adjustment
Kammeyer-Mueller, J. D., Wanberg, C. R., Glomb, T. M., & Ahlburg, D.	JoAP	2005	N	N	The Role of Temporal Shifts in Turnover Processes: It's About Time
Kamrath, R. A.	DTIC	1973	N	N	Managerial Turnover: Process and Boundary Conditions
Kane, T. D. & Tremble, T. R.	MP	2000	Y	N	Transformational Leadership Effects at Different Levels of the Army
Kanfer, R., Crosby, J. V., & Brandt, D. M.	JoAP	1988	N	N	Investigating Behavioral Antecedents of Turnover at Three Job Tenure Levels
Kapp, L., & Henning, C. A.	DTIC	2009	Y	N	Recruiting and Retention: An Overview of FY2008 and FY2009 Results for Active and Reserve Component Enlisted Personnel
Karp, H. B., & Nickson, Jr., J. W.	PP	1973	N	N	Motivator-hygiene deprivation as a predictor of job turnover
Karrasch, A. I.	MP	2003	Y	N	Antecedents and Consequences of Organizational Commitment
Katz, R.	HR	1978	N		The Influence of Job Longevity on Employee Reactions to Task Characteristics
Katz, R. & Tushman, M. L.	ACMJ	1983	N	N	A Longitudinal Study of the Effects of Boundary Spanning Supervision on Turnover and Promotion in Research and Development
Keller, R. T.	ACMJ	1984	N	N	The Role of Performance and Absenteeism in the Prediction of Turnover

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Kelley, M. L., Hock, E., Bonney, J. F., Jarvis, M. S., Smith, K. M., & Gaffney, M. A.	MP	2001	Y	Y	Navy Mothers Experiencing and Not Experiencing Deployment: Reasons for Staying in or Leaving the Military
Kelty, R.	AF&S	2008	Y	Y	The U.S. Navy's Maiden Voyage: Effects of Integrating Sailors and Civilian Mariners on Deployment
Kemery, E. R., Dunlap, W. P., & Bedian, A. G.	JofM	1989	N		The employee separation process: Criterion-related issues associated with tenure and turnover
Kernan, M. C., & Hanges, P. J.	JoAP	2002	N	N	Survivor Reactions to Reorganization: Antecedents and Consequences of Procedural, Interpersonal, and Informational Justice
Kim, S., Price, J. L., Mueller, C. W., & Watson, T. W.	HR	1996	Y		The Determinants of Career Intent Among Physicians at a U.S. Air Force Hospital
Kinicki, A. J., Lockwood, C. A., Hom, P. W., & Griffeth, R. W.	JoAP	1990	N	N	Interviewer Predictions of Applicant Qualifications and Interviewer Validity: Aggregate and Individual Analyses
Kirby, S. N., & Naftel, S.	AF&S	2000	Y	N	The Impact of Deployment on the Retention of Military Reservists
Kirschenbaum, A., & Mano-Negrin, R.	HR	1999	N		Underlying Labor Market Dimension of "Opportunities": The Case of Employee Turnover
Kirschenbaum, A., & Weisberg, J.	HR	1990	N		Predicting Worker Turnover: An Assessment of Intent on Actual Separations
Kizilkaya, Z.	DTIC	2004	Y	Y	An Analysis of the Effect of Commissioning Sources on Retention and Promotion of U.S. Army Officers
Klein, D. J., & Verbeke, W.	JoAP	1999	N	N	Autonomic Feedback in Stressful Environments: How Do Individual Differences in Autonomic Feedback Relate to Burnout, Job Performance, and Job Attitudes in Salespeople
Klein, K. J.	JoAP	1987	N	N	Employee Stock Ownership and Employee Attitudes: A Test of Three Models
Klein, R. L., Bigley, G. A., & Roberts, K. H.	HR	1995	N		Organizational Culture in High Reliability Organizations: An Extension
Klenke-Hamel, K.E., Mathieu, J.E.	HR	1990	N		Role Strains, Tension, and Job Satisfaction Influences on Employees' Propensity to Leave: A Multi-Sample Replication and Extension
Kline, C. J. & Peters, L. H.	ACMJ	1991	N	N	Behavioral Commitment and Tenure of New Employees: A Replication and Extension
Knotts, L. W.	DTIC	2008	Y	N	Hearts and Minds on the Home Front: What Military Leaders Can Do to Attract African American Males to Careers as Officers in the Army
Knowles, M. C.	HR	1975	N		Interdependence Among Organizational Variables
Ko, J., Price, J. L., & Mueller, C. W.	JoAP	1997	N	N	Assessment of Meyer and Allen's Three-Component Model of Organizational Commitment in South Korea
Koch, J. L.	DTIC	1976	N	N	Effects of Feedback on Job Attitudes and Work Behavior: A Field Experiment

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Kocher, K., & Thomas, G.	DTIC	1990	Y	N	Gender Differences in the Retention of Enlisted Army Reservists
Konovsky, M. A., & Cropanzano, R.	JoAP	1991	N	N	Perceived Fairness of Employee Drug Testing as a Predictor of Employee Attitudes and Job Performance
Koslowsky, M., Sagie, A., Krausz, M., & Singer, A. D.	JoAP	1997	N	N	Correlates of Employee Lateness: Some Theoretical Considerations
Koys, D. J.	PP	2001	N	N	The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study
Krackhardt, D., McKenna, J., Porter, L. W., and Steers, R. M.	ACMJ	1981	N	N	Supervisory Behavior and Employee Turnover: A Field Experiment
Krau, E.	PP	1981	N	N	Turnover analysis and prediction from a career developmental point of view
Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C.	PP	2005	?	Y	Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit
Kubisiak, U. C., et al.	DTIC	2009	Y	N	Review of Interventions for Reducing Enlisted Attrition in the U.S. Military: An Update
Kulick, J. C.	DTIC	2004	Y	N	An Unfolding Model of Voluntary Turnover of Air Force Reservists and Air National Guard Members
La Rocco, J. M., Pugh, W. M., & Gunderson, E. K. E.	PP	1977	Y	Y	Identifying determinants of retention decisions
Lakhani, H.	AF&S	1995	Y	N	Reenlistment Intentions of Citizen Soldiers in the U.S. Army
Lakhani, H. & Fugita, S. S.	MP	1993	Y	N	Reserve/Guard Retention: Moonlighting or Patriotism
Lakhani, H. & Hoover, E. C.	MP	1995	Y	N	Child Care Use, Earnings, and Reenlistment Desires of Wives of Enlisted Soldiers in the U. S. Army
Lakhani, H., & Abod, E. T.	AF&S	1997	Y	N	The Effectiveness of Economic Incentives for Career Commitment of Peacekeepers in the Sinai
Lam, S. S. K., Yik, M. S. M., & Schaubroeck, J.	JoAP	2002	N	N	Responses to Formal Performance Appraisal Feedback: The Role of Negative Affectivity
Langkamer, K. L. & Ervin, K. S.	MP	2008	Y	Y	Psychological Climate, Organizational Commitment and Morale: Implications for Army Captains' Career Intent
LaRocco, J. M.	HR	1983	Y		Job Attitudes, Intentions, and Turnover: An Analysis of Effects Using Latent Variables
Lay, R.	DTIC	2009	Y	N	Applying the Combinatorial Retention Auction Mechanism (CRAM) to a Cost-Benefit Analysis of the Post 9/11 Era GI Bill Transferability Benefit
LeBlanc, M. M., & Kelloway, E. K.	JoAP	2002	N	N	Predictors and Outcomes of Workplace Violence and Aggression
Lee, K., Carswell, J. J., & Allen, N. J.	JoAP	2000	N	N	A Meta-Analytic Review of Occupational Commitment: Relations With Person- and Work-Related Variables

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Lee, R. T., & Ashforth, B. E.	JoAP	1996	N	N	A Meta-Analytic Examination of the Correlates of the Three Dimensions of Job Burnout
Lee, R., & Booth, J.M.	JoAP	1974	N	N	A Utility Analysis of a Weighted Application Blank Designed to Predict Turnover for Clerical Employees
Lee, T. H., Gerhart, B., Weller, I., & Trevor, C. O.	ACMJ	2008	N	N	Understanding Voluntary Turnover: Path-Specific Job Satisfaction Effects and the Importance of Unsolicited Job Offers
Lee, T. W., Ashford, S. J., Walsh, J. P., & Mowday, R. T.	JofM	1992	Y		Commitment propensity, organizational commitment, and voluntary turnover: A longitudinal study of organizational entry processes
Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C.	ACMJ	2004	N	N	The Effects of Job Embeddedness on Organizational Citizenship, Job Performance, Volitional Absences, and Voluntary Turnover
Lee, T. W., Mitchell, T. R., Wise, L. & Fireman, S.	ACMJ	1996	N	N	An Unfolding Model of Voluntary Employee Turnover
Lee, Thomas W.; Mitchell, Terence R.; Holtom, Brooks C.; McDaneil, Linda S.; Hill, John W.	ACMJ	1999	N	N	The Unfolding Model of Turnover: A Replication and Extension
Lee, T. W. & Mowday, R. T.	ACMJ	1987	N	N	Voluntarily Leaving an Organization: An Empirical Investigation of Steers and Mowday's Model of Turnover
Leigh, J. H., Lucas Jr., G. H., & Woodman, R. W.	JofM	1988	N		Effects of perceived organizational factors on role stress-job attitude relationships
Lensing, S. B.	DTIC	1984	Y	Y	A Model of Career Orientation for Military Nurse Corps Officers
Leong, C. S., Furnham, A., Cooper, C. L.	HR	1996	N		The Moderating Effect of Organizational Commitment on the Occupational Stress Outcome Relationship
Levine, D. I.	ASQ	1993	N		What Do Wages Buy?
Levine, J. M., Moreland, R. L., Argote, L., & Carley, K. M.	DTIC	2005	Y	N	Personnel Turnover and Team Performance
Lim, S., Cortina, L. M., & Gagley, V. J.	JoAP	2008	N	N	Personal and Workgroup Incivility: Impact on Work and Health Outcomes
Lin, J. H. S.	DTIC	2003	Y	Y	A Study of Voluntary Turnover of Air Force Officers in Critically-Manned Career Fields
Linn, R. A.	DTIC	2009	Y	Y	Information Warfare Officer Retention: Using a Capabilities-based Assessment to Solve Retention Issues
Lippert, E., Schneider, P., & Zoll, R.	AF&S	1978	Y	N	The Influence of Military Service on Political and Social Attitudes
Lopez, M. I.	DTIC	2008	Y	N	Educational Assistance for Recruitment and Retention: Enabling an Operational Reserve
Lounsbury, J. W., & Hoopes, L. L.	JoAP	1986	N	N	A Vacation from Work: Changes in Work and Nonwork Outcomes

