<table>
<thead>
<tr>
<th>NAME</th>
<th>EMAIL</th>
<th>PHONE</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Smith</td>
<td><a href="mailto:john@abc.com">john@abc.com</a></td>
<td>555-1234</td>
<td>Confidential</td>
</tr>
<tr>
<td>Jane Doe</td>
<td><a href="mailto:jane@xyz.com">jane@xyz.com</a></td>
<td>444-5678</td>
<td>Public</td>
</tr>
<tr>
<td>Mike Brown</td>
<td><a href="mailto:mike@def.com">mike@def.com</a></td>
<td>333-9876</td>
<td>Restricted</td>
</tr>
</tbody>
</table>

END
DATE: 4/31
DEL:
A Partial Replication and Extension of the Mobley, Horner and Hollingsworth Model of Employee Turnover.

Daniel G. Spencer, University of Kansas
Richard M. Steers, University of Oregon
Richard T. Mowday, University of Oregon

Principal Investigators
Richard M. Steers, University of Oregon
Richard T. Mowday, University of Oregon
Lyman W. Porter, University of California, Irvine

Prepared under ONR Contract N00014-81-K-0026
NR 170-921

Distribution of this document is unlimited. Reproduction in whole or in part is permitted for any purpose of the United States Government.
<table>
<thead>
<tr>
<th>REPORT NUMBER</th>
<th>4</th>
<th>TITLE (and Subtitle)</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Report No. 4</td>
<td></td>
<td>A Partial Replication and Extension of the Mobley, Horner and Hollingsworth Model of Employee Turnover</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AUTHOR(S)</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daniel C. Spencer</td>
<td></td>
</tr>
<tr>
<td>Richard M. Steers</td>
<td></td>
</tr>
<tr>
<td>Richard T. Mowday</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERFORMING ORGANIZATION NAME AND ADDRESS</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate School of Management</td>
<td>University of Oregon</td>
</tr>
<tr>
<td>Eugene, Oregon 97403</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTROLLING OFFICE NAME AND ADDRESS</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Effectiveness Research</td>
<td>Office of Naval Research</td>
</tr>
<tr>
<td>Arlington, VA 22217</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REPORT DATE</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1981</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NUMBER OF PAGES</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ABSTRACT (Continue on reverse side if necessary and identify by block number)</th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>A partial replication of Mobley, Horner, and Hollingsworth's turnover model was undertaken with a sample of classified university employees. Intermediate linkages of the employee withdrawal decision process studied were job satisfaction, age, tenure, perception of job opportunities, thoughts of quitting, and intention to search. Results were substantially in agreement with that of Mobley, Horner, and Hollingsworth (1978). Extension of the turnover model was undertaken by measuring two linkages in the employee withdrawal decision suggested by Mobley (1977):</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KEY WORDS</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>Job Search behavior</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>Intent to leave</td>
</tr>
</tbody>
</table>
20. Abstract (continued)

1) extent of employee search for alternatives and 2) results of employee search for alternatives. Results of the extension indicated that the two additional intermediate linkages did not fully integrate into the model as hypothesized by Mobley (1977).
Abstract

A Partial Replication and Extension of the Mobley, Horner, and Hollingsworth Model of Employee Turnover

A partial replication of Mobley, Horner, and Hollingsworth's turnover model was undertaken with a sample of classified university employees. Intermediate linkages of the employee withdrawal decision process studied were job satisfaction, age, tenure, perception of job opportunities, thoughts of quitting, and intention to search. Results were substantially in agreement with that of Mobley, Horner, and Hollingsworth (1978). Extension of the turnover model was undertaken by measuring two linkages in the employee withdrawal decision suggested by Mobley (1977): 1) extent of employee search for alternatives and 2) results of employee search for alternatives. Results of the extension indicated that the two additional intermediate linkages did not fully integrate into the model as hypothesized by Mobley (1977).
A Partial Replication and Extension of the Mobley, Horner, and Hollingsworth Model of Employee Turnover

