

Turnover Intention and Satisfaction Determinants for Low-Skilled Industrial Safety Employees

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Abstract:

This research paper seeks to analyze the determinants of turnover intentions and satisfaction. It gives an overview of previous academic theory and empirical research on Exit-Voice Theory, Job Matching Theory and turnover and satisfaction determinants. The research is conducted among 75 employees of an industrial safety company. The Exit-Voice theory of Hirschman(1970) claims that the availability of voice mechanisms reduces the amount of turnover. I test this by dividing voice between *Complaint Ventilation* and *Influence* and checking the effect on turnover intentions. The Job Matching Theory by Jovanovic(1979) claims that if a worker receives unexpected new negative information about the job match he is currently in, he will move to another job. I test this by introducing the variable *Met Expectations* in the turnover determinants model. There is a large amount of empirical research that claims that satisfaction has an influence on turnover. I will also test this and continue with testing the determinants of satisfaction. The significant determinants in the turnover model are *Influence*, *Met Expectations* and *Satisfaction*. One part of the voice theory, *Influence*, is found to be more important than *Complaint Ventilation*, the other part of voice theory. *Met Expectations* does not completely run through *Satisfaction*, in line with the job matching theory. The determinants that have a significant explanatory power in the satisfaction model, in which is controlled for *Age*, *Tenure* and *Region*, are: *Career Opportunities*, *Contact with Executives*, *Support*, *Content of the Work* and *Fixed Working Location*.

Key Words: Turnover, Satisfaction, Voice, Expectations, Matching, Labour economics

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Content

I	Introduction	3
	Research Introduction	3
	Why G4S Fire & Safety.....	4
	Paper Setup	4
II	Current Theory and Research	5
	Exit-Voice Theory	5
	Job Matching Theory	6
	Empirical Research on Turnover Determinants	7
	Empirical Research on Satisfaction Determinants	9
III	Firm Description	12
	The Firm	12
	The Business Unit	12
	Work of a Fire Watch	12
IV	Initial Data Analysis	15
V	Research Design	19
	Questionnaire Setup.....	20
	Composing Variables.....	21
	Turnover Hypotheses.....	23
	Satisfaction Hypotheses.....	24
	Statistical Methods Used	26
VI	Research results	27
	Descriptive Statistics	27
	Paired T-Test.....	29
	Turnover Determinants Model	32
	Satisfaction Determinants Model	35
	Extended Turnover Determinants Model	38
VII	Conclusions	39

I Introduction

Research Introduction

For companies, keeping turnover rates low is essential for growth, both in size and profit. A part of turnover is desired, since it helps to create better matches between employees and employers, but when many employees decide to leave an organization after a short period, the company will not be able to expand. The costs that are being made in recruitment and selection of new workers also weigh heavily on the firms profit. Maintaining a high quality standard of work is also very difficult with a constant change of employees, since new workers that have to learn how to perform new tasks will not have the same standard as more experienced workers. 'Moreover, firms expecting workers to quit as well as workers searching for another employer are less likely to invest in firm-specific skills, thereby reducing productivity' (Delfgaauw, 2007).

In the past, labour research used to be primarily conducted by psychologists. Growth and profit are however economic variables and this is why economists are getting more interested into research on turnover determinants. One of these turnover determinants, which also used to belong primarily to the psychology research, is obviously satisfaction. If a worker is not satisfied it will be increasingly hard to keep going to work. Important economic theories on turnover are the Exit-Voice Theory (Hirschman, 1970), which claims that the availability of voice mechanisms reduces the amount of turnover, and the Job Matching Theory (Jovanovic, 1979), which claims that if a worker receives unexpected new negative information about the job match he is currently in, he will move to another job.

In this paper I will conduct research on the determinants of turnover and satisfaction. The data for this research is gathered from an questionnaire among 75 employees of the industrial safety company G4S Fire & Safety. This data has been collected using face-to-face interviews. A drawback of this dataset is that it can only measure turnover intentions and not actual turnover. Research by Kristensen and Westergård-Nielsen(2004) however shows that turnover intentions and actual quits are highly related to each other.

Using a regression model I will try to find out whether satisfaction plays a role in determining the turnover rate, and whether the possibilities to ventilate complaints and

influence in changes, which are two actors of the Exit-Voice Theory, have any influence on turnover. I will also try to find out if the degree to which expectations are met has any influence. I will then continue to test whether variables such as salary, career opportunities and content of the work are significant explanatory drivers behind satisfaction, to be better able to understand what makes workers satisfied.

This research is focused on testing the drivers behind turnover and satisfaction that are proposed in economic theory. Once the relevant drivers are known firms can actively try to prevent turnover, which will result in growth of the firm and of their profit.

Why G4S Fire & Safety

The business unit of the company at which this research is performed sees possibilities to expand their output, since they are getting plenty of requests from new and current customers for additional work. Despite continuous efforts however the business unit has not been able to grow considerably in recent years, because they have a problem retaining their employees. Getting new employees to choose for them is also difficult but this is still achieved by the recruitment department. From the workers that choose for the company a majority already leaves in a short period. This trend only seems to get worse over the last years, and this research is looking to find the drivers behind this high turnover rate in order to improve the retention of employees and help the business unit towards their desired growth.

Paper Setup

The rest of the paper will be organized in the following way: In section II relevant economic theory and empirical research will be covered. In section III a short description of the firm, the business unit and the job that is being performed in the firm is given. This is followed by an analysis of the degree of turnover in recent years in section IV. Section V is about the setup of the research and gives the hypotheses that are being tested and the research methods that are used. In section VI the results of the research are presented and the paper is concluded in section VII.

II Current Theory and Research

In the economic literature there are various theories and studies on what the most important determinants for turnover and satisfaction are. In this section a number of these theories and studies are covered to create a feeling for the aspects that are important. A number of those factors are later in this paper also used for my own research.

Exit-Voice Theory

Employee turnover is often caused by dissatisfaction with the way things are running on the work floor. Amongst each other the displeased labor force will share these discomforts. Everybody is familiar with the talk during lunch breaks on what they think is going bad in the organization. The problem is that often this information is only shared with peers. Frequently there is a large sense of ‘we’ and ‘them’ when looking at work floor employees and office staff. There is a huge gap between these two worlds. Individual employees do not step up to their superiors to state what they think is going wrong and could be improved within the company. This might be as a result of various reasons. They might for instance fear that they will be perceived as a nuisance because they are giving their opinion unasked. They might also think that the cost of trying to change the situation is larger than the benefit that they get out of it. This can be because they attach a low probability to the fact that something actually will be changed or because they do not internalize the effects a possible change has on their co-workers.

The absence of expressing frustrations and discomforts may have implication on the turnover rate according to the exit-voice framework by Hirschman(1970). In this theory, which was originally used to explain varieties of customer behavior, he claims that when a person is discontent he has two possibilities to deal with this feeling. One possibility is expressing his feeling and trying to change the situation, which is called voice. The other possibility is choosing to leave, which is called exit. If the possibilities to use voice are too limited the employee will choose to leave the firm. “In the most important application of the exit-voice model to employment, Freeman and Medoff(1984) provided evidence linking union voice to higher productivity and lower quit rates.”(Batt et al, 2001). The reasoning behind this theory is that being in a labor union gives

workers the possibility to express their feelings about their work. Unions have a higher chance to actually change something and therefore workers are willing to step up to them, because they attach a higher probability that their actions actually have an effect. Of course there is also a possibility that the quit rates are lower because the wage for workers that are in a labor union are higher. This last hypothesis has however been rejected: “Freeman (1980) . . . found that union establishments had lower quit rates even after controlling for wage rate.”(Batt et al, 2001).