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Lowry, P. E.	DTIC	1976	Y	?	Evaluation of a Contingency Job Design Model in an Information Technology Environment
Lunas, F. W.	DTIC	2007	Y	Y	Social Capital and Turnover Towards a Theoretically Informed Model for Social Capital in Turnover Research: Applications to the U.S. Military
Lyness, K. S., & Judiesch, M. K.	JoAP	2001	N	N	Are Female Managers Quitters? The Relationships of Gender, Promotions, and Family Leaves of Absence to Voluntary Turnover
Lyness, K. S., & Thompson, D. E.	JoAP	1997	N	N	Above the Glass Ceiling? A Comparison of Matched Samples of Female and Male Executives
Lytell, M. C. & Drasgow, F.	MP	2009	Y	Y	"Timely" Methods: Examining Turnover Rates in the U.S. Military
Mael, F. A. & Alderks, C. E.	MP	1993	Y	Y	Leadership Team Cohesion and Subordinate Work Unit Morale and Performance
Mael, F. A., & Ashforth, B. E.	PP	1995	Y	Y	Loyal from day one: Biodata, organizational identification, and turnover among newcomers
Maertz JR., C. P. & Campion, M. A.	ACMJ	2004	Y	Y	Profiles in Quitting: Integrating Process and Content Turnover Theory
Maertz Jr., C. P., & Griffeth, R. W.	JofM	2004	N		Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research
Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D.	JoAP	1995	N	N	A Longitudinal Investigation of Newcomer Expectations, Early Socialization Outcomes, and the Moderating Effects of Role Development Factors
Maloney, A. P.	DTIC	1973	?	N	Job Satisfaction and Job Turnover
Mangelsdorff, A. D.	MP	1989	Y	Y	A Cross-Validation Study of Factors Affecting Military Psychologists' Decisions to Remain in Service: The 1984 Active Duty Psychologists Survey
Marsh, R. B., & Mannari, H.	ASQ	1977	N		Organizational Commitment and Turnover: A Prediction Study
Marshall-Mies, J. C., & et al., 2006	DTIC	2006	Y	N	First Watch on the First Term of Enlistment: Cross-Sectional and Longitudinal Analysis of Data from the First Year of the Study
Martin J.R., T. N.	ACMJ	1979	N	N	A Contextual Model of Employee Turnover Intentions
Martin, T. N., & Hunt, J. G.	PP	1980	N	N	Social influence and intent to leave: A path-analytic process model
Martin, T. N., Price, J. L., & Mueller, C. W.	JoAP	1981	N	N	Job Performance and Turnover
Mathews, J. J., Collins, W. E., & Cobb, B. B.	PP	1974	N	N	A sex comparison of reasons for attrition in a male-dominated occupation
Mattock, M., & Arkes, J.	DTIC	2007	Y	N	The Dynamic Retention Model for Air Force Officers. New Estimates and Policy Simultiaont of the Aviator Continuation Pay Program
Maue, B. E. A.	DTIC	2006	Y	N	Balancing Two Lives. The Relationship of Activation , Pay, and Retention Among U.S. Air Force Reservew Pilots

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McCain, B. E., O'Reilly, C., & Pfeffer, J.	ACMJ	1983	N	N	The Effects of Departmental Demography on Turnover: The Case of a University
McCloskey, M. A.	DTIC	1999	Y	N	An Analysis of the Effects of Deployment on Turnover in the United States Army Reserve
McConico, J. L.	DTIC	2009	Y	N	Ethical Imbalance: How the U.S. Army Overcame its Manning Crisis
McDonald, G. K.	DTIC	2007	Y	Y	Work-Home Conflict: A Study of the Impact of Role Conflict on U.S. Air Force Company Grade Officer Turnover Intentions
McElroy, J. C., Morrow, P. C., & Rude, S. N.	JoAP	2001	N	N	Turnover and Organizational Performance: A Comparative Analysis of the Effects of Voluntary, Involuntary, and Reduction-in-Force Turnover
McEvoy, G. M. & Cascio W. F.	ACMJ	1987	Y	Y	Do Good or Poor Performers Leave? A Meta-Analysis of the Real Relationship Between Performance and Turnover
McEvoy, G. M., & Cascio, W. F.	JoAP	1985	Y	N	Strategies for Reducing Employee Turnover: A Meta-Analysis
McGonigle, T. P., Casper, W. J., Meiman, E. P., Cronin, C. B., Cronin, B. E., & Harris, R. R.	MP	2005	Y	N	The Relationship Between Personnel Support Programs and Readiness: A Model to Guide Future Research
McKay, P. F., Avery, D. R., Tonidandel, S. Morris, M.A., Hernandez, M., & Hebl, M. R.	PP	2007	N	N	Racial differences in employee retention: Are diversity climate perceptions the key?
McLaughlin, G. W., & Butler, R. P.	JoAP	1974	Y	Y	Use of Weighting and Data on Alternative Careers to Predict Career Retention and Commitment
McNatt, D. B., & Judge, T. A.	HR	2008	N		Self-efficacy intervention, job attitudes, and turnover: A field experiment with employees in role transition
Mehay, S., & Perm, E.	DTIC	2009	Y		The Impact of the Navy's Tuition Assistance Program on the Retention and Promotion of First-term Sailors
Meola, J., & Koechel, C. L.	DTIC	1983	Y	Y	An Investigation of the Process by Which Air Force Officers View and Evaluate Their Perceived Availability of Job Alternatives
Messmer, S. J., & Pizanti, K. A.	DTIC	2007	Y	Y	Analysis of the Retention and Affiliation Factors Affecting the Active & Reserve Naval Nurse Corps
Meter, J. P., Allen, N. J., & Smith, C. A.	JoAP	1993	N	N	Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization
Miceli, M. P., Jung, I., Near, J. P., & Greenberger, D. B.	JoAP	1991	N	N	Predictors and Outcomes of Reactions to Pay-for-Performance Plans
Michaels, C. E., & Spector, P. E.	JoAP	1982	N	N	Causes of Employee Turnover: A Test of the Mobley, Griffeth, Hand, and Meglino Model
Miller, H. E., Katerberg, R., & Hulin, C. L.	JoAP	1979	Y	N	Evaluation of the Mobley, Homer, and Hollingsworth Model of Employee Turnover

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Miller, H. E., Katerberg, R., & Hulin, C. L.	DTIC	1979	Y	?	An Evaluation of the Mobley, Horner, Hollingsworth Model of Employee Turnover: Validation Data and Suggested Modifications
Miller, L. E., Powell, G. N., & Seltzer, J.	HR	1990	N		Determinants of Turnover among Volunteers
Miller, T. I.	PP	1984	N	N	The effects of employer-sponsored child care on employee absenteeism, turnover, productivity, recruitment or job satisfaction: What is claimed and what is known
Mitchel, J. O.	ACMJ	1981	N	N	The Effect of Intentions, Tenure, Personal, and Organizational Variables on Managerial Turnover
Mitchell, T. M., & Schneider, B.	DTIC	1984	?	?	Work and Career Considerations in Understanding Employee Turnover Intentions and Turnover: Development of the Turnover Diagnostic
Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M.	ACMJ	2001	N	N	Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover
Mitra, A., Jenkins Jr., G. D., & Gupta, N.	JoAP	1992	?	N	A Meta-Analytic Review of the Relationship Between Absence and Turnover
Mobley, W. H.	JoAP	1977	N	N	intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover
Mobley, W. H., Hand, H. H., Baker, R. L., & Meglino, B. M.	JoAP	1979	Y	N	Conceptual and Empirical Analysis of Military Recruit Training Attrition
Mobley, W. H., Horner, S. O., & Hollingsworth, A. T.	JoAP	1978	N	N	An Evaluation of Precursors of Hospital Employee Turnover
Mondy, R. W., & Edens, F. N.	JofM	1976	N		An empirical test of the decision to participate model
Mooney, J. P., & Cook, J. A.	DTIC	2004	Y	Y	A Performance Analysis of the Officer Lateral Transfer and Redesignation Process
Moore, B. L.	AF&S	2002	Y	Y	The Propensity of Junior Enlisted Personnel to Remain in Today's Military
Moore, C., Hogan, P., Kirchner, C., Mackin, P. C., & Greenston, P. M.	DTIC	2007	Y	Y	Econometric Estimates of Army Retention: Zones A, B, C, D and Retirement-Eligible, 1990-2004
Moore, T. D.	DTIC	2008	Y	N	Signal Corps Retention: The Incentive Plan Won't Help
Morgan, J. R.	DTIC	2005	Y	Y	A Study of Promotion and Attrition of mid-grade officers in the U.S. Marine Corps: Are Assignments a Key Factor?
Morita, J. G., Lee, T. W., & Mowday, R. T.	ACMJ	1993	N	N	The Regression-Analog to Survival Analysis: A Selected Application to Turnover Research
Morris, J. H., & Snyder, R. A.	JoAP	1979	N	N	A Second Look at Need for Achievement and Need for Autonomy as Moderators of Role Perception-Outcome Relationships
Morrow, P., & McElroy, J.	HR	2007	N		Efficiency as a mediator in turnover-organizational performance relations