The tenuous relationship between attitude and behavior has been well documented (cf., Deutscher, 1973). A parallel can be drawn to the results of empirical research concerning the job satisfaction-turnover relationship which is consistently negative but consistently weak (Porter and Steers, 1973; Mobley, Griffeth, Hand and Meglino, 1979; Vroom, 1964). In an attempt to address this problem Mobley (1977) proposed a turnover decision process model that considered cognitive and behavioral phenomena that mediate the relationship between affective reaction to job and turnover. Subsequent investigation of a number of these intermediate linkages indicated that job satisfaction was strongly related to linkages that immediately followed this affective response and that turnover was strongly predicted by the linkage that immediately preceded this employee behavior (Mobley, Horner, and Hollingsworth, 1978). Later, the empirical validity of the Mobley et al. (1978) model was given general support by the findings of Miller, Katerberg, and Hulin (1979), Mowday, Koberg, and McArthur (1980), and Coverdale and Terborg (1980). Miller et al. conclude their report by stating: "Mobley and his associates have contributed a model that is conceptually rich and, in simplified form, has a strong empirical basis. Continued research employing their model with diverse samples and measurement procedures promises to contribute to our understanding of organizational withdrawal processes" (p. 516).

It is the intent of the research reported here to add to this growing body of literature by 1) partially replicating the Mobley et al. (1978) research and 2) studying several additional intermediate linkages
in the turnover decision process. This research differs from that previously undertaken in that anonymity of subjects is maintained, therefore, the replication is partial in that employee turnover was not included in the study. Although relationships between study variables and employee turnover were not investigated, turnover intent (a variable included in this study) is generally regarded as being one of the best predictors of employee turnover (Kraut, 1975; Marsh & Mannari, 1977, Mobley et al., 1978; Newman, 1974; Steers, 1977; Waters, Roach & Waters, 1976). It was expected that more accurate data would be collected on search behavior by maintaining employee anonymity.

The partial replication of Mobley et al.'s (1978) research involved the measurement of overall satisfaction, age, tenure, and the intermediate linkages: probability of finding acceptable alternatives, thinking of quitting, intention to search, and intention to leave. The last three intermediate linkages in this sequence were treated as successive dependent variables. It was hypothesized that only those variables immediately preceding each of these linkages would have the strongest standardized regression coefficients. Such an analysis allowed determination of the extent to which there was a direct link between job satisfaction and intent to leave or the extent to which this relationship was indirect through each intermediate linkage in the turnover decision process. This methodology has been criticized by Miller et al. (1979) primarily on the basis of non-independence of predictors and the use of unstable single-item measures. Miller et al., propose a strategy to minimize these problems. This methodology was not utilized by this study due to the fact that it is predicated on the use of employee turnover data.
The extension of Mobley et al.'s (1978) research involved including several additional intermediate linkages into the current study: 1) extent of employee search for alternatives, and 2) results of employee search for alternatives. Each of these variables was constructed to represent the two intermediate linkages "search for alternatives" and "evaluation of alternatives" in Mobley's (1977) employee turnover decision process. These linkages are seen to intercede between intention to search for alternatives and intention to leave.

METHOD

Sample and Research Site

This study was carried out among a sample of 305 full-time classified employees of a large west coast university. A total of 450 blue collar, secretarial, clerical, professional, and administrative employees were sampled—68% of which voluntarily participated in the study. Data were collected on university time, with questionnaires administered by the author to subjects in survey rooms at key locations around the university campus.

Measures

Overall satisfaction. The measure of overall satisfaction was the 18 item Brayfield and Rothe (1951) Index of Job Satisfaction. The scaling format consisted of a 7-point Likert scale with responses ranging from "strongly disagree" to "strongly agree". (Coefficient alpha = .93).

Age-tenure. Age and tenure Z scores were summed to create a composite summary variable.
Intermediate linkages. All intermediate linkages in the turnover decision process were measured by asking questions with responses ranging from "strongly disagree" to "strongly agree" on a 7-point Likert scale. Probability of finding acceptable alternatives was measured by asking subjects to respond to: "There are many excellent opportunities at the present time to find a job in a different organization that is acceptable to me." Thinking of quitting was measured by asking subjects to respond to: "I am thinking about quitting my job." Intention to search was measured by asking subjects to respond to: "I intend to start searching for an alternative job in another organization." Extent of search was measured by asking subjects to respond to: "At the present time I am actively searching for a job in another organization." Results of search was measured by asking subjects to respond to: "The results of my search for a new job are encouraging (If not searching please leave blank)." Finally, a measure of intent to leave was constructed by forming a composite of two questions asking for an employee's intent to leave and intent to remain. (Coefficient alpha = .85).