Unions of course are not the only way in which workers can be given a voice to express their feelings. Internal nonunion voice mechanisms can also give employees possibilities to try to improve certain dissatisfactions, keeping them from leaving the firm. By creating the right procedures the employee will get the feeling that his complaints are being taken seriously, while at the same time decreasing the step to express his dissatisfaction, since he knows that the firm wants to hear his complaint. Supervisors interacting with the worker regularly and explicitly asking them about grievances they have might help to take discomfort out of the workers before they decide to exit the firm. The better the employees think that the grievance procedure works the more likely they are to actually chose the voice option rather than the exit option (Boroff and Lewin, 1997).

A study by Spencer(1986) confirms the view that voice can help reduce the turnover ratio. In a study among nursing-homes they found that the turnover was significantly lower in general care hospitals that had many voice mechanisms in place such as grievance procedure, survey feedback and the presence of an ombudsman. They also found that with a greater number of mechanisms in place, the employees attach increasing probabilities to effective resolving of problems.

Job Matching Theory

Another theory on turnover has been developed by Jovanovic (1979). In his Job Matching Theory, he states that turnover results from new information about the current job match. Before workers start their job they have imperfect information, hence they do not know the exactly utility it will yield for them. If job tenure increases this utility is becoming more clear, and the worker can then make a choice to stay or leave. In this theory a job is an “experience good”, and if a worker sees that a job does not fit

his expectations he will leave and search for another job, which might create a better match. In Jovanovic and Mincer (1979) it is described that a monotonically declining separation probability by tenure is by itself sufficient to cause turnover to decline monotonically over the life cycle. This means that if a worker is longer with the organization, the probability that he will leave will drop. This flows from the fact that a mismatch between the worker and the employer will more likely be discovered near the beginning of the relationship than near the end. As a result there will be a negative relationship between turnover and job tenure.

Empirical Research on Turnover Determinants

A study by Griffeth et al.(2000) conducts a meta-analysis on a great number of studies in the 1990's on the predictive strength of turnover antecedents. This means that they take the factors that are mostly studied in the most recent literature, and combine them to create an extensive model to predict turnover. In this research it is shown that tenure, children, age and training have a significant negative effect on the turnover ratio, meaning that less workers leave the firm. It also shows that overall job satisfaction and work satisfaction have a great influence on the turnover ratio. If workers get more satisfaction from their work they are less likely to quit. These results are in line with Kristensen and Westergård-Nielsen(2004), who find that low overall job satisfaction significantly increase the probability of quit, and Clark (2001). The specific satisfaction determinants are covered in a later section. The degree to which expectations are met is also very important in explaining turnover according to this research. If the expectations are met the turnover ratio is significantly lower. This is in line with the Job Matching Theory. It can also be seen as a warning for painting a too positive picture about the work the employee will be doing, since the chances will then be lower that his expectations are met. Leader-member exchange also has a high influence on turnover. This implicates that having a good leader is crucial to binding your employees to your organization. Striking is that pay seems to have a relatively low effect, but the authors claim that this effect might be underrepresented because many studies exclude other compensation forms. Pay in this study however has the same effect as distributive justice, which means that workers do not only care about their real paycheck but also on their paycheck compared to their peers.

Alternative job opportunities and a comparison of alternatives with the present job naturally are predictors of future quits by employees, as are withdrawal cognitions, since workers with a thought of quitting have a great probability of actually quitting eventually. Being active in job search also has large effect on the same rationale. This is consistent with research by Kristensen and Westergård-Nielsen(2004), who find that search is a strong predictor of quits, even better than job satisfaction or changes in job satisfaction. This justifies the use of turnover intentions as a proxy for actual turnover.

A study by Batt et al.(2001) on establishments in the telecommunication industry incorporates different predictors of quit rates into one model to distinguish between the various effects. To improve the result there are also various controls in place, such as the size of the establishment, the presence of a human resource department and whether the workers are college graduates. In this model union membership creates a 4.9 percentage point drop in the annual quit rate, which might be proof of the Exit-Voice Theory. Consultative problem solving teams that have an opportunity to discuss their opinion on working conditions and management also have a positive influence on employee retention. Another relationship which they investigate is between flexible human resource practices and quit rates. Increases of the variables downsizing, percentage part-time workers, percentage temporary workers, percentage electronic monitoring and variable pay all result in a higher quit rate. Commitment enhancing HR-practices are also considered, and these show that an increased percentage of promotions and higher pay increase employee retention while training hardly has an influence.

In additional research by Batt(2002) in the telecommunications industry a higher ‘work design index’ and ‘high involvement work systems index’ result in a lower quit rate. In the work design index two measures for individual discretion and two for employee collaboration in teams are used. High involvement systems include the work design index, firm investments of initial training of new employees, ongoing training, employment security, relative pay and performance management systems. These results are in line with Holton (2001), who views the availability and helpfulness of employee development tactics and their influences on different job attitudes. He finds that fully utilizing skills and abilities is especially useful in lowering the intent to quit. Batt(2002) continues with showing that high involvement practices have an effect on sales growth.

If industry segments and organizational factors are controlled for, one standard deviation in high-involvement index results in a 16.3 percent increase in sales. Quit rates also have an influence on sales growth. When quit rates are added to the regression on sales growth, the effect of high involvement work index is significantly reduced. This shows that high involvement practices have an influence on sales through quit rates. This might be because new employees need to learn firm specific skills and knowledge that experienced employees have. Employees that have been with the firm for a long time are therefore better able to deliver the high standard of work that loyal customers demand.

Empirical Research on Satisfaction Determinants

Job satisfaction can be described as ‘a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences’ (Locke 1976, pp.1300). Intuitively it can be derived that job satisfaction is an important determinant in the actions workers take regarding their labor market behavior. If a worker does not experience any satisfaction from his job it will be hard to maintain going to work. Job satisfaction seems a really important factor in the decision to quit a job. This intuitive feeling has been tested in the literature by different researchers, although there has been critique on the subjective nature of the answers that are given in this type of research. “In cross sectional studies, job satisfaction has predicted quits and absenteeism” (Clegg, 1983 in Shields and Ward, 2000). This justifies job satisfaction as a predictor for the actions workers take on the labor market. The influence of job satisfaction on quitting rates is difficult to examine since longitudinal data is needed to view whether a low job satisfaction on a certain moment actually leads to turnover in a later stage. It is however very important that causality indeed runs from job satisfaction to turnover. Freeman (1978) uses panel data from the US National Longitudinal Survey (NLS, 1966-71) and the Michigan Panel Survey of Income Dynamics (PSID, 1972-72) to establish this causality, by including a direct mobility variable. When doing this, the coefficient of satisfaction on quits barely changes.

