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### A Study on Differing Generational Values and Expectations in Corporate America

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**A Study on Differing Generational Values  
and Expectations in Corporate America**

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Submitted in Partial Completion of the  
Requirements for Commonwealth Honors in Management

Bridgewater State University

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## **Abstract**

This paper examines the most common factors that lead to voluntary employee turnover, and the implications employee turnover has on an organization. Additionally, this paper will consider the varying values and workplace expectations of different demographic groups such as Millennials, Generation X, Generation Y, and Baby Boomers and how such factors could influence voluntary turnover. A study is conducted from survey results gathered across a large span of generations that are currently employed. Using statistical analysis employing t-tests and a Mood's Median test, the results show that different generations have differently weighing values for specific organizational offerings. The results show high differentiation across workplace offerings such as options to work remotely, employee sociability, employee development, retirement plan options, and employee recognition. The paper concludes with an analysis of what can be done in organizations to improve retention rates better.

*Keywords:* Turnover, Retention Rates, Demographic Group Values, Employee Satisfaction

## **Introduction**

To operate a successful organization, the organization needs to attract a pool of qualified, hardworking, and motivated candidates with lots of talent. Top talent can be scarce, and it can be challenging for organizations to find individuals that fit these categories and *retain* them. It becomes a complex issue in organizations where they feel the need to constantly scan the external job market, attempting to outweigh their competitors by offering above-the-market salary, benefits, or workplace amenities. Though many of these factors show to rank highly to employees, research has shown that additional, non-tangible factors perhaps play a more critical role in an organization's attrition rate. Such factors include learning and development programs, advancement opportunities, organizational communication, workplace culture, and management. Likewise, organizations that lack these specified areas have been shown to score low on employee satisfaction and therefore have higher voluntary turnover rates. This paper will analyze how each of these factors scales differently in importance to each generation and how organizations can adapt to accommodate differing values across generational age groups.

## **Literature Review**

### **Poor Communication Can Break an Organization**

Communication is the essence that keeps an organization intact and properly functioning. While communication might seem like a minuscule and straightforward thing, it is essential in creating unity within an organization. Employees need to be kept up to date with important organizational changes, announcements, and updates to feel connected to the business and be involved in the more significant process. Though communication may not be a challenge for smaller companies, more prominent organizations tend to struggle with this more. With so many

moving pieces and organizational updates, it can be challenging for large companies to keep up with the rapidly moving pace while sharing communications consistently. To combat this issue, organizations should implement a standardized and scheduled process for sharing essential changes, updates, or news within the organization. It is even more meaningful if senior leadership shares organizational updates and hosts meetings or webinars with associates. With this, employees will feel a greater connection to leaders and feel as if they are ‘in the loop.’ This level of personality is critical because it shows a level of connectivity to the organization and leadership. This type of connectivity makes an employee feel important, valued, and respected within the organization and is vital for companies.

Communication from supervisors is arguably the most important form of communication and holds of most value to employees. Employees desire to hear feedback, receive recognition, and be listened to. If an employee feels as if they are compromised in any of these three areas, they might feel pushed aside or unimportant. “The more open, trusting, and participative the super-subordinate relationship is perceived to be by the subordinate, the more satisfied the subordinate is likely to be with his or her job and organization<sup>1</sup>. This study, conducted by David Pincus (1986), measured the significance between supervisor communication and job satisfaction. In his research, Pincus’ findings reveal an R-value of 0.84, suggesting a very strong relationship between supervisor communication and job satisfaction. Pincus even goes as far as to say that the “superior-subordinate communication relationship is the most critical factor in subordinate job satisfaction.” This finding reinforces the idea that managers need to be communicating effectively with their associates. Pincus also notes that poor

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<sup>1</sup> Pincus (1986, p. 398)

communication from management can even influence employee job performance. When employees do not feel valued and are not given adequate feedback, they may start to question their capabilities, and Pincus explains that this can show in their job performance.