RESULTS

Means, and standard deviations, and correlations among study variables are presented in Table 1. The pattern of intercorrelations are similar to those reported by Mobley et al. (1978), Miller et al. (1979), Coverdale and Terborg (1980), and Mowday et al. (1980).

Insert Table 1 about here
Replication

The multiple regressions for intent to quit, intent to search, and thinking of quitting are summarized in Table 2. Included in Table 2 for comparative purposes are Mobley et al.'s (1978) multiple regressions for each of these successive dependent variables. For each dependent variable, the standard partial regression coefficients for all preceding variables are reported. The magnitude and significance of each independent variable indicates the extent to which each independent variable has a direct effect on the dependent variable while holding all other independent variables constant. When the standardized regression coefficients for a given independent variable are examined across all equations a greater understanding of the indirect affects of that variable are gained. Mobley et al.'s (1978) results show that the relationship between job satisfaction and turnover was not a direct link but a relationship that was indirect through other variables (see Table 2). Mobley et al's (1978) findings were substantially replicated in the current study (see Table 2). The pattern of relationships in both studies were very similar. The only exceptions were the standardized regression coefficients for intent to search and thinking of quitting on intent to leave. In the Mobley et al study intent to search had the only significant coefficient with intent to leave. The current study indicates that both intent to search and thinking of quitting had significant and strong coefficients with intent to leave.
Results of the extension of the turnover process model are located in Table 3. With respect to the extension of the model by extent of search and results of search, several conclusions were drawn. The pattern of standardized regression coefficients for extent of search as the dependent variable indicated that, as would be predicted by Mobley and associates, intent to search was the most significant predictor. Standardized regression coefficients for Results of Search as the dependent variable indicated several strong predictors (Thinking of Quitting and Extent of Search) of which Extent of Search was the strongest predictor. The significant negative coefficient for Intent to Search implies that as the results of search become more favorable the intent to search becomes weaker. The significant and positive coefficient for Probability of Finding an Acceptable Alternative indicates the presence of a feedback loop between Results of Search and this intermediate linkage. The more favorable the results of a search for alternative employment the greater the perceived probability of finding acceptable alternative employment.

Finally, the pattern of standardized regression coefficients for Intent to Leave was similar to previous findings with the exception that Intent to Search was no longer a significant predictor of intent to leave. This finding might be expected due to the fact that all subjects in this particular analysis indicated that they were currently engaged in search for alternative employment. Both regression coefficients for Extent of Search and Results of Search exhibited no direct relationship.
with intent to leave. These findings, particularly the low coefficient of Results of Search, are not consonant with the predictions of Mobley (1977). Perhaps a nonsignificant relationship was found because other components of the turnover decision process were not considered such as "comparison of alternatives versus present job" which was hypothesized by Mobley to link evaluation of alternatives and intent to leave.

**DISCUSSION**

Results indicated that the pattern of relationships found by Mobley et al. (1978) have been substantially replicated in the current study, that is, that the relationship between job satisfaction and intent to leave was indirect through a number of intermediate linkages in the withdrawal decision process.

The extension of Mobley et al.'s turnover decision process model yielded results indicating that the two linkages Extent of Search and Results of Search, for the most part, fit the model with respect to preceding linkages but do not fit the model with respect to the linkage that they precede, i.e., intent to leave. Extent of Search and Results of Search exhibited no significant relationship with intent to leave. These results indicate that these two variables may not have a direct relationship with intent to leave and that the relationship may be one that is indirect through other linkages involving the comparison of alternatives versus present job.

Future research should incorporate tests of the model in different samples and utilize different measurement techniques. Also, further extension of the turnover process model, to incorporate as yet unstudied components, should yield increased understanding concerning the cognitive and behavioral phenomena that mediate the relationship between job satisfaction and turnover.
1. The research reported here was supported by funds provided under ONR Contract N00014-76-C-0164, NR 170-812. Requests for reprints should be sent to Daniel G. Spencer, School of Business, University of Kansas 66045.
REFERENCES