There are various aspects that have an influence on job satisfaction. Examples are personal characteristics such as race (Bartel, 1981; Clark, 1996), gender(Clark, 1996), age(Clark, 1996), tenure(Borjas, 1979) or education (Clark, 1996; Tsang et al., 1991), and

work related characteristics such as the membership of unions (Borjas, 1979; Miller, 1990; Clark, 1996) and establishment size (Clark, 1996).

An extensive study on job satisfaction has been done among UK Nurses (Shield and Ward, 2000). The results from this research show that the greatest negative effects on job satisfaction are that workers perceive that they are not graded fairly in order with their duties. If the nurses have to perform tasks that are below or above their grade they also have lower job satisfaction. If they have to perform tasks for which they were overqualified the effect was the greatest. Having a working pattern that differs significantly from their desired pattern also has a clear negative effect. When this variable is added in their model the absolute number of worked hours no longer has a significant effect. This shows that it is not the fact that they have to work too much hours, but rather that they have to work on times that don't fit their own schedule very well which is a driver behind lower job satisfaction. The largest positive effects are experienced by nurses who have a workplace where training and other types of human capital development are present. So it is evident that the nurses appreciate it when they get the feeling that they are encouraged to work hard and develop themselves. Having to work different shifts has a negative influence, but giving the nurses some control over how these shifts are arranged immediately gives a large positive effect on job satisfaction. In this research by Shield and Ward it is also investigated whether the reason to work as a nurse has any influence on the job satisfaction. Those who stress the importance of non-pecuniary benefits of being a nurse, such as flexibility of hours and helping others, have higher job satisfaction than those who state that pecuniary benefits, such as job security, promotion possibilities and pay are their primary drivers. If the reason for being a nurse is doing rewarding work, then the effect is the largest. These results are consistent with Clark(1996) who finds that work values are a good explanatory factor for job satisfaction. In this research it is found that workers who report that they find it important to have good workplace relations are more likely to have high levels of job satisfaction than workers that state that pay is more important.

In the research of Shield and Ward (2000) the writers have also included a model on quits with five job satisfaction components that were constructed using Principal Component Analysis: career advancement opportunities, workload, workplace relations, pay and qualified/auxiliary support. Except for qualified/auxiliary support all

components are statistically significant in explaining quits. The largest negative influence is realized by poor career advancement opportunities, which is thus more important than pay or workload. The picture that pay is not the most important predictor of satisfaction is consistent with the findings by Griffeth et al.(2000) that pay is not the most important predictor of turnover. This is a surprising result since companies will often try to increase job satisfaction and retention rates by increasing salary. This theory shows that it is also important to look at training and career possibilities when trying to motivate workers.

III Firm Description

In this part I will describe and elaborate on the firm and the business unit at which the research is conducted. I will also give a description of the tasks that employees perform in their jobs, to get a general view of the segment in which this research is carried out.

The Firm

The firm at which this research is performed is G4S. With 625.000 employees in over 125 different countries, G4S is a mayor employer on the world market, and the world's leading international security solutions group. They are specialized in various security related issues like: person security, building security, money transports, airport security and industrial security. In the Netherlands G4S has seven different business units; Aviaton Security, Mobile Surveillance, Systems, Training & Safety Solutions, Justice Services, Guarding & Services and Fire & Safety.

The Business Unit

Fire & Safety (former Ridderikhoff Brandpreventie) is the business unit of G4S at which this research is conducted. The business unit operates in the industrial safety sector and delivers approximately 240 fire watches, man hole watches and hot work watches to firms that are performing maintenance on their plants. Fire watches are mostly used by this firm since their customers ask a high quality of the workers and fire watches are required by the business unit to have a 'Rijksdiploma Brandwacht'. This means that they have completed a national renowned education to become a fire watch. The business unit provides their services to companies throughout the Netherlands, but the majority of the work is centered in Zuid-Holland. The majority of customers are (petro)chemical companies in the harbor of Rotterdam.

Work of a Fire Watch

To investigate the possibilities to improve retention it is firstly important to describe the work that is being performed by fire watches, man hole watches and hot work watches. Since the activities that are performed by man hole watches and hot work watches are also performed by fire watches and the majority of the employees is a fire watch, I will

talk about the total package of tasks that the fire watches perform in the next part. The work of a fire-watch can be described as fairly low-skilled labour.

The tasks, competences and responsibilities of the fire watches as stated by the firm are as follows:

- Performs safety inspections during high risk activities.
- Checks for compliance of prevailing procedures with relation to fire prevention, emergency exits, escape routes etc.
- Acquaints oneself in advance with the content of the permits, protocols and evacuation plans.
- Supervises the compliance of the safety regulations as stated in the ARBO-wet, VGWM-plan, project plan, etc.
- Supervises the compliance of control measures mentioned in permits protocols and evacuation plans.
- Takes part in a Last Minute Risk Analysis(LMRA)/Started Work Analysis(SWA) and kick-off meeting.
- Is responsible for evacuation of the worksite in case of (imminent) danger or alarm.
- Is responsible for warning the emergency services in case of a calamity at his worksite.
- Is authorized to stop activities at his worksite in case of imminent danger.
- Reports his findings on a daily basis.

A fire watch is besides a position within this firm also the lowest rank within the fire department. Employees at this business unit don't necessarily have to be active in the voluntary fire department, but it is stimulated. On practice days of the voluntary fire department the employees are not scheduled to work. Achieving higher ranks within the fire department also results in a higher pay within the organisation. Having workers that are still active within their fire department are valuable to the employer, since these workers can be used repressive in case of a fire on one of the worksites. The foremost duty of a fire watch is not repressive however, but rather preventive. A fire watch

assesses and keeps an eye on the risks that are present during turnarounds, stops and maintenance activities on and around industrial plants.

The fire watch can climb a little through the ranks by following additional training and courses. These increases in ranks will also result in a higher pay. The hourly wage of a fire watch lies between €10,38 and €13,12, depending on their rank and tenure. The activities that the worker will perform however will change hardly. The possibilities to get promoted to another job are very scarce, since there are relatively few jobs as 'Middelbaar Veiligheidskundige'(MVK), 'Hoger Veiligheidskundige'(HVK), Coordinators and Operational Managers within the company. Promotion possibilities are therefore hardly used as an incentive to keep workers with the company. There is some increase in pay as a result of tenure and so this may increase the probability of staying with the company if a worker has longer tenure. If a fire watch decides to leave the firm prematurely after receiving training from the company they are required to pay back a part of the cost.

IV Initial Data Analysis

The business unit at which the research is conducted has the idea that they have a problem with expanding their business because their employee turnover ratio is too high. They however, do not exactly know what the leaving behavior of their employees is. To show the necessity of my investigation I start with an analysis of the inflow and outflow of employees in recent years. Unfortunately, the entry of new employees and the exit of dissatisfied or dysfunctional employees has only been properly registered since the start of 2009. This fact somewhat limits the data investigation. This data investigation was conducted in July 2011. The largest cohort that I have used is the cohort of new entrants from January 2009 till June 2010. For this group a period of 1 year can be investigated, since for workers that entered in June 2010 it is not possible to see whether they will stay longer than one year. Figure 1 shows an Kaplan-Meier Index in which the number of weeks after entering the firm is compared to the percentage of employees of the cohort that are still present. When you look at the figure, you'll see a steady decline of the line until it seems to smooth near the end of the year. This seems like a good sign, since the smoothing of the line means that relatively few people are leaving. At the end of the year however, there is a sharp spike downwards. This means that at that point many employees leave the firm. There is a simple explanation for this odd fact, since the first contract the employees receive is a one year contract, before they get an indefinite contract. People are less likely to get fired or leave the firm if their contract is about to expire. At the time of expiration they might not be offered a new contract or they might choose to leave firm. After one year after the start at the firm only 53% of employees are still residing within the firm. This means that for almost half of the hires the company has made an investment for which they only reap the benefits for less than a year.