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Mossholder, K. W., Bedeian, A. G., Norris, D. R., Giles, W. F., & Field, H. S.	JofM	1988	N		Job performance and turnover decisions: Two field studies
Mossholder, K. W., Settoon, R. P., & Henagan, S. C.	ACMJ	2005	N	N	A Relational Perspective on Turnover: Examining Structural, Attitudinal, and Behavioral Predictors
Motowidlo, S. J.	JoAP	1983	N	N	Predicting Sales Turnover From Pay Satisfaction and Expectation
Motowidlo, S. J., & Lawton, G. W.	JoAP	1984	Y	Y	Affective and Cognitive Factors in Soldiers' Reenlistment Decisions
Mowday, R. T.	JoAP	1981	N	N	Viewing Turnover From the Perspective of Those Who Remain: The Relationship of Job Attitudes to Attributions of the Causes of Turnover
Mowday, R. T. & Spencer, D. G.	ACMJ	1981	N	N	The Influence of Task and Personality Characteristics on Employee Turnover and Absenteeism Incidents
Mowday, R. T., Koberg, C.S., & McArthur, A. W.	ACMJ	1984	N	N	The Psychology of the Withdrawal Process: A Cross-Validation Test of Mobley's Intermediate Linkages Model of Turnover in Two Samples
Mowday, R. T., Porter, L. W., & Stone, E.	DTIC	1977	N	N	Employee Characteristics as Predictors of Turnover Among Female Clerical Employees in Two Organizations
Mowday, R. T., Steers, R. M., & Porter, L. W.	DTIC	1979	?	?	The Measurement of Organizational Commitment
Mulinge, M. M.	HR	2001	N		Employer control of employees: Extending the Lincoln-Kalleberg corporatist model of satisfaction and attachment
Murnighan, J. K., & Conlon, D. E.	ASQ	1991	N		The Dynamics of Intense Work Groups: A Study of British String Quartets
Naus, F., van Iterson, A., Roe, R.	HR	2007	N		Organizational cynicism: Extending the exit, voice, loyalty, and neglect model of employees' responses to adverse conditions in the workplace
Navarro, M. V.	DTIC	2006	Y	Y	A Retention Analysis of United States Naval Academy Immediate Graduate Education Participants
Netemeyer, R. G., Boles, J. S., & McMurrian, R.	JoAP	1996	N	N	Development and Validation of Work-Family Conflict and Family-Work Conflict Scales
Netemeyer, R. G., Johnston, M.W., & Burton, S.	JoAP	1990	N	N	Analysis of Role Conflict and Role Ambiguity in a Structural Equations Framework
Newman, J. E.	JoAP	1974	N	N	Predicting Absenteeism and Turnover: A Field Comparison of Fishbein's Model and Traditional Job Attitude Measures
Ng, S. H., Cram, F., & Jenkins, L.	HR	1991	N		A Proportional Hazards Regression Analysis of Employee Turnover Among Nurses in New Zealand
Nishii, L. H., & Mayer, D. M.	JoAP	2009	N	N	Do Inclusive Leaders Help to Reduce Turnover in Diverse Groups? The Moderating Role of Leader-Member Exchange in the Diversity to Turnover Relationship

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Nurick, A. J.	HR	1982	N		Participation in Organizational Change: A Longitudinal Field Study
Nye, C. D., Brummel, B. J., & Drasgow, F.	MP	2009	Y	Y	Differentiating Gender Discrimination and Sexist Behavior: An Examination of Antecedents and Outcomes
O'Shea, P.G., Goodwin, G. F., Driskell, J. E., Salas, E., & Ardison, S.	MP	2009	Y	N	The Many Faces of Commitment: Facet-Level Links to Performance in Military Contexts
O'Connor, E. J., Peters, L. H., Pooyan, A., Weekley, J., Frank, B., & Erenkrantz, B.	JoAP	1984	N	N	Situational Constraint Effects on Performance, Affective Reactions, and Turnover: A Field Replication and Extension
Oldham, G. R., & Fried, Y.	JoAP	1987	N	N	Employee Reactions to Workspace Characteristics
Oldham, G. R., Cummings, A., Michel, L. J., Schmidtke, J. M., & Zhou, J.	JoAP	1995	N	N	Listen While You Work? Quasi-Experimental Relations Between Personal-Stereo Headset Use and Employee Work Responses
O'Leary-Kelly, A. M., Bowes-Sperry, L., Bates, C. A., & Lean, E. R.	JofM	2009	N		Sexual Harassment at work: A decade (plus) of progress
Oliver, L. W., Harman, J., Hoover, E., Hayes, S. M., & Pandhi, N. A.	MP	1999	Y	Y	A Quantitative Integration of the Military Cohesion Literature
Olsen, N. P.	DTIC	2008	Y	Y	The Impact of Operations Tempo (OPTEMPO) on Intentions to Depart the Military. Does the Increase of OPTEMPO Cause Action?
Olson-Buchanan, J. B., & Boswell, W. R.	JoAP	2002	N	N	The Role of Employee Loyalty and Formality in Voicing Discontent
O'Neill, B. S., & Mone, M. A.	JoAP	1998	N	N	Investigating Equity Sensitivity as a moderator of Relations Between Self-Efficacy and Workplace Attitudes
O'Neill, L. G., & Senturk, O. S.	DTIC	2004	Y	Y	Noncitizens in the U.S. Military
O'Reilly, III, C. A., & Caldwell, D. F.	ASQ	1981	N		The Commitment and Job Tenure of New Employees: Some Evidence of Postdecisional Justification
O'Reilly, III, C. O., & Chatman, J.	JoAP	1986	N	N	Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior
O'Reilly, III, Caldwell, D. F., & Barnett, W.P.	ASQ	1989	N		Work Group Demography, Social Integration, & Turnover
Orvis, K. A., Dudley, N. M., & Cortina, J. M.	JoAP	2008	N	N	Conscientiousness and Reactions to Psychological Contract Breach: A Longitudinal Field Study
Osato, R. L. & Sherry P.	MP	1993	Y	N	Age and Effects on Army Enlisted Male CPI Profiles
Ostroff, C.	JoAP	1992	N	N	The Relationship Between Satisfaction, Attitudes, and Performance: An Organizational Level Analysis
Ostroff, C., & Kozlowski, S. W. J.	PP	1992	N	N	Organizational socialization as a learning process: The role of information acquisition
Paisant, M.	DTIC	2008	Y	Y	The Effects of Individual Augmentation (IA) on Navy Junior Officer Retention

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Park, H. Y., Ofori-Dankwa, J., & Bishop, D. R.	HR	1994	N		Organizational and Environmental Determinants of Functional and Dysfunctional Turnover: Practical and Research Implications
Parker, L. E.	JoAP	1983	N	N	When to Fix It and When to Leave: Relationships Among Perceived Control, Self-Efficacy, Dissent, and Exit
Parkington, J. J., & Schneider, B.	DTIC	1978	?	?	A Laboratory Study of Some Effects of a Realistic Task Preview
Parsons, C. K., Herold, D. M., & Leatherwood, M. L.	JoAP	1985	N	N	Turnover During Initial Employment: A Longitudinal Study of the Role of Causal Attributions
Pascale, R. T.	HR	1978	N		Personnel Practices and Employee Attitudes: A Study of Japanese- and American-Managed Firms in the United States
Passmore, D. L., & Martin, K. M.	DTIC	1977	?	?	Bibliography of Literature on the Empirical Analysis of Social and Occupational Mobility
Payne, S. C., & Huffman, A. H.	ACMJ	2004	Y	Y	A Longitudinal Examination of the Influence of Mentoring on Organizational Commitment and Turnover
Pearson, C. A. L.	HR	1995	N		The Turnover Process in Organizations: An Exploration of the Role of Met-Unmet Expectations
Pearson, J. P.	DTIC	2007	Y	Y	The Effect of Graduate Education on the Performance of Air Force Officers
Pecenco, E. G.	DTIC	2005	Y	Y	The Retention of Female Unrestricted Line Officers
Perry, S., Griffith, J., & White, T.	AF&S	1991	Y	N	Retention of Junior Enlisted Soldiers in the All-Volunteer Army Reserve
Perry, T. A.	DTIC	2006	Y	Y	An Analysis of Primary Military Occupational Specialties on Retention and Promotion of Mid-Grade Officers in the U. S. Marine Corps
Pfeffer, J.	HR	1980	N		A Partial Test of the Social Information Processing Model of Job Attitudes
Pfeffer, J.	JofM	1991	N		Organization theory and structural perspectives on management
Phelps, J. A.	DTIC	2006	Y	Y	Moderating Effects of Perceived Organizational Support on the Relationship Between Job Satisfaction and Turnover Intentions for Recently Retrained USAF Enlisted Members
Pierce, J. L., & Dunham, R. B.	JofM	1987	N		Organizational commitment: Pre-employment propensity and initial work experiences
Pierce, J. L., & Newstrom, J. W.	JofM	1982	N		Employee responses to flexible work schedules: An inter-organization, inter-system comparison
Pierce, P. F.	MP	1998	Y	Y	Retention of Air Force Women Serving During Desert Shield and Desert Storm
Pierre, K. O.	DTIC	2005	Y	Y	Effect of Increased Operational Tempo (Post 9/11) on Retention Rate of Hospital Corpsmen