<table>
<thead>
<tr>
<th>Variable</th>
<th>M</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tenure</td>
<td>3.8</td>
<td>1.7</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Age</td>
<td>4.6</td>
<td>2.4</td>
<td>.60</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Age-Tenure</td>
<td></td>
<td></td>
<td>.88</td>
<td>.90</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Overall satisfaction</td>
<td>5.5</td>
<td>1.2</td>
<td>.21</td>
<td>.25</td>
<td>.26</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Probability of finding</td>
<td>3.4</td>
<td>2.0</td>
<td>-.09</td>
<td>-.12</td>
<td>-.12</td>
<td>.07</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>acceptable alternative</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Thinking of quitting</td>
<td>3.1</td>
<td>2.2</td>
<td>-.19</td>
<td>-.35</td>
<td>-.31</td>
<td>-.48</td>
<td>.18</td>
<td>--</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Intent to search</td>
<td>3.4</td>
<td>2.2</td>
<td>-.33</td>
<td>-.47</td>
<td>-.45</td>
<td>-.50</td>
<td>.16</td>
<td>.66</td>
<td>--</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Extent of search</td>
<td>5.2</td>
<td>1.8</td>
<td>-.20</td>
<td>-.32</td>
<td>-.28</td>
<td>-.41</td>
<td>.16</td>
<td>.60</td>
<td>.67</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>9. Results of search</td>
<td>4.4</td>
<td>2.0</td>
<td>-.31</td>
<td>-.41</td>
<td>-.40</td>
<td>-.03</td>
<td>.51</td>
<td>.45</td>
<td>.20</td>
<td>.49</td>
<td>--</td>
</tr>
<tr>
<td>10. Intent to quit</td>
<td>3.4</td>
<td>2.1</td>
<td>-.35</td>
<td>-.53</td>
<td>-.50</td>
<td>-.52</td>
<td>.15</td>
<td>.76</td>
<td>.76</td>
<td>.57</td>
<td>.38</td>
</tr>
</tbody>
</table>

N = 305

* p < .05 at r = .11 (two tailed test)
** p < .01 at r = .15 (two tailed test)

Note. Extent of search and Results of search includes only those subjects who indicated they were currently engaged in job search, N = 83.
### Table 2

Standardized Regression Coefficients and Multiple Correlations
for Mobley, Horner, and Hollingsworth’s (1978) Study of Hospital Employees
and for the Current Replication of that Study Utilizing University Employees

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mobley et al. Study</th>
<th>Current Replication</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intent to leave</td>
<td>Intent to search</td>
</tr>
<tr>
<td>Intent to search</td>
<td>.56**</td>
<td>.38**</td>
</tr>
<tr>
<td>Thinking of quitting</td>
<td>.10</td>
<td>.44**</td>
</tr>
<tr>
<td>Probability of finding</td>
<td>.05</td>
<td>.05</td>
</tr>
<tr>
<td>acceptable alternative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Satisfaction</td>
<td>-.10</td>
<td>-.25**</td>
</tr>
<tr>
<td>Age-Tenure</td>
<td>-.12</td>
<td>-.17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-.17**</td>
</tr>
<tr>
<td>R</td>
<td>.75**</td>
<td>.69**</td>
</tr>
<tr>
<td></td>
<td>.86**</td>
<td>.73** me</td>
</tr>
</tbody>
</table>

Note: Mobley et al. found a correlation of $r = .49$ between intent to leave and actual turnover

$N = 23$ (Mobley et al. study); $N = 280$ (current replication)

*p < .05

**p < .01
Table 3
Standardized Regression Coefficients and Multiple Correlations for the Extended Turnover Decision Process Model

<table>
<thead>
<tr>
<th>Variable</th>
<th>Intent to leave</th>
<th>Results of Search</th>
<th>Extent of Search</th>
<th>Intent to Search</th>
<th>Thinking of Quitting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results of search</td>
<td>.04</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extent of search</td>
<td>.05</td>
<td>.41**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intent to search</td>
<td>.18</td>
<td>-.28</td>
<td>.53**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thinking of quitting</td>
<td>.55**</td>
<td>.38**</td>
<td>-.04</td>
<td>.50**</td>
<td></td>
</tr>
<tr>
<td>Probability of finding acceptable alternative</td>
<td>-.04</td>
<td>.31**</td>
<td>.14</td>
<td>-.08</td>
<td>.29**</td>
</tr>
<tr>
<td>Overall satisfaction</td>
<td>-.10</td>
<td>.09</td>
<td>.07</td>
<td>-.26*</td>
<td>-.37**</td>
</tr>
<tr>
<td>Age-Tenure</td>
<td>-.18</td>
<td>-.11</td>
<td>-.37**</td>
<td>-.04</td>
<td>-.19</td>
</tr>
<tr>
<td>R</td>
<td>.85**</td>
<td>.73**</td>
<td>.69**</td>
<td>.66**</td>
<td>.53**</td>
</tr>
</tbody>
</table>