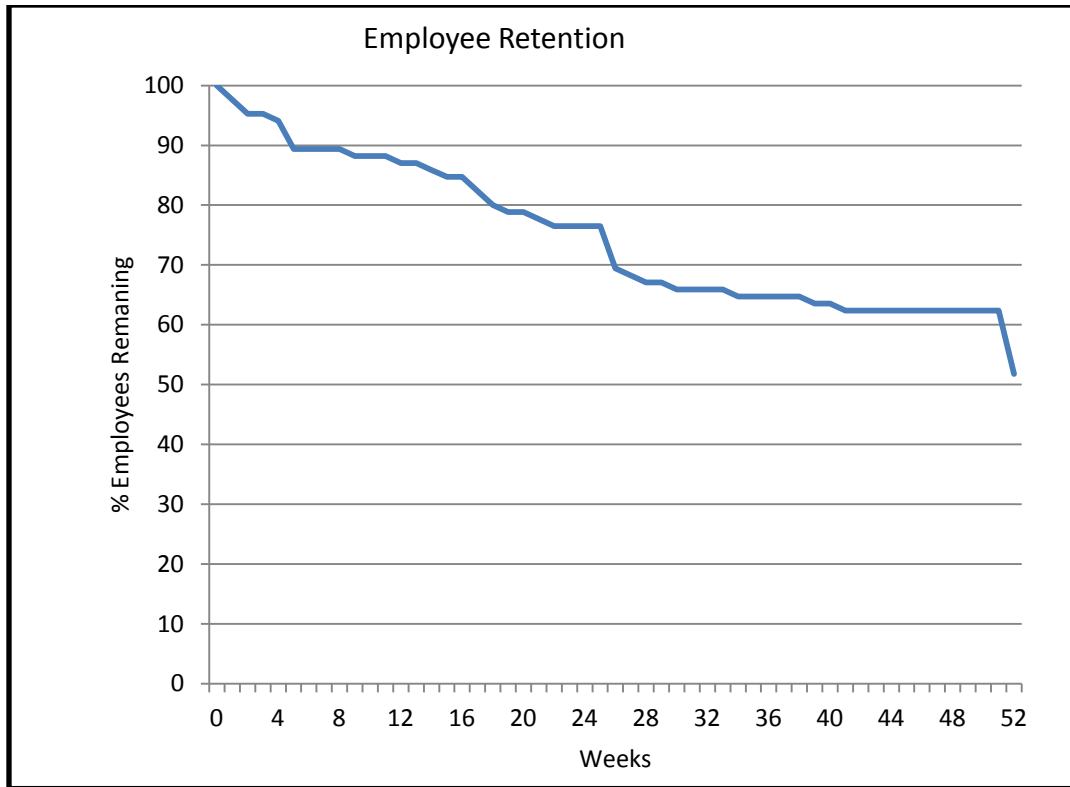


Figure 1: Kaplan-Meier Index Cohort January 2009- June 2010

If we want to look a little further than the one year mark we can take the 2009 cohort. For the workers that entered the firm in 2009 the maximum time span that can be investigated is one and an half year. In figure 2 we again see the smoothing off and the spike around the one year mark. Worrying is the fact that the line seems to continue in the same fashion as it did in the first year, with the total percentage of employees that are no longer with the firm rising to 58% after one and a half year.

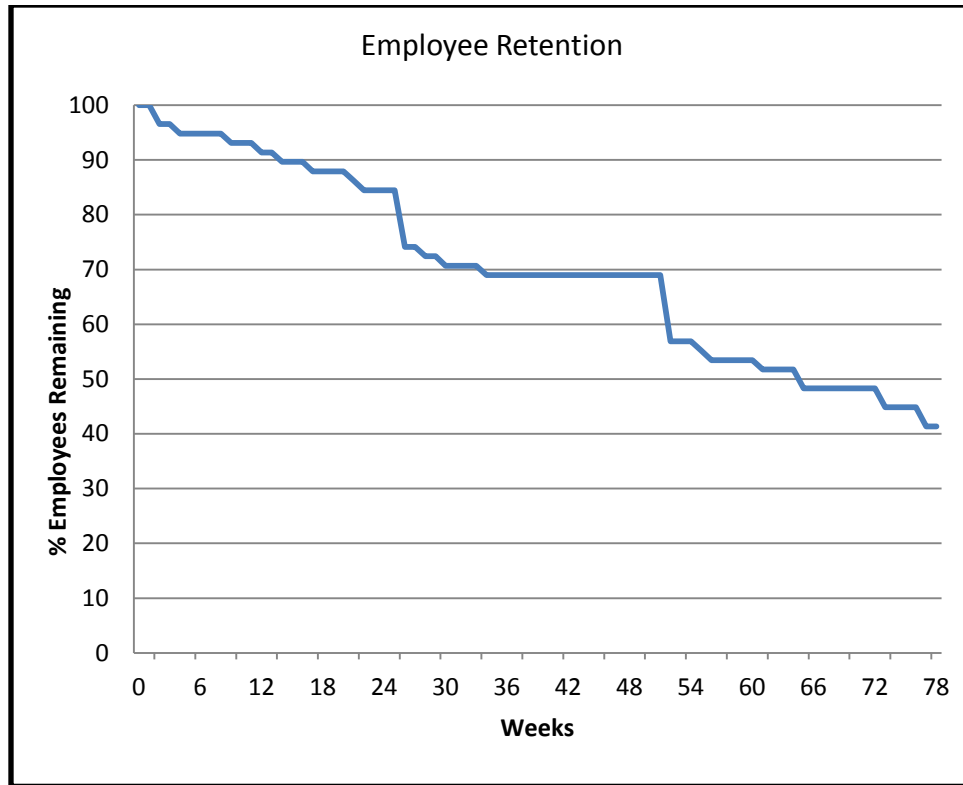


Figure 2: Kaplan-Meier Index Cohort January 2009- December 2009

Comparing the trends of recent years can give us a indication on whether the situation seems to be getting worse or better. For the cohort of 2010 it can be maximally investigated whether employees are still at the company after 6 months. For the cohort of 2011 I have used the data present and painted a too positive picture that everyone who was still in the company on the 1st of July will complete their first half year. This will of course not be true for all workers that entered in the last months of that first half year. The true picture will be more negative than painted in the figure for the 2011 cohort. Figure 3 shows that the situation is getting worse. Of the 2009 cohort 74% was still with the company after six months. The 2010 cohort scores reasonably lower with only 62%. The 2011 cohort seems to be doing better, because the line stops at 65%, but this figure is deceiving because of the assumption mentioned before. The first few weeks are a better indicator of this group, since a larger share of the group has passed that time span since the date of their hire. The start of this 2011 cohort line is not really encouraging since it is even lower than the 2010 cohort line. My prediction therefore is that at the moment that the actual graph for the 2011 cohort can be made, it will lie completely beneath the 2010 line.