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Podsakoff, N. P., LePine, J. A., LePine, M. A.	JoAP	2007	N	?	Differential Challenge Stressor-Hindrance Stressor Relationships With Job Attitudes, Turnover Intentions, Turnover and Withdrawal Behavior: A Meta-Analysis
Polusny, M. A., Erbes, C. R., & Reddy, M. K.	DTIC	2009	Y	N	Longitudinal Risk and Resilience Factors Predicting Psychiatric Disruption, Mental Health Service utilization and Military Retention in OIF National Guard Troops
Polusny, M. A., Erbes, C., & Arbisi, P.	DTIC	2008	Y	N	Longitudinal Risk and Resilience Factors Predicting Psychiatric Disruption, Mental Health Service utilization and Military Retention in OIF National Guard Troops
Popovich, P., & Wanous, J.	DTIC	1982	?	?	The Realistic Job Preview as a persuasive Communication
Porter, L. W., Steers, R. M., & Boulian, P. V.	DTIC	1973	?	?	Organizational Commitment, Job Satisfaction and Turnover Among Psychiatric Technicians
Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V.	JoAP	1974	N	N	Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians
Prestholdt, P. H., Lane, I. M., & Mathews, R. C.	JoAP	1987	N	N	Nurse Turnover as Reasoned Action: Development of a Process Model
Price J. L., & Sang-Wook Kim	AF&S	1993	Y	Y	The Relationship between Demographic Variables and Intent to Stay in the Military: Medical Personnel in a U.S. Air Force Hospital
Price, J. L., & Mueller, C. W.	ACMJ	1981	N	N	A Causal Model of Turnover for Nurses
Proctor, J. H., Lassiter, W. E., & Soyars III, W. B.	PP	1976	Y	Y	Prediction of young U.S. naval officer retention
Puffer, S. M., & Weintrop, J. B.	ASQ	1991	N		Corporate Performance and CEO Turnover: The Role of Performance Expectations
Puffer, S. M., & Brakefield, J. T.	HR	1989	N		The Role of Task Complexity as a Moderator of the Stress and Coping Process
Qvester, A. O., & Thomason, J. S.	AF&S	1984	Y	Y	Keeping the Force: Retaining Military Careerists
Quinn R. E.	HR	1978	N		Towards a Theory of Changing: A Means-Ends Model of the Organizational Improvement Process
Raelin, J. A.	HR	1986	N		An Analysis of Professional Deviance within Organizations
Rafferty, A. E., & Griffin, M. A.	JoAP	2006	N	N	Perceptions of Organizational Change: A Stress and Coping Perspective
Ragins, B. R., & Cornwell, J. M.	JoAP	2001	N	N	Pink Triangles: Antecedents and Consequences of Perceived Workplace Discrimination Against Gay and Lesbian Employees
Ragins, B. R., Singh, R., & Cornwell, J.M.	JoAP	2007	N	N	Making the Invisible Visible: Fear and Disclosure of Sexual Orientation at Work
Ramamoorthy, N., & Flood, P. C.	HR	2002	N		Employee attitudes and behavioral intentions: A test of the main and moderating effects of individualism-collectivism orientations

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Reed, B. J., & Segal, D. R.	AF&S	2000	Y	Y	The Impact of Multiple Deployments on Soldiers' Peacekeeping Attitudes, Morale, and Retention
Reed, G. E., & Bullis, R. C.	AF&S	2009	Y	Y	The Impact of Destructive Leadership on Senior Military Officers and Civilian Employees
Reeves, W. R.	DTIC	1982	Y	N	An Analysis of the Effect of Personnel Turbulence on the Performance of Operational Units
Reimann, B. C., & Negandhi, A. R.	HR	1975	N		Strategies of Administrative Control and Organizational Effectiveness
Renn, R. W., & Vandenberg, R. J.	HR	1991	N		Differences in Employee Attitudes and Behaviors Based on Rotter's (1966) Internal-External Locus of Control: Are They All Valid?
Rhoades, L., & Eisenberger, R.	JoAP	2002	N	N	Perceived Organizational Support: A Review of the Literature
Rilovick, C. Y.	DTIC	2005	Y	Y	Effects of Career Plateauing on Turnover: A Test of a Model
Robbins Jr., K. A.	DTIC	2007	Y	N	Optimizing the U.S. Marine Corps' Selective Reenlistment Bonus Program for Career Force Retention
Robbins Jr., R. A.	DTIC	2004	Y	Y	Retention of Recruited Athletes from the United States Naval Academy
Robbins, T. L., Summers, T. P., & Miller, J. L.	HR	2000	N		Intra- and inter- justice relationships: Assessing the direction
Robert, C., Probst, T. M., Martocchio, J. J., Drasgow, F., & Lawler, J. J.	JoAP	2000	N	N	Empowerment and Continuous Improvement in the United States, Mexico, Poland, and India: Predicting Fit on the Basis of the Dimensions of Power Distance and Individualism
Robinson, S. L.	ASQ	1996	N		Trust and Breach of the Psychological Contract
Rogelberg, S. G., Leach, D. J., Warr, P. B., & Burnfield, J. L.	JoAP	2006	N	N	"Not Another Meeting!" Are Meeting Time Demands Related to Employee Well-Being?
Rogelberg, S. G., Luong, A., Sederburg, M. E., & Cristol, D. S.	JoAP	2000	N	N	Employee Attitude Surveys: Examining the Attitudes of Noncompliant Employees
Romero, E., & Pescosolido, A.	HR	2008	N		Humor and group effectiveness
Ronen, S.	HR	1986	N		Equity Perception in Multiple Comparisons: A Field Study
Rosen, C. C., Harris, K. J., & Kacmar, K. M.	HR	2009	N		The emotional implications of organizational politics: A process model
Rosen, L. N. & Durand, D. B.	MP	1995	Y	Y	The Family Factor and Retention Among Married Soldiers Deployed in Operation Desert Storm
Rosen, L. N. & Martin, L.	MP	1998	Y	Y	Incidence and Perceptions of Sexual Harassment Among Male and Female U.S. Army Soldiers

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Rosenfeld, P., Newell, C. E., & Le, Sharon	MP	1998	Y	Y	Equal Opportunity Climate of Women and Minorities in the Navy: Results From the Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey
Rosse, J. G.	HR	1988	N		Relations among Lateness, Absence, and Turnover: Is There a Progression of Withdrawal?
Rothausen, T. J., Gonzalez, J. A., Clarke, N. E., & O'Dell, L. L.	PP	1998	N	N	Family-friendly backlash -- Fact or fiction? The case of organizations' on-site child care centers
Roy, A. T.	DTIC	2007	Y	Y	You Only Get One Chance to Make a First Impression: A Quantitative Analysis of Division Officer Fleet Experiences on Surface Warfare Officer Retention
Ruch, D. G., Meves, C. L., Schmelz, J., & Thornton, J. A.	DTIC	2005			The Relationships Among the Factors of Satisfaction and Anticipated Turnover of Air Force Certified Registered Nurse Anesthetists
Rusbult, C. E., & Farrell, D.	JoAP	1983	N	N	A Longitudinal Test of the Investment Model: The Impact on Job Satisfaction, Job Commitment, and Turnover of Variations in Rewards, Costs, Alternatives, and Investments
Rusbult, C. E., Farrell, D., Rogers, G., & Mainous III A. G.	ACMJ	1988	N	N	Impact of Exchange Variables on Exit, Voice, Loyalty, and Neglect: An Integrative Model of Responses to Declining Job Satisfaction
Ryan III, F. J.	DTIC	2007	Y	Y	Analysis of the Officer Lateral Transfer and Redesignation Process and its Impact on the Unrestricted Line
Ryan, A. M., Schmit, M. J., & Johnson, R.	PP	1996	N	N	Attitudes and effectiveness: Examining relations at an organizational level
Saks, A. M.	JoAP	1995	N	N	Longitudinal Field Investigation of the Moderating and Mediating Effects of Self-Efficacy on the Relationship Between Training and Newcomer Adjustment
Saks, A. M.	HR	1996	N		The Relationship Between the Amount and Helpfulness of Entry Training and Work Outcomes
Saks, A. M., & Ashforth, B. E.	PP	1997	N	N	A longitudinal investigation of the relationships between job information sources, applicant perceptions of fit, and work outcomes
Saks, A. M., & Ashforth, B. E.	JoAP	2002	N	N	Is Job Search Related to Employment Quality? It All Depends on the Fit
Salamin, A., & Hom, P. W.	JoAP	2005	N	N	In Search of the Elusive U-Shaped Performance-Turnover Relationship: Are High Performing Swiss Bankers More Liable to Quit?
Salancik, G. R., Staw, B. M., & Pondy, L. R.	ACMJ	1980	N	N	Administrative Turnover as a Response to Unmanaged Organizational Interdependence
Sawyer, J. E.	JoAP	1992	N	N	Goal and Process Clarity: Specification of Multiple Constructs of Role Ambiguity and a Structural Equation Model of Their Antecedents and Consequences