Nichols and Stevens (1999) provide insight into how supervisors can improve communication channels between managers and associates. The first issue they address is listening, explaining that “the communication channel seldom works well because it is full of bad listeners. When there is an absence of good listening, people do not feel as if they can talk freely, and the flow of communication is tarnished. Not only is it important for employees to feel as if they can regularly speak with their managers, but they should also feel comfortable sharing information and having open discussions. This level of comfortability is essential so that subordinates feel as if they can openly share opinions, thoughts, issues, and feedback with supervisors. If subordinates cannot communicate freely, it will eventually lead to subordinates withdrawing from their superiors more and more. The second issue that the *Harvard Business Review* sheds light on is superiors’ failure using a technique called “nondirective listening.” Nondirective listening is where the listener “hears, really tries to understand, and later shows understanding by taking action if it is required”<sup>2</sup>. The most essential aspect of indirect listening is that the listener refrains from “fringing their own thoughts back at the person or from indicating displeasure or disapproval by mannerisms or gestures; they speak up only to ask for clarification of a point.” Nondirective listening opens a level of comfortability with subordinates making them feel as if they can truly express their thoughts and feelings. Though listening solves only a fraction of problems in the workplace, better listening leads to a “reduction of the human frictions which beset many businesses today”.

## **Toxicity in Workplace Cultures**

A 'toxic workplace culture' encompasses a broad arena of issues that can be seen in the workplace today. Though some are more significant issues than others, each case contributes significantly to employee turnover. According to a study by the Society for Human Resources Management (SHRM,1999), a "bad workplace culture can derail an organization, creating a toxic atmosphere that leaves employees frustrated and produces a bottom-line impact"<sup>3</sup>. Thus, organizations must create a culture that ensures employees are acting in the best interest of their organizations. Workplace culture plays a significant factor in employee turnover as statistics show that "over the past five years, the cost of turnover due to workplace culture has exceeded \$223 billion"<sup>3</sup> so companies need to take action and create a healthy atmosphere for employees to work in.

According to this 1999 SHRM study, 76% of employees say their managers set the workplace tone. The issue arises when managers go against the corporate culture and misrepresent the organization's values and culture. Managers are seen as messengers of workplace policies and the organizational character they reflect. Managers need to be aware of this and keep this in mind when setting the tone for their teams. For example, a manager who does not state boundaries between work and home life sets the expectation that employees should work overtime consistently. An employee may mistakenly interpret this as part of the company culture. Managers also need to foster an environment of trust and comfort. According to SHRM, "1 in 5 Americans are uncomfortable engaging in conversations with their managers," which accounts for 20% of people feeling this way. This percentage is relatively high as employees should not hesitate to have conversations with their managers at all. Open communication leads to organizational success and higher employee satisfaction rates.

In order for workplaces to decrease their turnover rates, SHRM suggests for “workplaces to produce environments that result in employee retention and job satisfaction”. High turnover is related to toxic work atmospheres, and to combat this, organizations need to create an environment that is positive, encouraging, and supportive for employees. An organization that shows care and investment in employees will reap the benefits of increased employee satisfaction, productivity, performance, and retention rates. Employees are spending forty-plus hours at an organization a week; they should feel comfortable, included, and safe in a workplace rather than feelings of discomfort and unhappiness.

### **Stagnancy and Lack of Employee Growth**

Employees are one of the most essential resources of an organization. They assist in growing the business and work hard to make improvements, bring creativity, offer suggestions and further develop the organization. Recognizing this, organizations need to show appreciation and invest in employees just as employees invest in the company. One of the many ways organizations can invest in their employees is by offering training programs to develop employee skills further and accelerate employee growth. According to LinkedIn’s 2018 *Workforce Learning Report*, “93% of employees stated that they would stay at a company longer if the company invested in their careers (Biro, 2018). Employees expect to grow and develop their skills over time. A company that makes this investment in their employees shows the employee that the company values and believes in their long-term success. Suppose an employee is aware of their

growth and development over time and is offered trainings to strengthen skills further. In that case, that employee will be able to visualize their progress towards their future aspirations within a company. Employees who can visualize lateral growth within a company clearly are more likely to stay with the company in the long term.