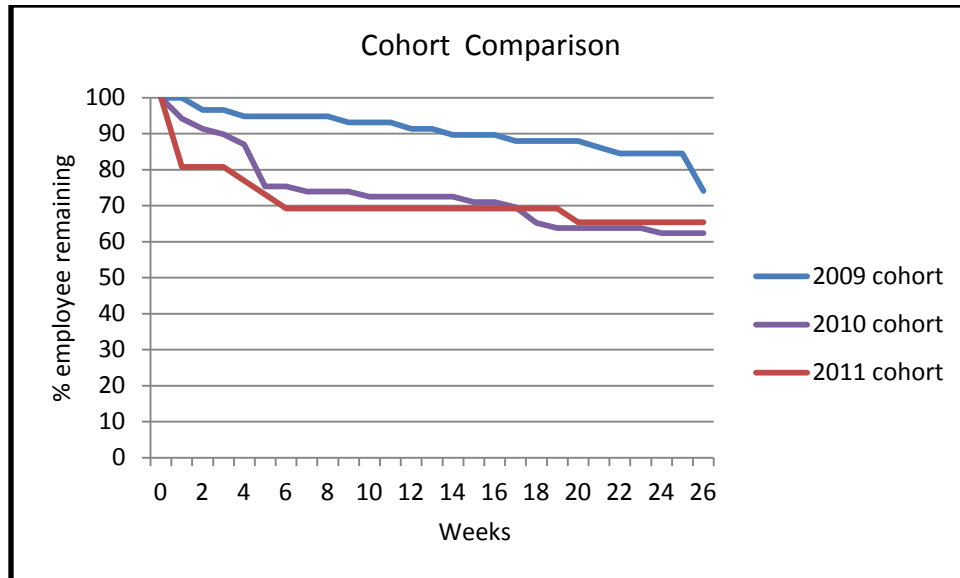


Figure 3: Kaplan-Meier Index Cohort 2009, Cohort 2010 and Cohort 2011

Striking in the figures displayed above is that the graphs do not seem to smooth off near the end. This finding is in conflict with the theory by Jovanovic (1979) and Jovanovic and Mincer (1979), which describe a negative relationship between turnover and job tenure, since a mismatch between the worker and the employer will more likely be discovered near the beginning of the relationship than near the end. Apparently the point at which the curve smoothens is still not reached after one and a half year. This means that the predictions for after two years and longer will be even worse than for after one and a half year. After a few years the employee cohort will be really thinned out.

The results from this data investigation quantify the feeling that this business unit has a problem with their employee turnover ratio. There are also no signs that things are getting better. These findings justify a further research into the drivers of this turnover problem. The only way to change the tide is finding out what it is that drives the employees away from the firm. Growth of the business unit can only be achieved if the firm manages to get a grasp on the reasons for employee turnover and satisfaction and takes decisive countermeasures.

V Research Design

This research is about the turnover intentions of employees and their satisfaction about certain aspects of their firm and their working life. In order to discover their opinion I have therefore conducted an interview among 75 employees of the company. This interview is based on a survey that I developed in order to capture qualitative data into a quantitative form. As a result these outcomes can be compared.

I deliberately chose to do face-to-face interviews with the employees and not just hand out a survey to a large group. I have done this for various reasons. One of the reasons is to make the workers more prone to fill out the forms seriously. Another reason is that in that way I could also hear what they had to say beyond the questions that were asked in the survey. Despite the fact that there were a number of open questions in the survey, I have heard things which the workers did not write down initially. On top of that, an additional advantage of face-to-face interviews is the insurance of completely filled out survey forms. A risk of face-to-face interviews is the social desirability bias. This means that people might give socially desirable answers. In this case that would mean that they would say what the firm wants to hear. I however got the feeling that the majority of the respondents was being honest and not just giving me socially desirable answers. Just like the fact that I have deliberately chosen for face-to-face interviews, I have also deliberately chosen to conduct these interviews in different regions. Like I have mentioned before the majority of the workers are located in Zuid-Holland(128), but there are also workers in Noord-Holland(22), Zeeland(53), Limburg(29) and Noord-Oost-Nederland(5). The number of workers that I have interviewed for the different regions is divided as follows: Zuid-Holland(51), Zeeland(11), Limburg(8), Noord Holland(5). As can be seen no workers in Noord-Oost-Nederland were interviewed. This is due to the fact that only 5 employees are working in this area. Interviewing workers in the different regions helps in drawing an as complete as possible picture about the population of fire-watches working for G4S as a whole. The interviews have been mostly held in the construction sheds of G4S on various client sites. The combination of face-to-face interviews on client sites in different regions made the process of gathering the data quite time consuming. This however has been worth the while because it gives the most trustworthy picture of how workers perceive their work and what they feel can be

improved about the company. The biggest drawback of this cross-sectional study is that it only measures turnover intentions and not actual turnover.

Questionnaire Setup

In this section I will describe the overall way in which the questionnaire was set up. The total survey can be found in appendix 1.

The questionnaire starts with some general questions such as tenure, age and the region for which the worker is contracted, which will be used as control variables.

The second part of the questionnaire lets the workers rate how important eleven aspects are for them in working life. Among these aspects are salary, cooperation with colleagues and the content of their work. The possible answers are: Totally Not Important, Not Important, Neutral, Important and Very Important. After that they are given the opportunity to grade how G4S is scoring on these same eleven points, on a scale with five possible answers, namely: Very Bad, Bad, Neutral, Good and Very Good. As a result the importance of the different aspects can be compared with the score that is given to G4S. The same scale is then used to find out how good the expectations that the workers had before they started at G4S are actually realized now that they are active. The degree to which the expectations are met is measured by these outcomes. On the end of this part there is an open question asking whether they felt that a certain aspect was missing from the list and how G4S scores on this aspect.

Part three gives some statements about G4S and their ability to receive and handle complaints and remarks, in which the workers can choose to answer with: Totally Disagree, Disagree, Neutral, Agree and Totally Agree. With these questions the degree of voice can be measured. Again there is an open question in the end which asks the workers to state what they think can be improved in the firm.

The fourth part again consist of statements in which the same answers are possible, but now the statements are related to the pleasure and satisfaction workers get from their work, ending with an open question of what can be done to increase pleasure and satisfaction.

Part five asks questions about the possibilities workers are investigating to change to another employer, which is an indicator for turnover intentions. The last question is

again an open question asking what will be the most important reason for choosing another employer.

Composing Variables

In order to keep the outcomes from the questionnaire interpretable I have combined several questions into clusters that are related to each other. All questions had the same 1-5 scale. When these questions are combined we can check the internal consistency of the used questions by calculating Cronbach's Alpha (Field, 2005). This test checks whether the questions that are used for a cluster measure approximately the same thing. It checks whether answers of respondents are consistent on these items. A rule of thumb is that a cluster can be used if α is larger than 0,70 (Nunnally, 1978). If a cluster passed the reliability analysis, the average of the questions is taken to represent the clusters.