N = 83
*p < .05
**p < .01
LIST I
MANDATORY

Defense Documentation Center
ATTN: DDC-TC
Accessions Division
Cameron Station
Alexandria, VA 22314

(12 copies)

Library of Congress
Science and Technology Division
Washington, DC 20540

Chief of Naval Research
Office of Naval Research
Code 452
800 N. Quincy Street
Arlington, VA 22217

(3 copies)

Commanding Officer
Naval Research Laboratory
Code 2627
Washington, DC 20375

(6 copies)

November 1979
6
LIST 2
ONR FIELD

Commanding Officer
ONR Branch Office
1030 E. Green Street
Pasadena, CA 91106

Psychologist
ONR Branch Office
1030 E. Green Street
Pasadena, CA 91106

Commanding Officer
ONR Branch Office
536 S. Clark Street
Chicago, IL 60605

Psychologist
ONR Branch Office
536 S. Clark Street
Chicago, IL 60605

Commanding Officer
ONR Branch Office
Bldg. 114, Section D
666 Summer Street
Boston, MA 02210

Psychologist
ONR Branch Office
Bldg. 114, Section D
666 Summer Street
Boston, MA 02210

Office of Naval Research
Director, Technology Programs
Code 200
800 N. Quincy Street
Arlington, VA 22217
LIST 4
NAVMAT & NPRDC

NAVMAT

Program Administrator for Manpower,
Personnel, and Training
HQ Naval Material Command (Code 08D22)
678 Crystal Plaza #5
Washington, DC 20370

Naval Material Command
Management Training Center
NMAT 09M32
Jefferson Plaza, Bldg #2, Rm 150
1421 Jefferson Davis Highway
Arlington, VA 20360

NPRDC

Commanding Officer
Naval Personnel R&D Center
San Diego, CA 92152

Navy Personnel R&D Center
Washington Liaison Office
Building 200, 2N
Washington Navy Yard
Washington, DC 20374

(5 Copies)
LIST 6
NAVAL POSTGRADUATE SCHOOL

Naval Postgraduate School
ATTN: Dr. Richard S. Elster
Department of Administrative Sciences
Monterey, CA 93940

Naval Postgraduate School
ATTN: Professor John Senger
Operations Research and
Administrative Science
Monterey, CA 93940

Superintendent
Naval Postgraduate School
Code 1424
Monterey, CA 93940
LIST 7
HRM

Officer in Charge
Human Resource Management Detachment
Naval Air Station
Alameda, CA  94591

Officer in Charge
Human Resource Management Detachment
Naval Submarine Base New London
P.O. Box 81
Groton, CT  06340

Officer in Charge
Human Resource Management Division
Naval Air Station
Mayport, FL  32228

Commanding Officer
Human Resource Management Center
Pearl Harbor, HI  96860

Commander in Chief
Human Resource Management Division
U.S. Pacific Fleet
Pearl Harbor, HI  96860

Officer in Charge
Human Resource Management Detachment
Naval Base
Charleston, SC  29408

Commanding Officer
Human Resource Management School
Naval Air Station Memphis
Millington, TN  38054

Human Resource Management School
Naval Air Station Memphis (96)
Millington, TN  38054
List 7 (Continued)

Commanding Officer
Human Resource Management Center
1300 Wilson Boulevard
Arlington, VA 22209

Commanding Officer
Human Resource Management Center
5621-23 Tidewater Drive
Norfolk, VA 23511

Commander in Chief
Human Resource Management Division
U.S. Atlantic Fleet
Norfolk, VA 23511

Officer in Charge
Human Resource Management Detachment
Naval Air Station Ehidbey Island
Oak Harbor, WA 98278

Commanding Officer
Human Resource Management Center
Box 23
FPO New York 09510

Commander in Chief
Human Resource Management Division
U.S. Naval Force Europe
FPO New York 09510

Officer in Charge
Human Resource Management Detachment
Box 60
FPO San Francisco 96651

Officer in Charge
Human Resource Management Detachment
CO!NAVFORJAPAN
FPO Seattle 98762
LIST 11
OTHER FEDERAL GOVERNMENT

National Institute of Education
Educational Equity Grants Program
1200 19th Street, N.W.
Washington, DC 20208