A study by Nouri and Parker (2013) provides analysis on career growth opportunities related to employee turnover intentions in public accounting firms. Nouri and Parker propose that training effectiveness and career growth opportunities are held in such high value to employees that this will ultimately reduce voluntary turnover within organizations. They also note that training is especially a “critical concern for new entrants into a field”<sup>5</sup> (i.e., recent graduates). As a result, these findings suggest that “career growth opportunity mediates relations between exogenous variables such as organizational commitment.”

Jeffrey Arthur examined the implications of training on various organizations and concluded that training could influence variables including employee performance, productivity, motivation, and satisfaction (Arthur, 1994). In his study, Arthur found that “turnover was twice as high in the company that used a control strategy ( $x=0.07$ ,  $s.d.= 0.07$ ) than it was in the company which fostered a commitment approach ( $x= 0,03$ ,  $s.d.= 0.03$ )”<sup>6</sup>. This finding confirms that companies investing in their employees through training and development programs have a lessened turnover rate. Arthur notes that “when organizations seek to foster a philosophy of commitment, then the likelihood of an employee searching for a company elsewhere is lowered.” Additional benefits that Arthur notes as a result of investment in training include employee reciprocity,

setting limits to alternative employment options and social identity being closely tied to an organization.

### **Employees Leave Managers Not Organizations**

For decades, the saying has been said; “people don’t leave companies, they leave managers” or “people don’t quit their jobs, they quit their bosses” That being said, managers’ role in employee retention is enormous and critical. As the main point of contact for an associate, a manager needs to have the proper leadership skills, attitudes, and persona necessary to keep employees in an organization. A good manager is essential and truly impacts the employee’s experience within a company for the better or for the worse.

According to a survey conducted by *Robert Half International*, the staffing firm polled senior executives about reasons for losing top-performing employees, “35 percent cited unhappiness with management as the top reason”, rising 12 percentage points from the 23 percent that had been recorded in the year prior<sup>2</sup>. This percentage increase shows that employee satisfaction with management is not improving, in fact it is getting worse. The survey also notes that unhappiness with management was ranked the highest motivator for employees leaving a company compared to other categories such as advancement, lack of recognition, and inadequate salary.

In the book *Type B Manager: Leading Successfully in a Type A World*, the importance and challenges of a manager’s role is examined (Lipman,2016). The book notes that management is an understandably challenging job. As managers have lots of impact on organizations, they also have an effect on employee behavior and satisfaction. The central

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<sup>2</sup> Survey: bad managers why employees leave. (2009, March). American Agent & Broker, 81(3), [https://link.gale.com/apps/doc/A349905316/ITBC?u=mlin\\_s\\_bridcoll&sid=ITBC&xid=7704d0b0](https://link.gale.com/apps/doc/A349905316/ITBC?u=mlin_s_bridcoll&sid=ITBC&xid=7704d0b0)

relationship between a manager and an employee is significant and can cause many implications, such as voluntary turnover if it is a weak relationship or tarnished. The book notes that “high levels of employee disengagement “represents both a failure of management and a fundamental challenge to do it: a challenge to do what is needed to keep vast numbers of individuals interested in their work, feeling good about their organization, and working as productively as they can “<sup>8</sup>. Loss of productivity can be linked to common issues with management, such as lack of recognition or praise. If an employee does not feel valued, they will not see a reason to maintain high productivity levels and stay a top performer. Recognition is a huge factor that can sometimes be overlooked. Employees want to feel valued and as if their contributions have made a difference, and it is a manager’s role to praise and recognize when work is done well.