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Saxton, M. J., Phillips, J. S., & Blakeney, R. N.	HR	1991	N		Antecedents and Consequences of Emotional Exhaustion in the Airline Reservations Service Sector
Schaubroeck, J., Ganster, D. C., & Jones, J. R.	JoAP	1998	N	N	Organization and Occupation Influences in the Attraction-Selection-Attrition Process
Schaubroeck, J., Lam, S. S. K., & Xie, J. L.	JoAP	2000	N	N	Collective Efficacy Versus Self-Efficacy in Coping Responses to Stressors and Control: A Cross-Cultural Study
Schaubroeck, J., May, D. R., & Brown, F. W.	JoAP	1994	N	N	Procedural Justice Explanations and Employee Reactions to Economic Hardship: A Field Experiment
Schlenker, J. A., & Gutek, B. A.	JoAP	1987	N	N	Effects of Role Loss on Work-Related Attitudes
Schneider, B.	DTIC	1983	?	?	Work Context Interactions, Work Climate and Turnover
Schneider, B., & Bowen, D. E.	JoAP	1985	N	N	Employee and Customer Perceptions of Service in Banks: Replication and Extension
Schneider, B., & Dachler, H. P.	DTIC	1978	?	?	Work, Family, and Career Considerations in Understanding Employee Turnover Intentions
Schneider, B., Wheeler, J. K., & Cox, J. F.	JoAP	1992	N	N	A Passion for Service: Using Content Analysis to Explicate Service Climate Themes
Schwab, D. P.	ACMJ	1991	N	N	Contextual Variables in Employee Performance-Turnover Relationships
Segal, D. R., Rohall, D. E., Jones, J. C., & Manos, A. M.	MP	1999	Y	Y	Meeting the Missions of the 1990s With a Downsized Force: Human Resource Management Lessons From the Deployment of PATRIOT Missile Units to Korea
Sekaran, U.	JofM	1986	N		Mapping bank employee perceptions of organizational stimuli in two countries
Shaffer, G. S.	JoAP	1987	N	N	Patterns of Work and Nonwork Satisfaction
Shaffer, M. A., & Harrison, D. A.	PP	1998	N	N	Expatriates' psychological withdrawal from international assignments: Work, nonwork, & family influences
Shalley, C. E., Gilson, L. L., & Blum, T. C.	ACMJ	2000	?	N	Matching Creativity Requirements and the Work Environment: Effect on Satisfaction and Intentions to Leave
Shaw, J. D., & Gupta, N.	PP	2007	N	N	Pay system characteristics and quit patterns of good, average, and poor performers
Shaw, J. D., Delery, J. E., Jenkins JR, G. D., & Gupta, N.	ACMJ	1998	N	N	An Organizationa-Level Analysis of Voluntary and Involuntary Turnover
Shaw, J. D., Dineen, B. R, Fang, R., & Vellella, R. F.	ACMJ	2009	N	N	Employee-Organization Exchange Relationships, HRM Practices, and Quit Rates of Good and Poor Performers
Shaw, J. D., Duffy, M. K., Johnson, J. L., & Lockhart, D. E.	ACMJ	2005	N	N	Turnover, Social Capital Losses, and Performance

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Shaw, J. D., Gupta, N., & Delery, J. E.	ACMJ	2004	N	N	Alternative Conceptualizations of the Relationship Between Voluntary Turnover and Organizational Performance
Shen, W. & Cannella JR., A. A.	ACMJ	2001	N	N	Revisiting the Performance Consequences of CEO Succession: The Impacts of Successor Type, Postsuccession Senior Executive Turnover, and Departing CEO Tenure
Sheridan, J. A., & Monaghan, J. O.	DTIC	1980	Y	?	Navy Attrition and Turnover in Private Industry: Concepts, Measurement, and Management
Sheridan, J. E.	ACMJ	1985	N	N	A Catastrophe Model of Employee Withdrawal Leading to Low Job Performance, High Absenteeism, and Job Turnover During the First Year of Employment
Sheridan, J. E.	ACMJ	1992	N	N	Organizational Culture and Employee Retention
Sheridan, J. E. & Abelson, M. A.	ACMJ	1983	N	N	Cusp Catastrophe Model of Employee Turnover
Sheridan, J. E., & Vredenburgh, D. J.	JoAP	1978	N	N	Usefulness of Leadership Behavior and Social Power Variables in Predicting Job Tension, Performance, and Turnover of Nursing Employees
Shiflett, S., & Cohen, S. L.	PP	1980	Y	Y	Number and specificity of performance outcomes in the prediction of attitudes and behavioral intentions
Shikiar, R., & Freudenberg, R.	HR	1982	?		Unemployment Rates as a Moderator of the Job Dissatisfaction - Turnover Relation
Shin, Y.	JofM	2004	N		A person-environment fit model for virtual organizations
Shore, L. M., & Martin, H. J.	HR	1989	N		Job Satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions
Siebert, W. S. & Zubanov, N.	ACMJ	2009	N	N	Searching for the Optimal Level of Employee Turnover: A Study of a Large U. K. Retail Organization
Simons, T., & Roberson, Q.	JoAP	2003	N	N	Why Managers Should Care About Fairness: The Effects of Aggregate Justice Perceptions on Organizational Outcomes
Simons, T., Friedman, R., Liu, L. A., Parks, J. M.	JoAP	2007	N	N	Racial Differences in Sensitivity to Behavioral Integrity: Attitudinal Consequences, In-Group Effects, and "Trickle Down" Among Black and Non-Black Employees
Sims, C. S., Drasgow, F., & Fitzgerald, L. F.	JoAP	2005	Y	Y	The Effects of Sexual Harassment on Turnover in the Military: Time-Dependent Modeling
Sinclair, C. S.	DTIC	2004	Y	Y	Effects of Military/Family Conflict on Female Naval Officer Retention
Smith, C. B.	ASQ	1979	N		Influence of Internal Structure and Sex of Worker on Turnover Patterns
Smith, D. B.	DTIC	2006	Y	Y	The Effect of the Global War on Terror on Retention of Marine Corps Aviators

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Somers, M. J.	JoAP	1999	N	N	Application of Two Neural Network Paradigms to the Study of Voluntary Employee Turnover
Spector, P. E.	HR	1986	N		Perceived Control by Employees: A Meta-Analysis of Studies Concerning Autonomy and Participation at Work
Spector, P. E., & Jex, S. M.	JoAP	1991	N	N	Relations of Job Characteristics From Multiple Data Sources With Employee Affect, Absence, Turnover Intentions, and Health
Spector, P. E., Dwyer, D. J., & Jex, S. M.	JoAP	1988	N	N	Relation of Job Stressors to Affective, Health, and Performance Outcomes: A Comparison of Multiple Data Sources
Spencer, D. G.	ACMJ	1986	N	N	Employee Voice and Employee Retention
Spencer, D. G. & Steers, R. M.	ACMJ	1980	N	N	The Influence of Personal Factors and Perceived Work Experiences on Employee Turnover and Absenteeism
Spencer, D. G., & Steers, R. M.	JoAP	1981	N	N	Performance as a Moderator of the Job Satisfaction-Turnover Relationship
Stamper, C. L. & Johlke, M. C.	JofM	2003	N		The impact of perceived organizational support on the relationship between boundary spanner role stress and work outcomes
Staw, B. M., Barsade, S. G., & Koput, K. W.	JoAP	1997	N	N	Escalation at the Credit Window: A Longitudinal Study of Bank Executives' Recognition and Write-Off of Problem Loans
Stearns, L. B., & Mizuchi, M. S.	ASQ	1986	N		Broken-Tie Reconstitution and the Functions of Interorganizational Interlocks: A Reexamination
Steel, R. P.	JoAP	1996	Y	Y	Labor Market Dimensions as Predictors of the Reenlistment Decisions of Military Personnel
Steel, R. P. & Mento, A. J.	MP	1989	Y	Y	Situational Constraints Within Air Force Task Environments
Steel, R. P., & Ovalle, N. K.	JoAP	1984	N	N	A Review and Meta-Analysis of Research on the Relationship Between Behavioral Intentions and Employee Turnover
Steel, R. P., Shane, G. S., & Griffeth, R. W.	ACMJ	1990	N	N	Correcting Turnover Statistics for Comparative Analysis
Steers, R. M.	ASQ	1977	N		Antecedents and Outcomes of Organizational Commitment
Steers, R. M., Mowday, R. T., Stone, E. F., & Porter, L. W.	DTIC	1976	N	N	The Influence of Job Scope on the Personality - Turnover Relationship
Steinhaus, S. D. & Waters, B. K.	MP	1991	Y	N	Biodata and the Application of a Psychometric Perspective
Stephen, D. W.	AF&S	1980	Y	Y	Sociopolitical Alienation and Military Efficiency
Stephens	AF&S	1977	Y	N	Recruiting and Retaining the Citizen-Soldier: An Organizational Communication Approach
Stephens, L. F.	AF&S	1982	Y	N	Retaining Citizen Soldiers