The first cluster is called *Complaint Ventilation* and gives the degree to which employees have the ability to ventilate their complaints. This cluster is created by combining the following questions:

- 'G4S encourages employees to give their opinion'
- 'G4S has created enough possibilities for employees to state their discontent'
- 'The coordinator is open to receiving complaints'
- 'The operational manager is open to receiving complaints'
- 'The coordinator is putting in effort to keep informed about the complaints of employees'
- 'The operational manager is putting in effort to keep informed about the complaints of employees'
- 'The coordinator is showing interest in me'
- 'The operational manager is showing interest in me'

In appendix 2 we can see the result of the reliability analysis for this first cluster. As we can see Cronbach's Alpha is ,765 which shows that the answers of these questions are internally consistent. If we look at the Corrected Item-Total Correlation we see that every individual question is pretty correlated with the total of the other questions. Only the first questions, with a correlation of ,288, gives some reason for doubting the

internal consistency(de Vaus, 2002). Removing it from our dataset however, only lifts Cronbach's Alpha up to ,775. Therefore we will keep this question in this cluster. We have now established that this cluster can validly be used.

The next cluster is *Influence*, which gives the degree to which the employees feel that they have an influence within the organization and that their complaints are being taken seriously. This cluster is created by combining these four questions;

- 'G4S is interested in solving problems that employees have'
- 'G4S sees complaints of employees as an attack on their authority'(after reversed recoding)
- 'The procedures to resolve discontent of employees is working correctly'
- 'I have an influence on changes'.

For this cluster we need to recode the question 'G4S sees complaints of employees as an attack on their authority' because the statement is set up in a negative way. The Cronbach's Alpha also needs to be checked. When doing this I already suspected that this particular question might provide some problems, since I got the feeling during the interviews that this question was not completely understood. It seemed to me that sometimes inconsistent answers were given, and the item-total correlation of ,297 shown in appendix 3 proves this intuition. Since removing the question results in an Cronbach's alpha increase from ,677 to ,708, this is exactly what we do. The picture that remains can be seen in appendix 4, with pretty high item-total correlations, so this cluster is also usable as a variable.

The third cluster is called *Satisfaction* and shows how satisfied employees are with their work at G4S. This cluster was originally made up by the following questions:

- 'I enjoy going to work'
- 'I think my job is challenging enough'
- 'Working for G4S gives me the satisfaction that I need in my job'
- 'The balance between work and leisure is good'
- 'I am satisfied about my job at G4S'

For this cluster I also checked Cronbach's Alpha. After doing this I have decided to remove the question 'The balance between work and leisure is good', since its item-total correlation was ,262 and Cronbach's Alpha after the exclusion went up from ,775 to ,825. This can be seen from appendix 5, while appendix 6 shows Cronbach's Alpha and item-total correlations after deleting the variable. This clearly shows that these questions measure the same thing, and that they can thus safely be used as a combined variable.

Met Expectations is another variable that is being used. With this variable we want to measure the degree to which expectations that were set before workers started at G4S actually were fulfilled once they were working at G4S. For this I took the average of scores on the questions about realization of expectations. Although the questions in the questionnaire ask how well expectations were met about varying topics, I feel that they can be used together as a good indicator for how well expectations are met for the firm as a whole.

In order to measure the degree of possible turnover I decided to combine two statements, into a variable that is called *Turnover Intentions*:

- 'When another job arises I would seriously consider it'
- 'I am actively searching for another job'

Cronbach's Alpha for these combined questions is ,738(appendix 7), and is a good measurement for the possibility that a worker will leave the firm in the future. The first question might give a too high view of quitting intentions, since also people who do not leave might consider another job. The second question might give a too low view since not every worker who will leave will already be actively searching for another job.

Turnover Hypotheses

In a previous chapter we have seen some existing work that has already been done in this field. Based on this existing literature I will test several hypotheses for this specific firm. First, I test the effect of workers' experience in the firm on their turnover intentions. From reviewing the literature(Freeman, 1978; Griffeth et al.,2000) it can be

concluded that satisfaction is a good predictor for leaving behavior and thus should have great explanatory power in my model. If workers are more satisfied they are more likely to stay with the organization and this gives the following hypothesis:

- Hypothesis 1: *Satisfaction* has a negative effect on *Turnover Intentions*

From previous theory and research (Jovanovic, 1979; Griffeth et al.,2000) it may be concluded that the way in which expectations are met also greatly matters in explaining turnover intentions. This can be tested with the following hypothesis:

- Hypothesis 2: *Met Expectations* has a negative effect on *Turnover Intentions*

I think it is of great importance to also include Hirschman's(1970) theory of voice in my turnover determinants model. I feel that this might be a crucial factor in explaining turnover. In this research I further divide voice between the possibilities workers have to ventilate their complaints and the degree to which they feel that they have an influence by giving their input. I do this because I feel that a clear distinction should be made between these two phenomena. Creating a lower turnover rate can not only be reached by faking interest and listening without actions. I think actions are what really speak to employees. From this the following hypotheses are drawn:

- Hypothesis 3: *Complaint Ventilation* has a negative effect on *Turnover Intentions*
- Hypothesis 4: *Influence* has a negative effect on *Turnover Intentions*
- Hypothesis 5: *Influence* is a more important predictor of *Turnover Intentions* than *Complaint Ventilation*

Satisfaction Hypotheses

After I have tested the turnover determinants I will create a model based on the variables used by Shield and Ward(2000) to check which components are most important in explaining *Satisfaction*. In their research they found, by using Principal Component Analysis, five satisfaction components: career advancement opportunities, workload, workplace relations, pay and qualified/auxiliary support. I have used the following similar components: *Career Opportunities*, *Working Hours*, *Contact with Colleagues*, *Contact with Executives*, *Salary and Support*. All of these components come from the part in the questionnaire where the subjects have to rate the performance

of G4S, except from the component *Support*, which comes from the statement: ‘G4S gives me enough support to perform my work properly’. Because they are used in the literature I will test whether these job aspects have an influence on *Satisfaction*. The hypotheses that flow from this fact are:

- Hypothesis 6: *Career Opportunities* has a positive effect on *Satisfaction*.
- Hypothesis 7: *Working Hours* has a positive effect on *Satisfaction*.
- Hypothesis 8: *Contact with Colleagues* has a positive effect on *Satisfaction*.
- Hypothesis 9: *Contact with Executives* has a positive effect on *Satisfaction*.
- Hypothesis 10: *Salary* has a positive effect on *Satisfaction*.
- Hypothesis 11: *Support* has a positive effect on *Satisfaction*.

In the preliminary state of this research, while talking to employees I have come across a number of aspect that I believe are also of influence to the satisfaction within this company. In my model I will test whether they are actually of any influence on satisfaction. From the presentation that applicants get I got the idea that *Permanent Position* is believed to be a very important advantage of this firm compared to their competitors. During the talks in the company I have heard that some of the work that is being performed might be slightly boring, which is why I add the variable *Content of the Work*. I also heard that there have been some problems around *Pension*. The business unit has recently been trying to improve the satisfaction of employees by organizing various activities, which is why I will also add *Organized Activities*. I have also heard some people say that they were fed up with constantly moving around to different worksites, resulting in the variable *Fixed Working Location*.

- Hypothesis 12: *Permanent Position* has a positive effect on *Satisfaction*.
- Hypothesis 13: *Content of the Work* has a positive effect on *Satisfaction*.
- Hypothesis 14: *Pension* has a positive effect on *Satisfaction*.
- Hypothesis 15: *Organized Activities* has a positive effect on *Satisfaction*.
- Hypothesis 16: *Fixed Working Location* has a positive effect on *Satisfaction*.