Lori Goler, Head of People at Facebook, writes about some ways managers can customize experiences for their people while enabling them to complete enjoyable work, focus on strengths and carve a path for growth and development (Goler, 2018). An essential factor she mentions is the topic of ‘crafting jobs for enjoyment.’ Goler explains that “managers can play a major role in designing motivating and meaningful jobs. They should help employees enjoy their work even if it means moving them out of a role in which they are excelling. She gives the example of a Facebook director she called Cynthia, who had taken responsibility for managing a large team of HR business partners. Cynthia had strength as an adviser and a key leader but wasn’t spending her time on what she enjoyed most: solving client problems. Cynthia’s manager was supportive and switched her to a problem-solving role. This level of care and understanding that Cynthia’s manager showed shows that her manager felt that keeping Cynthia at Facebook was more important than keeping her in a particular role. Managers who fail to understand what

types of work their subordinates enjoy will end up creating unhappy employees. Just because an employee excels in a specific area doesn't mean that they appreciate that area.

### **Generational Differences in Wants and Needs**

A popular way to group employees by age is to identify the “generation” one belongs to. As of this writing, the shorthand for these age demographics includes:

Age Group (2021)	Generation Label
21-24	Generation Z
25 - 40	Generation Y (Millennials)
41 – 54	Generation X
55+	Baby-Boomers

As each new generation enters the workforce, they bring different expectations and values to the workplace. For organizations to best attract and retain talent in these newer generations, they should be knowledgeable about what matters most to these particular generations and meet the needs of the entirety of the working population, including the other generations (Gen X, Gen Y, and Baby Boomers.). Our society is evolving in what matters most to people and what they place at the highest value. Organizations need to recognize this and create an environment that encompasses the differing wants and needs across multi-level generations.

In a 2020 study by Deloitte, the consulting services firm found many significant and differentiating values across different generations. Gen Z's and Millennials were shown to focus more on more significant societal issues and push for “a world in which businesses and

governments mirror that same commitment to society, putting people ahead of profits and prioritizing environmental sustainability<sup>10</sup>. This difference in values can be seen in our world today, as many Millennials and Gen Z's place significant value on sustainability and issues existing within the society. Both generations express that they are more likely to work for an organization that clearly addresses societal issues such as racial inequality and speak to them as a company, providing statements, support, and actions to address these major issues.

Deloitte's survey, administered to a population of 18,426 Millennials and Gen Z's, shows that close to 48% of Gen Z and 44% of Millennial respondents are stressed out at work. Catalyst notes that "stressed employees are more likely to quit. This is a concerning statistic that needs to be addressed in companies. Also noted in the survey was a statistic that "more millennials said they would like to stay with their employers for at least five years than would prefer to leave within two years. Millennials and Gen Z have been known to have many jobs over a short period. They are less concerned with longevity within an organization and are more likely to move roles within a five-year span. This norm is different from a generation such as Gen X, Gen Y or Baby Boomers who tend to stay at a company for a longer time and have less movement between companies.

According to the 2020 study conducted by Catalyst, there are also many differing expectations between generations when it comes to aspects such as benefits and growth. Catalyst states that "Gen Z cites dissatisfaction with benefits, not enough advancement opportunities and lack of learning and development as the top three reasons they would leave their employer in the next two years<sup>11</sup>. Gen Z is also thought of as the generation that desires a work-life balance, so this is another factor that may resonate of most significant importance to this generation.

## The Current Study

### Measures

The survey is constructed into three different elements. The first is attitudes towards work which aims to measure the respondent's attitude towards the organization as a whole, their attitude towards management and attitude towards the work itself. These elements are measured by using a Likert scale of measurement which asks that participants to indicate how strongly they agree with each statement on a scale of strongly agree (1) to strongly disagree (5). The Likert scale has five points- the middle point being neutral (neither agree nor disagree) and the other two points being "somewhat agree" and "somewhat disagree". Each statement is worded in a way to gauge the employee's attitude towards different factors within their organization.

The second element measures the importance of work characteristics such as pay, benefits, growth, trainings, etc. This was measured using a rank order. Participants were asked to rank their preferences for each workplace characteristic on a scale of 1 (valued most) to 12 (valued least). Participants were also asked about work characteristics in an open response format later within the survey.