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Stoker, C., & Crawford, A.	DTIC	2008	Y	?	Surface Warfare Officer Retention: Analysis of Individual Ready Reserve Survey Data
Stone, B., Wiggins, V., Turner-Holland, K., & Looper, L. T.	AF&S	1998	Y	Y	Air Force Pilot Retention: Evaluating the Results of Alternative Models
Stricker, L. J. & Alderton, D. L.	MP	1999	Y	Y	Using Response Latency Measures for a Biographical Inventory
Stumpf, S. A. & Hartman, K.	ACMJ	1984	?	N	Individual Exploration to Organizational Commitment or Withdrawal
Stumpf, S. A., & Dawley, P. K.	ACMJ	1981	N	N	Predicting Voluntary and Involuntary Turnover Using Absenteeism and Performance Indices
Sturman, M. C., & Short, J. C.	PP	2000	N	N	Lump-sum bonus satisfaction: Testing the construct validity of new pay satisfaction dimension
Sturman, M. C., & Trevor, C. O.	JoAP	2001	N	N	The Implications of Linking the Dynamic Performance and Turnover Literatures
Suszko, M. K., & Breaugh, J. A.	JofM	1986	N		The effects of realistic job previews on applicant self-selection and employee turnover, satisfaction, and coping ability
Tang, T. L., Kim, J. K., & Tang, D. S.	HR	2000	N		Does Attitude toward Money Moderate the Relationship between Intrinsic Job Satisfaction and Voluntary Turnover?
Taylor, C. R.	DTIC	2005	Y	Y	The Impact of Demographics and Military Factors Affecting Retention Rates of Female and Male officers in the Surface Warfare and Restricted Line Communities
Taylor, M. S.	JoAP	1988	N	N	Effects of College Internships on Individual Participants
Taylor, M. S., Tracy, K. B., Renard, M. K., Harrison, J. K., & Carroll, S. J.	ASQ	1995	N		Due Process in Performance Appraisal: A Quasi-experiment in Procedural Justice
Terborg, J. R. & Lee, T. W.	ACMJ	1984	N	N	A Predictive Study of Organizational Turnover Rates
Tett, R. P., & Meyer, J. P.	PP	1993	N	Y	Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings
Tett, R. P., Jackson, D. N., Rothstein, M., & Reddon, J. R.	PP	1994	Y	Y	Meta-Analysis of personality-job performance relations: A reply to Ones, Mount, Barrick, and Hunter (1994)
Thau, S., Crossley, C., Bennett, R. J., & Sczesny, S.	HR	2007	N		The relationship between trust, attachment, and antisocial work behaviors
Thomas, G. W.	AF&S	1984	Y	Y	Military Parental Effects and Career Orientation Under the AFV: Enlisted Personnel
Thompson, J. S.	DTIC	1980	?	?	The Corps Work Force in Transition
Thompson, K. R., & Terpening, W. D.	HR	1983	N		Job-Type Variations and Antecedents to Intention to Leave: A Content Approach to Turnover

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Tortella, J. A.	DTIC	2009	Y	Y	Operations Tempo and Turnover Intentions: An Exploratory Study of the Air Force's Explosive Ordnance Disposal (EOD) Career Field and Development of the Air Force Civil Engineer Retention Questionnaire
Tremblay, M., Roger, A., & Toulouse, J.	HR	1995	N		Career Plateau and Work Attitudes: An Empirical Study of Managers
Tremble Jr., T. R., Payne, S. C., Finch, J. F., & Bullis, R. C.	MP	2003	Y	Y	Opening Organizational Archives to Research: Analog Measures of Organizational Commitment
Trevor, C. O.	ACMJ	2001	?	N	Interactions among Actual Ease-of-Movement Determinants and Job Satisfaction in the Prediction of Voluntary Turnover
Trevor, C. O. & Nyberg, A. J.	ACMJ	2008	N	N	Keeping Your Headcount When all About You are Losing Theirs: Downsizing, Voluntary Turnover Rates, and the Moderating Role of HR Practices
Trevor, C. O., Gerhart, B., & Boudreau, J. W.	JoAP	1997	N	N	Voluntary Turnover and Job Performance: Curvilinearity and the Moderating Influences of Salary Growth and Promotions
Tsai, C., Sengupta, S., & Edwards, P.	HR	2007	N		When and why is small beautiful? The experience of work in the small firm
Tsui, A. S., Egan, T. D., & O'Reilly, III, C. A.	ASQ	1992	N		Being Different: Relational Demography and Organizational Attachment
Tsui, F., Hogan, P., Chandler, J., Espinosa, J., Mackin, P. C., & Greenston, P. M.	DTIC	2006	Y	Y	Army SRB Program: Estimates of Effects on Retention (Revised) and Length of Reenlistment
Turner, J. D.	DTIC	2007	Y	N	Where Have All The CPTs Gone?
Turner, P. B.	DTIC	1990	Y	Y	Retention in the Navy Nurse Corps
U. S. Merit Systems Protection Board	DTIC	1990	N	N	Why are Employees Leaving the Federal Government
Valle, M., & Perrewe, P. L.	HR	2000	N		Do politics perceptions relate to political behaviors? Tests of an implicit assumption and expanded model
Van der Merwe, R., & Miller, S.	HR	1973	N		Near-Terminal Labour Turnover: An Analysis of a Crisis Situation
Van Dierendonck, D., Schaufeli, W. B., & Buunk, B. P.	JoAP	1998	N	N	The Evaluation of an Individual Burnout Intervention Program: The Role of Inequity and Social Support
Van Eerde, W., & Thierry, H.	JoAP	1996	N	N	Vroom's Expectancy Models and Work-Related Criteria: A Meta-Analysis
Van Iddekinge, C. H., Ferris, G. R., Perrewe, P. L., Perryman, A. A., Blass, F. R., & Heetderks, T. D.	JoAP	2009	N	N	Effects of Selection and Training on Unit-Level Performance Over Time: A Latent Growth Modeling Approach
Van Vianen, A. E. M.	PP	2000	N	N	Person-Organization fit: The match between newcomers' and recruiters' preferences for organizational cultures
Vancouver, J. B., Millsap, R. E., & Peters, P. A.	JoAP	1994	N	N	Multilevel Analysis of Organizational Goal Congruence

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Vandenberg, R. J., & Nelson, J. B.	HR	1999	N		Disaggregating the Motives Underlying Turnover Intentions: When Do Intentions Predict Turnover Behavior?
Vandenberg, R. J., & Scarpello, V.	JoAP	1990	N	N	The Matching Model: An Examination of the Processes Underlying Realistic Job Previews
Vardaman, J.M., Allen, D.G., Renn, R. W., & Moffitt, K. R.	HR	2008	N		Should I stay or should I go? The role of risk in employee turnover decisions
Vass, J. D.	DTIC	2007	Y	N	Retention in the Canadian Forces
Vecchio, R. P.	ACMJ	1985	N	N	Predicting Employee Turnover from Leader-Member Exchange: A Failure to Replicate
Verenna, T. K.	DTIC	2007	Y	N	Auction Theory and its Potential Use in the Army Aviation Bonus System
Vigoda, E.	HR	2001	N		Reactions to organizational politics: A cross-cultural examination in Israel and Britain
Villanova, P., Bernardin, H. J., Johnson, D. L., & Dahmus, S. A.	PP	1994	N	N	The validity of a measure of job compatibility in the prediction of job performance and turnover of motion picture theater personnel
Vogel, V. T.	DTIC	2006	Y	N	Determining Personnel Accession Requirements for Medical Service Corps Health Care Administrators Using a Steady-State Analysis
Wagner, W.G., Pfeffer, J., & O'Reilly, III, C. A.	ASQ	1984	N		Organizational Demography and Turnover in Top-Management Groups
Walsh, J. P., Ashford, S. J., & Hill, T. E.	HR	1985	N		Feedback Obstruction: The Influence of the Information Environment on Employee Turnover Intentions
Wanberg, C. R., & Banas, J. T.	JoAP	2000	N	N	Predictors and Outcomes of Openness to Changes in a Reorganizing Workplace
Wanberg, C. R., & Kammeyer-Mueller, J. D.	JoAP	2000	N	N	Predictors and Outcomes of Proactivity in the Socialization Process
Wanberg, C. R., Hough, L.M., & Song, Z.	JoAP	2002	N	N	Predictive Validity of a Multidisciplinary Model of Reemployment Success
Wanberg, C. R., Kanfer, R., & Banas, J. T.	JoAP	2000	N	N	Predictors and Outcomes of Networking Intensity Among Unemployed Job Seekers
Wanek, J. E., Sackett, P. R., & Ones, D. S.	PP	2003	N	N	Towards and understanding of integrity test similarities and differences: An item-level analysis of seven tests
Wanous, J. P.	JoAP	1973	N	N	Effects of a Realistic Job Preview on Job Acceptance, Job Attitudes, and Job Survival
Wanous, J. P., Poland, T. D., Premack, S. L., & Davis, K. S.	JoAP	1992	N	N	The Effects of Met Expectations on Newcomer Attitudes and Behaviors: A Review and Meta-Analysis
Wardynski, C., Lyle, D. S., & Colarusso, M. J.	DTIC	2009	Y	N	Talent: Implications for a U.S.Army Officer Corps Strategy