In the model I will also control for effects of *Age*, *Tenure* and *Region*.

When interpreting the results of the models on satisfaction and turnover it is important to remember that finding an effect means that there is correlation between the dependent and the independent variable. It does not, however, tell us anything about

the causality between the variables. It might be that the dependant variable is actually influencing the independent, or there might be a third, unseen, variable that influences both.

Statistical Methods Used

In this research different statistical methods are used. The first method that is used is a Paired T-Test. This test gives a hypothesis test of the difference between population means of matched pairs. In this study this is used to compare how important certain aspects are and how G4S scores on these aspects for the employees of the firm. Since a Paired T-Test is used the difference is calculated for each individual worker, and then it is calculated whether this difference is significant for the group as a whole. In order to be certain that the statistical results are interpretable and give a correct view it is not important whether the results from the individual aspects are normally distributed as long as the differences are.

In order to calculate the other models, and to test the hypotheses I have used Multiple Regression Analysis. With this technique it is possible to find interactions between different independent variables and one dependent variable. In order for this test to be reliable a number of conditions have to hold. It has to be made certain that there is no multicollinearity present. This means that two predictor variables are not allowed to be highly correlated with each other. Furthermore we look at the ANOVA table which tells us whether the model is a significant fit of the data overall.

VI Research Results

Descriptive Statistics

From looking at the direct outcomes of the questionnaire we might already draw some preliminary conclusions. One thing that might be important to be looking at is which aspects the population of fire watches within G4S finds most important. When using the scale from 1 to 5 an average score can be calculated for each aspect. The ranking and the score of the different aspects can be seen in table 1. A *Permanent Position* (4,39) is rated most important by the workers in this firm, with *Contact with Executives*(4,32) and *Contact with Colleagues*(4,31) following closely on place 2 and 3. *Organized Activities* is by far the least important out of all these aspects. *Salary* is on place 5 with a score of 4,27 on a 5 point scale. Any direct conclusions drawn from these figures may result in a wrong strategy, since the appreciation for these points might actually already be good.

Rank	Aspect	Score
1	Permanent Position	4,39
2	Contact with Executives	4,32
3	Contact with Colleagues	4,31
4	Possibilities to Ventilate Complaints	4,28
5	Salary	4,27
6	Career Opportunities	4,25
7	Pension	4,13
8	Content of the Work	4,03
9	Fixed Working Location	3,76
10	Working Hours	3,57
11	Organized Activities	3,04

Table 1: Importance score

So after looking at how important those aspects are we can also look at how good the firm scores on these points(table 2). The aspect that is best rated by the employees is their *Contact with Colleagues* (3,83), closely followed by *Permanent Position*(3,81) and *Contact with Executives*(3,76). What we see now that we have gathered this information is that the three most important aspects for employees are also the three best rated. This

is a positive sign for the firm. Numbers 4 (*Possibilities to Ventilate Complaints*), 5 (*Salary*) and 6 (*Career Opportunities*) on the list of most important aspects are however only in place 8, 11 and 10 respectively on the list of ratings of G4S. This is why it is important to compare the scores of importance and ratings with each other, so that big differences can be spotted. This is done by a Paired T-Test, which will be performed in the next section.

Rank	Aspect	Score
1	Contact with Colleagues	3,83
2	Permanent Position	3,81
3	Contact with Executives	3,76
4	Content of the Work	3,52
5	Working Hours	3,48
6	Pension	3,16
7	Fixed Working Location	3,15
8	Possibilities to Ventilate Complaints	3,11
9	Organized Activities	3,07
10	Career Opportunities	2,45
11	Salary	2,41

Table 2: Rating of G4S

From the questionnaire we can also find out how many people are prone to leave the organization. For this matter I have asked two different question. One question is ‘When another job arises I will seriously consider it’ and the other question states ‘I am actively searching for another job’. From the statements it is already clear that the second statement is much fiercer and clearly shows workers that are looking to change their job. The first statement however is also a first indicator for possible turnover, since workers apparently are not completely satisfied and would take the time and effort to investigate other possibilities. As can be seen from table 3, of this population 37,3 percent Agrees and 34,7 percent Totally Agrees with the statement: ‘When another job arises I will seriously consider it’. If we take Agree and Totally Agree as one group we can see that 72 percent would seriously consider switching to another employer when the opportunity

arises. This stands in clear contrast with the 14,7 percent who claim that they Disagree with this statement, and would thus not consider any other options.

We can also look at how many workers are actively searching for another job at this moment. Agree and Totally Agree are again taken as one group, which shows that 30,7 percent of the workers that were interviewed indicate that they are currently in an active search for a new job. During the interviews there were even a number of people who told me that they were already in the late stages of the recruitment process at another firm. 40 percent of the interviewed worker claim that they are not actively searching for another job at the moment.

	When another job arises I will seriously consider it		I am actively searching for another job	
	Frequency	Percent	Frequency	Percent
Totally Disagree	0	0	9	12,0
Disagree	11	14,7	21	28,0
Neutral	10	13,3	22	29,3
Agree	28	37,3	15	20,0
Totally Agree	26	34,7	8	10,7
Total	75	100,0	75	100,0

Table 3: Leaving Considerations

Paired T-Tests

In this part the actual statistical tests will be performed. The first test that will be performed is the Paired T-Test for comparing population means for matched pairs. The Salary Rating is compared with the Salary Importance to see whether there are differences in those means, which can show differences between how important salary is and how G4S is scoring on this point. In simple words this means that we are testing if there is any difference between what they want and what they get. This is done for all eleven aspects that belong to the first part of the questionnaire.

As mentioned before it is important that the results from statistical analyses are valid. In order to perform a valid Paired T-Test it is important that the differences are normally distributed. To check this appendix 8 can be used. In this table the Skewness and Kurtosis of the differences are reported. The statistic for Skewness, which shows the

asymmetry of the probability distribution, has to be between -1.0 and +1.0. As can be seen from the table, all variables fall within this range. The Statistic for Kurtosis, which measures infrequent extreme deviations, also has to lie between -1.0 and +1.0. For the differences in salary and contact with executives this criteria is not met. Fortunately the Central Limit Theorem Justifies the use of Non-Normally Distributed differences for T-Tests in case the number of observations is greater than 40. In this case N=75, so this criteria is met, and the T-Tests can be validly performed.