The third element incorporated into the survey measures the respondent characteristics such as age, gender, current employment, industry employed in, etc. Gathering the participant's age range was especially important in that this study so that participant data could be placed in the correct generational cohort and evaluated against other generational groups when conducting the analysis. This data was gathered by using traditional multiple choice format in which participants shared their age group, their gender, whether they were currently employed and what industry they were currently employed in.

Analyses were done using Excel for the t-tests; the analysis of ordinal data was conducted using software downloaded from [www.real-statistics.com](http://www.real-statistics.com).

### Sample

To further explore the topic of different generations' views of voluntary employee turnover, a convenience sample of persons ages 21 and older was gathered (n = 48). These volunteers completed a survey (see Appendix A). This survey aimed to gauge whether or not there was a level of statistical significance in different generations' values related to workplace satisfaction.

The sample had the following characteristics:

		N
Employment	Employed	31
	Unemployed	17
Generation	Z	15
	Y	14
	X	10
	Baby Boomer	9
Gender	Male	19
	Female	29

10. Deloitte global millennial SURVEY 2020. (2020, October 28). Retrieved March 10, 2021, from <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>
11. Turnover and retention: Quick take. (n.d.). Retrieved April 1, 2021, from <https://www.catalyst.org/research/turnover-and-retention/>

## **Findings**

### Differences in Attitudes toward Current Employer

Survey participants were first asked if they were employed. If unemployed, the survey's skip pattern would take the participant to the next question that was not related to current employment. This portion of the study's results are based solely on participants who are currently employed. Only the subsample size of Generation X and Generation Y members were large enough to conduct a statistical test of mean differences.

A Likert scale was used to assess participant agreement with each given statement ranging from weights of strongly agree(1) to strongly disagree (5). Each statement was worded positively or negatively and reflected ideas of satisfaction with management, compensation and benefits, development opportunities, and communication within the organization. T-test assuming equal variances was conducted to assess generational differences in satisfaction with different company components. In comparing generations, the difference between the means of the following categories was statistically different (see Table 1 below):

1. Satisfaction with Leadership,
2. Manager Makes Me Feel Valued and
3. Can't Envision Working Long Term at Company.

This indicates that there are indeed differences in these said categories between the two generations and their feelings on these particular subjects.

Table 1: Comparison of Workplace Characteristic Attitudes Between Generation X and Generation Y respondents.

<i>Category</i>	Mean Response		t Stat
	Generation X	Generation Y	
Satisfaction with Benefits	1.91	1.70	0.64
Satisfaction with Salary	2.75	2.00	1.75
Satisfaction with Growth and Development	2.50	1.69	1.70
Growth	2.83	2.15	1.46
<i>Specific Questions</i>			
Encouraged to take Time off/ PTO	2.25	2.46	-0.38
Don't get recognition	2.83	3.46	-1.26
Satisfaction with Senior Leadership*	2.42	1.54	2.12
Satisfaction with Manager	1.83	1.54	0.85
Manager Makes Me Feel Valued*	2.63	1.44	2.44
My Voice Matters	2.41	1.69	1.62
Manager shows interest in contributions	1.83	1.62	0.68
Feel Stressed	2.41	2.30	0.24
Modern and Progressive	2.75	2.08	1.44
Comfortable and Safe	1.58	1.54	0.14
Peer Connections	1.67	1.38	0.84
Manager Checks in With Me Often	2.18	1.54	1.65
Bringing Value	1.5	1.53	-0.11
Can't envision working at company*	3.58	2.38	2.55
Unaware of company changes	2.75	3.23	-0.93
Grow in Company	1.91	2.00	-0.21
Manager recognition	1.92	1.54	1.04
Manager promotes career growth	2.42	1.69	1.85
Manager Gives Feedback*	2.92	1.85	2.47
Appreciation and Respect	2.18	1.38	2.10
Apply new skills	2.17	1.5	2
Recognition	3.33	2.54	1.57

\*null is rejected, p-value is <0.05

A second part of the survey asked participants to rank different workplace amenities. Survey participants indicated their most valued amenities (i.e., ranking as 1) and their least valued (i.e., ranking as 12) with ten other amenities given appropriate rankings.