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Waters, L. K., & Roach, D.	PP	1979	N	N	Job satisfaction, behavioral intention, and absenteeism as predictors of turnover
Waters, L. K., Roach, D., Waters, C. W.	PP	1976	N	N	Estimates of future tenure, satisfaction, and biographical variables as predictors of termination
Watson, T. W.	DTIC	1983	Y	N	Definition, Classification, and Measurement of Turnover in Civilian and Military Contexts
Waung, M.	PP	1995	N	N	The effects of self-regulatory coping orientation on newcomer adjustment and job survival
Way, S. A.	JofM	2002	N		High Performance Work Systems and intermediate indicators of firm performance within the US small business sectors
Weisberg, J., & Kirschenbaum, A.	HR	1993	N		Gender and Turnover: A Re-examination of the Impact of Sex on Intent and Actual Job Changes
Weller, I., Holtom, B. C., Matiaske, W., & Mellewight, T.	JoAP	2009	N	N	Level and Time Effects of Recruitment Sources on Early Voluntary Turnover
Wells, D. L., & Nuchinsky, P. M.	JoAP	1985	N	N	Performance Antecedents of Voluntary and Involuntary Managerial Turnover
Werbel, J. D., & Gould, S.	JoAP	1984	N	N	A Comparison of the Relationship of Commitment to Turnover in Recent Hires and Tenured Employees
Westermeyer, R. H.	DTIC	2008	Y	N	Recruiting and Retaining Cyberwarriors
White, K. P.	DTIC	2007	Y	N	A Statistical Analysis of the Career Intentions of Mobilized Selected Reservists (SELRES)
Wiersema, M. F. & Bird, A.	ACMJ	1993	N	N	Organizational Demography in Japanese Firms: Group Heterogeneity, Individual Dissimilarity, and Top Management Team Turnover
Wilcove, G. L.	DTIC	2005	Y	Y	Results of the Navy Quality of Life Survey
Wilcove, G. L.	DTIC	2006	Y	Y	Navy Quality of Life Survey: Shipboard Life Results
Wilcove, G. L., Schwerin, M. J., & Kline, T.	MP	2009	Y	Y	Quality of Life in the U.S. Navy: Impact on Performance and Career Continuance
Wilcove, G. L., Schwerin, M. J., & Wolosin, D. G.	MP	2003	Y	Y	An Exploratory Model of Quality of Life in the U.S. Navy
Williams, C. R.	JoAP	1990	N	N	Deciding When, How, and If to Correct Turnover Correlations
Williams, C. R. & Livingstone, L. P.	ACMJ	1994	?	N	Another Look at the Relationship Between Performance and Voluntary Turnover (This is a meta-analysis, studies are listed but not the occupation. Also compares 3 meta-analysis techniques)

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Williams, C. R., Labig Jr., C. E., & Stone, T. H.	JoAP	1993	N	N	Recruitment Sources and Posthire Outcomes for Job Applicants and New Hires: A Test of Two Hypotheses
Williams, K. G.	DTIC	2005	Y	Y	The Effects of Deployments on Retention: Taking the Pulse of USAF Security Forces Post 9/11
Williams, L. J., & Hazer, J. T.	JoAP	1986	N	N	Antecedents and Consequences of Satisfaction and Commitment in Turnover Models: A Reanalysis Using Latent Variable Structural Equations Methods
Williams, M. L., Malos, S. B., & Palmer, D. K.	JofM	2002	N		Benefit system and benefit level satisfaction: an expanded model of antecedents and consequences
Williams, M. L., McDaniel, M. A., Nguyen, N. T.	JoAP	2006	N	N	A Meta-Analysis of the Antecedents and Consequences of Pay Level Satisfaction
Wisecarver, M., Cracraft, M., & Heffner, T.	DTIC	2006	Y	N	Deployment Consequences: A Review of the Literature and Integration of Findings into a Model of Retention
Wisnoski, S. T.	DTIC	2005	N	N	An Analysis of Factors Affecting the Retention Desires of Spouses of U.S. Navy Junior Enlisted Personnel
Witt, L. A.	MP	1991	Y	N	Negative Affect as a Moderator of Role Stressor-Commitment Relationships
Wolpin, J., & Burke, R. J.	PP	1985	N	N	Relationships between absenteeism and turnover: A function of the measures
Woosley, S. A.	DTIC	2009	Y	Y	Does the Method of Instruction affect the Performance of Sailors in the Tuition Assistance Program?
Wright, T. A., & Cropanzano, R.	JoAP	1998	N	N	Emotional Exhaustion as a Predictor of Job Performance and Voluntary Turnover
Wright, T. A., & Bonett, D. G.	JofM	2007	N		Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover
Yasar, C.	DTIC	2004	Y	Y	The Value of the 1999 USMC Retention Survey in Explaining the Factors that Influence Marines' Subsequent Stay/Leave Behavior
Young, M. C., & White, L. C.	DTIC	2006	Y	N	Preliminary Operational Findings From the Army's Tier Two Attrition Screen (TTAS) Measure
Youngblood, S. A., Mobley, W. H., & Meglino, B. M.	JoAP	1983	Y	Y	A Longitudinal Analysis of the Turnover Process
Zaccaro, S. J., Stone, E. F.	JoAP	1988	N	N	Incremental Validity of an Empirically Based Measure of Job Characteristics
Zedeck, S., Jackson, S., & Summers, E.	ACMJ	1983	N	N	Shift Work Schedules and Their Relationship to Health, Adaptation, Satisfaction, and Turnover Intention

Authors	Source	Year (Pub)	Military Sample	Further Review (Y or N)	Title
Zellman, G. L., Gates, S. M., Moini, J. S., & Suttorp, M.	AF&S	2009	Y	Y	Meeting Family and Military Needs through Military Child Care
Zey-Ferrell, M.	HR	1982	N		Predictors of Faculty Intent to Exit the Organization: Potential Turnover in a Large University
Zhang, Y., George, J. M., & Chan, T.	JofM	2006	N		The paradox of deuling identities: The case of local senior executives in MNC subsidiaries
Zhao, H., Wayne, S. J., Glibkowski, B. C., Bravo, J.	PP	2007	?	Y	The impact of psychological contract breach on work-related outcomes: A meta-analysis
Zimmerman, B.	DTIC	2008	Y	N	Integrating Monetary and Non-Monetary Reenlistment Incentives Utilizing the Combinatorial Retention Auction Mechanism (CRAM)
Zimmerman, R. D.	PP	2008	?	Y	Understanding the impact of personality traits on individuals' turnover decisions: A meta-analytic path model
Zvi, M., & Ronen, S.	HR	1978	N		Measures of Job Facets Satisfaction as Predictors of the Tendency to Leave or the Tendency to Stay with an Organization

Appendix B: Inclusion Criteria

To be included, the study must have met the following criteria:

1. Individual turnover and not group turnover
2. U.S. active duty forces – exclude foreign military samples, reserve, national guard and Coast Guard
3. Military sample – or the military portion of the sample must be distinguishable in the reported results
4. Post-basic training
5. Correlation coefficient - or data to calculate correlation coefficient
6. Sample results coded only once even if reported in more than one study
7. Must be peer-reviewed
8. Time constraints excluded seven studies that were only available in the library
9. Turnover must be from the military and not a subset of the military
10. Reported independent variables must be on predetermined coding sheet
11. Some articles were excluded because citation was on DTIC but could not gather the actual study
12. Theses must have hypotheses