National Institute of Education
ATTN: Dr. Fritz Muhlhauser
EOIC/SMO
1200 19th Street, N.W.
Washington, DC 20208

National Institute of Mental Health
Minority Group Mental Health Programs
Room 7-102
5600 Fishers Lane
Rockville, MD 20852

Office of Personnel Management
Organizational Psychology Branch
1900 E Street, NW.
Washington, DC 20415

Chief, Psychological Research Branch
ATTN: Mr. Richard Lanterman
U.S. Coast Guard (G-P-1/2/62)
Washington, DC 20590

Social and Developmental Psychology
Program
National Science Foundation
Washington, DC 20550
LIST 15
CURRENT CONTRACTORS

Dr. Clayton P. Alderfer
School of Organization
and Management
Yale University
New Haven, CT 06520

Dr. H. Russell Bernard
Department of Sociology
and Anthropology
West Virginia University
Morgantown, WV 26506

Dr. Arthur Blaiwes
Human Factors Laboratory, Code N-71
Naval Training Equipment Center
Orlando, FL 32813

Dr. Michael Borus
Ohio State University
Columbus, OH 43210

Dr. Joseph V. Brady
The Johns Hopkins University
School of Medicine
Division of Behavioral Biology
Baltimore, MD 21205

Mr. Frank Clark
ADTECH/Advanced Technology, Inc.
7923 Jones Branch Drive, Suite 500
McLean, VA 22102

Dr. Stuart W. Cook
University of Colorado
Institute of Behavioral Science
Boulder, CO 80309

Mr. Gerald M. Croan
Westinghouse National Issues Center
Suite 1111
2341 Jefferson Davis Highway
Arlington, VA 22202
Dr. Larry Cummings
University of Wisconsin-Madison
Graduate School of Business
Center for the Study of
Organizational Performance
1155 Observatory Drive
Madison, WI 53706

Dr. John P. French, Jr.
University of Michigan
Institute for Social Research
P.O. Box 1248
Ann Arbor, MI 48106

Dr. Paul S. Goodman
Graduate School of Industrial
Administration
Carnegie-Mellon University
Pittsburgh, PA 15213

Dr. J. Richard Hackman
School of Organization
and Management
Yale University
56 Hillhouse Avenue
New Haven, CT 06520

Dr. Asa G. Hilliard, Jr.
The Urban Institute for—
Human Services, Inc.
P.O. Box 15068
San Francisco, CA 94115

Dr. Charles L. Rulin
Department of Psychology
University of Illinois
Champaign, IL 61820

Dr. Edna J. Hunter
United States International
University
School of Human Behavior
P.O. Box 26110
San Diego, CA 92126
Dr. Rudi Klauss
Syracuse University
Public Administration Department
Maxwell School
Syracuse, NY 13210

Dr. Judi Komaki
Georgia Institute of Technology
Engineering Experiment Station
Atlanta, GA 30332

Dr. Edward E. Lawler
Battelle Human Affairs
Research Centers
P.O. Box 5395
4000 N.E., 41st Street
Seattle, WA 98105

Dr. Edwin A. Locke
University of Maryland
College of Business and Management
and Department of Psychology
College Park, MD 20742

Dr. Ben Morgan
Performance Assessment
Laboratory
Old Dominion University
Norfolk, VA 23508

Dr. Richard T. Morley
Graduate School of Management
and Business
University of Oregon
Eugene, OR 97403

Dr. Joseph Olmstead
Human Resources Research Organization
300 North Washington Street
Alexandria, VA 22314
LIST 15 (Continued)

Dr. Thomas H. Ostrom
The Ohio State University
Department of Psychology
116E Stadium
404C West 17th Avenue
Columbus, OH 43210

Dr. George E. Rowland
Temple University, The Merit Center
Ritter Annex, 9th Floor
College of Education
Philadelphia, PA 19122

Dr. Irwin G. Sarason
University of Washington
Department of Psychology
Seattle, WA 98195

Dr. Benjamin Schneider
Michigan State University
East Lansing, MI 48824

Dr. Saul B. Sells
Texas Christian University
Institute of Behavioral Research
Drawer C
Fort Worth, TX 76129

Dr. H. Wallace Sinaiko
Program Director, Manpower Research 
and Advisory Services
Smithsonian Institution
801 N. Pitt Street, Suite 120
Alexandria, VA 22314

Dr. Richard Steers
Graduate School of Management 
and Business
University of Oregon
Eugene, OR 97403