To decipher whether there was a true difference in the ordinal rank of workplace amenities between generations, a Mood's Median test needed to be utilized. A Mood's Median test is a nonparametric test used to test the equality of medians from two or more populations. Because employment was not a qualifying characteristic for responding to these questions, members of 3 generations (X, Y, and Z) were compared.

Setting a p value of 0.05, the test showed significant differences in the median between generations as it related to the following factors (see Table 2)

1. Option to work remotely,
2. Work location,
3. Employee sociability,
4. Development,
5. Retirement plan options and
6. Recognition.

**Table 2:** Rank Order of Organizational Characteristics across 3 Generations (X, Y and Z); Results of Mood Median Test

Questions	Median Ranking
Option to Work Remotely	6*
Work Life Balance	1
Salary	3
Health Insurance	7
Work Location	5*
Employee Sociability	7*
Development	5*
Parental Leave	9
Retirement Plan	8*
Training Programs	9
Recognition	7*

\*statistically significant across generations at the 0.05 level

Ranked highest among all generations were work-life balance, salary, and work location.

Factors ranked highly, such as these, are categories that organizations should focus on the most.

Since the factors rank highly amongst all generations, they ring of high importance to employees within an organization regardless of their generation. By focusing on factors such as work-life balance, salary, and work location, employers will satisfy values that rank highly across many generations.

## **Conclusion**

There are numerous factors of consideration for organizations to hone in on when considering the reasons behind voluntary employee turnover. Though at times, voluntary turnover can be inevitable (i.e., a spouse or family member falls ill), it is important for organizations to minimize the amount of employee turnover as best they can to retain top talent and save company costs. Generational values and workplace expectations have also been shown to differ between generations in desire for working remotely, training/development, retirement plans, and leadership satisfaction. Though all areas are essential for an organization to have strength in, it might serve best for an organization to be more assertive in cross-generational values that resonate most with the employee population. Employees are the most significant assets of an organization, and companies need to make investments in their employees through training programs, benefits, growth opportunities, and more. By investing in employees, organizations will retain top talent and save money by not losing large numbers of employees to other companies.

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# Honors Thesis Survey

## Start of Block: Opening Paragraph

Q1 Thank you for volunteering to respond to this survey!

This very short survey will take approximately 5-10 minutes to complete. Please answer each question with as much thought and accuracy as possible. After completing this survey, you will be offered the chance to participate in a raffle for a \$50 Amazon gift card.

Please note that your individual responses will remain confidential and will only be shared in aggregate. You may also refuse to answer particular questions or withdraw from this survey at any time. Your confidentiality will be kept to the degree permitted by the technology being used. If you agree to participate, please click the arrow below to continue the survey. You have the option to refuse to answer individual questions and may change your mind and leave the study at any time without penalty.

We appreciate your response and thank you for your participation.

Page Break

Page Break

Q2 Are you currently employed in a full-time position?

- Yes (1)
- No (2)

*Skip To: Q3 If Are you currently employed in a full-time position? = No*

*Skip To: Q4 If Are you currently employed in a full-time position? = Yes*

Page Break

Page Break

Q3 If you are not working in a full-time position currently, what is the main reason ?

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*Skip To: Q9 If Condition: If you are not working curr... Is Not Empty . Skip To: Please reorder each of the following ....*

Page Break

Page Break

Q4 How long have you been employed with your current company? (In years)

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Page Break

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Q5 What type of industry does your company fall into?