Appendix C: Turnover Coding Sheet

Report Information				Sample*					Effect Size Estimate**											Remarks									
Author's name?	Year?	Type of report?	Organization that produced the report?	Sample # / Total Samples in Study	Army	Navy	Marine	Air Force	Total sample size	Years of Active Duty Service	Rank	Gender	Marital Status	Education	# of dependents	Income	Perceived Employment Opportunities	Age	Embeddedness	T/O Intent	Job Search	Job Satisfaction	OPTEMPO	Organizational Commitment	Continuance Commitment	Normative Commitment	Affective Commitment		
1 Farkas, A. J., & Tetrick, L. E.	1989	JA	JoAP	1/1		440			440											0.18		-0.43		-0.44					Longitudinal
2 Evans, M. A.	1999	JA	MP	1/1	831				831		-0.39			-0.17															
3 Heilmann, S. G.	2005	D	IU	1/1				538	538			-0.09								0.61	0.36	-0.13		-0.29					
4 Mangelsdorff, A. D.	1989	JA	MP	1/1	135	84	0	141	384	-0.40	-0.32									0.49				-0.41					Used data from table 5 therefore just 1984 study, mil commit coded as org commit
5 Huffman, A. H., Adler, A. B., Dolan, C. A., & Castro, C. A.	2005	JA	MP	1/1	288				288		0.21									0.57			-0.02						Combined all measures of OPTEMPO
6 Payne, S. C., & Huffman, A. H.	2005	JA	ACMJ	1/1	1276				1276		-0.06	-0.07						-0.03						-0.06		-0.21		Longitudinal	
7 La Rocco, J. M., Pugh, W. M., & Gunderson, E. K.	1977	JA	PP	1/1		642			642					0.04	-0.23			0.09											
8 Steel, R. P.	1996	JA	JoAP	1/1				402	402								0.18												
9 Motowidlo, S. J., & Lawton, G. W.	1984	JA	MP	2/2	299				299											0.61									Satisfaction IV was global not just job sat
10 Motowidlo, S. J., & Lawton, G. W.	1984	JA	JoAP	1/2	320				320											0.66									Satisfaction IV was global not just job sat

* Unit of analysis is sample, so code each sample separately

** Debt column removed after finding no studies with debt as an independent variable

Appendix D: Turnover Intent Coding Sheet

Report Information				Sample*							Effect Size Estimate**											Remarks							
Author's name?	Year?	Type of report?	Organization that produced the report?	Sample # / Total Samples in Study	Army	Navy	Marine	Air Force	Total sample size	Years of Active Duty Service	Rank	Gender	Marital Status	Education	# of dependents	Income	Perceived Employment Opportunities	Age	Embeddedness	T/O	Job Search		Job Satisfaction	OPTEMPO	Organizational Commitment	Continuance Commitment	Normative Commitment	Affective Commitment	
1	Reed, B. J., & Segal, D. R.	2000	JA	AF&S	1/1	517		0	517																				OPTEMPO = # of deployments
2	Olsen, N. P.	2008	T	AFIT	1/1			2064	2064		-0.16	-0.10																	Paper says n=2171, correlation table says n=2064 - used table
3	Tortella, J. A.	2009	T	AFIT	1/1			580	580					0.09	0.00														Cannot determine coding of marital status, so excluded that correlation
4	Huffman, A. H., Adler, A. B., Dolan, C. A., & Castro, C. A.	2005	JA	MP	1/1	288			288		0.30								0.57				0.05						Combined all measures of OPTEMPO
5	Langkamer, K. L., & Ervin, K. S.	2008	JA	MP	1/1	649			649																				
6	Heffner, T. S., & Gade, P. A.	2003	JA	MP	1/1	2869	454	640	3968																				Three respondents did not report which branch they were
7	Tremble Jr., T. R., Payne, S. C., Finch, J. F., & Bullis, R. C.	2003	JA	MP	1/2	404			404		-0.27																		Longitudinal
8	Tremble Jr., T. R., Payne, S. C., Finch, J. F., & Bullis, R. C.	2003	JA	MP	2/2	818			818																				Longitudinal
9	Rilovick, C. Y.	2005	T	AFIT	1/1			182	182		-0.03		0.07	-0.18				-0.21				0.43	-0.23						
10	Rosen, L. N., & Martin, L.	1998	JA	MP	2/2	1060			1060		-0.24							-0.22											Sample is all male
11	Rosen, L. N., & Martin, L.	1998	JA	MP	1/2	305			305		-0.12							-0.12											Sample is all female
12	Mangelsdorff, A. D.	1989	JA	MP	1/1	135	84	141	384	-0.62	-0.51																		Used data from table 5 therefore just 1984 study, mil commit coded as org commit
13	Kim, S., Price, J. L., Mueller, C. W., & Watson, T. W.	1996	JA	HR	1/1			244	244								0.22				0.45	-0.37							

Report Information				Sample*						Effect Size Estimate**											Remarks												
Author's name?	Year?	Type of report?	Organization that produced the report?	Sample # / Total Samples in Study	Army	Navy	Marine	Air Force	Total sample size	Years of Active Duty Service	Rank	Gender	Marital Status	Education	# of dependents	Income	Perceived Employment Opportunities	Age	Embeddedness	T/O		Job Search	Job Satisfaction	OPTEMPO	Organizational Commitment	Continuance Commitment	Normative Commitment	Affective Commitment					
14 Heilmann, S. G.	2005	D	IU	1/1				538	538											0.61	0.52	-0.31		-0.52								Remarks: T/O Intent is coded as Stay intent = 0, Exit intent = 1; Gender is coded as F=0, M=1; Marital Status is coded as S=0, M=1; T/O is coded as 0=in, 1=out	
15 Fletcher III, R. E. A.	2005	T	AFIT	1/1				224	224								0.24		-0.18		0.46	-0.21		-0.46								Cannot determine coding of gender, so excluded that correlation	
16 Farkas, A. J., & Tetrick, L. E.	1989	JA	JoAP	1/1		440			440											0.18		-0.43		-0.44								Longitudinal	
17 Kelty, R.	2008	JA	AF&S	1/1		84			84													-0.23		-0.33									
18 Chen, G., & Ployhart, R. E.	2006	TR	USARI	1/1	586				586	-0.61	-0.36												-0.51									Longitudinal	
19 Wilcove, G. L., Schwerin, M. J., & Wolosin, D. G.	2003	JA	MP	1/1		621			621								-0.39						-0.37									Did not code Professional Development/Job Impact just satisfaction. Averaged effect for DV (next decision and remain until retire)	
20 Hindelang, R. L., Schwverin, M. J., & Farmer, W. L.	2004	JA	MP	2/2			1215		1215														-0.36										
21 Ruch, D. G., Meves, C. L., Schmelz, J., & Thornton, J. A.	2005	CP	American Association of Nurse Anesthetists	1/1				116	116														-0.25										
22 Hindelang, R. L., Schwverin, M. J., & Farmer, W. L.	2004	JA	MP	1/2			1133		1133														-0.25										
23 Phelps, J. A.	2006	T	AFIT	1/1				108	108														-0.23										
24 Motowidlo, S. J., & Lawton, G. W.	1984	JA	MP	2/2	299				299											0.61													Satisfaction IV was global not just job sat
25 Motowidlo, S. J., & Lawton, G. W.	1984	JA	JoAP	1/2	320				320											0.66													Satisfaction IV was global not just job sat
26 Price, J. L., & Kim, S.	1993	JA	AF&S	1/1				1504	1504	-0.03	0.13	-0.11	-0.02	0.21				0.00															

Report Information				Sample*							Effect Size Estimate**													Remarks: T/O Intent is coded as Stay intent = 0, Exit intent = 1; Gender is coded as F=0, M=1; Marital Status is coded as S=0, M=1; T/O is coded as 0=in, 1=out													
Author's name?	Year?	Type of report?	Organization that produced the report?	Sample # / Total Samples in Study	Amy	Navy	Marine	Air Force	Total sample size	Years of Active Duty Service	Rank	Gender	Marital Status	Education	# of dependents	Income	Perceived Employment Opportunities	Age	Embeddedness	T/O	Job Search	Job Satisfaction	OPTEMPO		Organizational Commitment	Continuance Commitment	Normative Commitment	Affective Commitment									
27	Messmer, S. J., & Pizanti, K. A.	2007	T	NPS	1/1		5516		5516			-0.20		-0.60																							
28	Paisant, M. A.	2008	T	NPS	1/1		17887		17887			-0.04	-0.02																								
29	Huffman, A. H., Culbertson, S. S., & Castro, C. A.	2008	JA	MP	1/1	230			230			-0.39	-0.17																								
30	Steel, R. P., & Mento, A. J.	1989	JA	MP	1/1			118	118																												

* Unit of analysis is sample, so code each sample separately

** Debt column removed after finding no studies with debt as an independent variable

Appendix E: Blue Dart

Numerous studies have explored the antecedents to voluntary turnover in the military; however, the studies did not find the same relationships between the operations tempo and voluntary turnover. This research used a meta-analytic method to evaluate reported correlations between antecedents of turnover intentions and turnover in an effort to understand the true relationship between them and offer insight to leaders as to where they can affect turnover within their organizations. Studies included in the meta-analysis reported a military sample and were published between 1973 and 2009. The meta-analysis revealed no correlation between operations tempo and turnover intentions. Not enough studies were included to evaluate the relationship between operations tempo and turnover. Varying definitions and measurements of operations tempo raised concern. Additional primary research is needed with more consistent definition and measurement of operations tempo. This study did validate that turnover intentions and turnover had the strongest positive relationship with an 80% credibility range of 0.43 to 0.58. Organizational commitment and turnover had the strongest negative relationship with an 80% credibility range of -0.49 to -0.34. For the dependent variable turnover intent, job search had the strongest positive relationship with an 80% credibility range of 0.41 to 0.56. Organizational commitment also had the strongest negative relationship with turnover intent. The 80% credibility interval for the estimated population correlation was -0.65 to -0.50. This meta-analysis is beneficial for all of the services as our military is currently facing shortages in personnel. Specifically, organizational commitment is an area where leaders should focus their efforts to effectively influence the decisions that subordinates are making in regards to turnover.

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An asterisk indicates that the study was part of the meta-analysis.

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