- Education (14)
  - Financial (15)
  - Food/Agriculture (16)
  - Government (17)
  - Manufacturing (18)
  - Not for Profit (19)
  - Pharmaceutical (20)
  - Retail (21)
  - Transport (22)
  - Technology (23)
  - Other (Please Specify) (24)
- 
- I am not currently employed (25)

Page Break

Page Break

Q6 On a scale of extremely satisfied to extremely dissatisfied please rate your satisfaction with each of the following in your company.

	Extremely satisfied (1)	Somewhat satisfied (2)	Neither satisfied nor dissatisfied (3)	Somewhat dissatisfied (4)	Extremely dissatisfied (5)
Benefits (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growth and Development Opportunities (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior Leadership (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q7 Please indicate how strongly you agree with each statement.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
My company makes me feel valued. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my company, my voice matters. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I sometimes feel stressed at work and that I have too many responsibilities. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel as if my company is moving towards a modern and progressive work environment. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is lots of opportunity for growth within my company. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable and safe in my work environment. (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I work well with my peers and build strong connections within my company. (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel as if I bring value to my company. (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can't envision myself working for this company for a long time. (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am often unaware of company changes or major events happening within my company. (18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel as if I have grown in the time that I have been employed with this company. (19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q8 Please indicate how strongly you agree with each statement.

	Strongly agree (1)	Somewhat agree (2)	Neither agree nor disagree (3)	Somewhat disagree (4)	Strongly disagree (5)
My manager checks in with me often. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager is interested in my contributions. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager praises me when I do a job well done. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager is aware of my goals and helps me work towards achieving them. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager offers me constructive criticism and notifies me on what I need to work on. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel appreciated and respected. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel as if I am able to learn and apply new skills at work. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I work overtime more than I want to. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am encouraged to take time off and use PTO, vacation days, sick days, etc. (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't always get recognized for my contributions. (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q9 Please reorder each of the following items placing the item you value most at the top. Proceed ordering the items until the item you value least is at the bottom.

- \_\_\_\_\_ Work/Life balance (1)
- \_\_\_\_\_ Option to work remotely (2)
- \_\_\_\_\_ Salary (3)
- \_\_\_\_\_ Health Insurance (4)
- \_\_\_\_\_ Business / Work Location (5)
- \_\_\_\_\_ Employee Sociability (6)
- \_\_\_\_\_ Growth/Development (7)
- \_\_\_\_\_ Paternity/ Maternity Leave (8)
- \_\_\_\_\_ Retirement Plan (9)
- \_\_\_\_\_ Training Programs (10)
- \_\_\_\_\_ Recognition by Organization (11)
- \_\_\_\_\_ Student Loan Assistance/ Tuition Reimbursement (12)

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Q10 How many organizations have you worked at in a full-time position in your lifetime?

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Q11 If you recently switched organizations (in the past 5 years) what was the main reason for switching?

- Dissatisfaction with management (1)
  - Dissatisfaction with compensation (2)
  - Lack of benefits (3)
  - Lack of growth/mobility (4)
  - Non-flexible hours (5)
  - Other (Please indicate) (6)
- 
- I did not change jobs within the past 5 years (7)

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Q12 What do you like about your current company?

- If currently employed: (7)
- 
- I am not currently employed. (8)

*Skip To: Q15 If What do you like about your current company? = I am not currently employed.*

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Q13 How likely are you to recommend working at your company to someone else?

- Extremely likely (1)
- Somewhat likely (2)
- Neither likely nor unlikely (3)
- Somewhat unlikely (4)
- Extremely unlikely (5)

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Q14 If you were to leave your current company, what would be the most likely reason?

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Q15 What age range do you fall into?

- Under 21 (7)
- 21-24 years (8)
- 25-40 years (9)
- 41-54 years (10)
- 55+ (11)
- Prefer not to answer (12)

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Q16 What is your gender?

- Male (1)
  - Female (2)
  - Prefer to self describe as (5)
- 
- Prefer not to respond. (6)

Q17 If you would like to be entered in our participation raffle for a \$50 Amazon gift card, please enter your email address here. This information will ONLY be used for the raffle.