		Paired Differences		
		Mean	Std. Deviation	Std. Error Mean
Pair 1	Salary Rating Salary Importance	-1,853***	1,353	,156
Pair 2	Permanent Position Rating Permanent Position Importance	-,573***	,791	,091
Pair 3	Career Opportunities Rating Career Opportunities Importance	-1,800***	1,273	,147
Pair 4	Working Hours Rating Working Hours Importance	-,080	1,136	,131
Pair 5	Content of the work Rating Content of the work Importance	-,520***	,935	,108
Pair 6	Contact with Colleagues Rating Contact with Colleagues Importance	-,480***	,921	,106
Pair 7	Contact with Executives Rating Contact with Executives Importance	-,560***	,904	,104
Pair 8	Pension Rating Pension Importance	-,933***	1,298	,150
Pair 9	Possibilities to Ventilate Complaints Rating Possibilities to Ventilate Complaints Importance	-1,200***	1,219	,141
Pair 10	Organized Activities Rating Organized Activities Importance	,040	1,370	,158
Pair 11	Fixed Working Location Rating Fixed Working Location Importance	-,640***	1,411	,163

Table 4: Paired T-Test on Rating and Importance

*** <0,001

The null hypotheses for these tests are that the population mean of the score that G4S gets for the individual aspects do not differ significantly from the population mean of how important the aspects are. When we look at table 4 we see that only for *Working Hours* and *Organized Activities* we can't reject the null hypothesis. For the other nine aspects we reject the hypothesis that the population means do not differ significantly. Now that we have established that the population means differ significantly we can look at the mean of the paired differences. We see three ratings that stand out at first sight. The mean difference of *Salary*(-1,853), *Career Opportunities*(-1,800) and *Possibilities to Ventilate Complaints*(-1,200) all exceed -1,0, meaning that on average the population rates G4S more than one point lower, than what they want within their job on the 5-point Likert scale. This test gives a first indication on what makes workers dissatisfied.

In the previous T-test we have tested whether the valuation of certain aspects differed from the importance of those aspects. These figures are interesting to look at, but one thing is really clear from the previous figure. Every aspect, except for *Organized Activities*, are rated lower than the degree of importance. This shows that there is a general tendency to complain about the firm. It might therefore also be interesting to look whether there is a significant difference between the difference for individual aspects and the mean difference of all aspects. What is essentially being tested is whether there is a difference between complaints on one aspect and the general level of complaining. We can see(table 5) that the three variables that stood out in the previous table are the only three that are significantly more complained about than general: *Salary* (-1,071), *Career Opportunities* (-1,018) and *Possibilities to Ventilate Complaints* (-,418). We can now also say that on the other aspects, except for *Pension* and *Fixed Working Location* which are not significant, the degree of complaining is lower than the average degree of complaining. Especially about *Organized Activities*(,822) the employees are relatively satisfied.

		Paired Differences		
		Mean	Std. Deviation	Std. Error Mean
Pair 1	Difference Salary Mean Difference All	-1,072***	1,20264	,13887
Pair 2	Difference Permanent Position Mean Difference All	,208*	,85330	,09853
Pair 3	Difference Career Opportunities Mean Difference All	-1,018***	1,15254	,13308
Pair 4	Difference Working Hours Mean Difference All	,702***	,96448	,11137
Pair 5	Difference Content of the Work Mean Difference All	,262*	,94699	,10935
Pair 6	Difference Contact with Colleagues Mean Difference All	,302**	,89250	,10306
Pair 7	Difference Contact with Executives Mean Difference All	,222**	,70183	,08104
Pair 8	Difference Pension Mean Difference All	-,152	,96792	,11177
Pair 9	Difference Possibilities to Ventilate Complaints Mean Difference All	-,418**	,99586	,11499
Pair 10	Difference Organized Activities Mean Difference All	,822***	1,17056	,13516
Pair 11	Difference Fixed Working Location Mean Difference All	,142	1,16720	,13478

Table 5: Paired T-test on Aspect Complaints and Average Level of Complaining

* < 0,05
 ** < 0,01
 *** < 0,001

Turnover determinants Model

In this part we are going to use regression analysis to find out how important *Satisfaction, Complaint Ventilation, Influence* and *Met Expectations* are in determining turnover intentions. These turnover intentions are a good proxy for actual turnover according to the theory (Kristensen and Westergård-Nielsen, 2004). The results of the regression analysis can be seen in model 1 of table 6. There might be differences between regions and in order to control for this, we also create a model in which this variable is included. This is done by taking Zuid-Holland as the baseline group and

creating dummy variables for the other regions. Tenure and Age are also added to this second model because these might also have an effect on the leaving decisions. *Tenure* is measured in number of years that the employee has been working for G4S. *Age* is measured into different ordinal blocks.

	Model 1		Model 2	
	Unstandardized Coefficients		Unstandardized Coefficients	
	B	Std. Error	B	Std. Error
(Constant)	7,381***	,581	7,382***	,639
Satisfaction	-,457***	,124	-,446**	,137
Complaint Ventilation	,030	,163	,006	,173
Influence	-,351**	,129	-,334*	,137
Met Expectations	-,531*	,205	-,519*	,216
Zeeland			-,054	,229
Limburg			,031	,265
Noord-Holland			,494	,311
Tenure			-,008	,014
Age			-,008	,073
R²	,611		,631	

Table 6: Turnover Determinants Model

- * <0.05
- ** < 0.01
- ***<0.001

If we look at the models we can immediately see that adding all the extra variables does not improve the model. None of the extra variables are significant and the R Squared only slightly increases by adding extra variables. In order to test the hypotheses we will therefore use model 1. This same conclusion can also be drawn from looking at the model summary in which adding the extra variables does not create a significant change in the F statistic. The adjusted R squared even drops from ,589 to ,580. We now thus have an R squared of ,611 which means that about 61 percent of the variability is explained by the predictor variables that are being analyzed in the model. There are no extreme correlations between independent variables, which gives some proof that there is no multicollinearity present. The ANOVA model shows us that the model is significantly better at predicting the outcome than using the mean as a best guess.

We can now go on to view the results of the actual regression. We see the four variables that have been entered: *Satisfaction*, *Complaint Ventilation*, *Influence* and *Met Expectations*. A constant is also present to complete the model. We see that on a 5% significance level there are three variables, next to the constant, that are significant. *Satisfaction*, *Influence* and *Met Expectations* all have a significant explanatory power regarding *Turnover Intentions*. If we look at B, we see that *Met Expectations*(-,531). has the largest explanatory power in turnover behavior, followed by *Satisfaction*(-,457) and *Influence*(-,351).

We can now look at whether this is consistent with the hypotheses.

- Hypothesis 1: *Satisfaction* has a negative effect on *Turnover Intentions*

Satisfaction clearly has a substantial negative effect on turnover. A score of one Likert point higher will result in almost a half point lower in *Turnover Intentions*. This hypothesis has hereby been confirmed. In the next model we will try to show what determines *Satisfaction*.

- Hypothesis 2: *Met Expectations* has a negative effect on *Turnover Intentions*

Met Expectations also clearly has a substantial negative effect on turnover. In this case a score of one Likert point higher will result in even more than a half point lower in *Turnover Intentions*. This hypothesis is thus clearly confirmed, and gives a warning for painting a too positive picture in the recruitment process. The fact that this variable has a significant effect, even if all other factors are held constant also gives a first proof of another theory. One would expect that the effect of expectations being met runs through *Satisfaction* to *Turnover Intentions*. To put it simple, you would expect *Met Expectations* to have an influence on *Satisfaction*, leading to an effect on *Turnover Intentions*. If *Satisfaction* however is assumed to be held constant, which is what happens in a regression, the degree to which expectations are met still has a significant effect on *Turnover Intentions*. This implies that met expectations has an effect on turnover intentions even beyond the effect through a reduction in job satisfaction. This is in line with the job matching theory by Jovanovic (1979). For these employees it is not purely the fact that they are dissatisfied, but also that new information made them draw

the conclusion that they were not as well off as expected in their current job, thereby making outside options relatively more attractive.

- Hypothesis 3: *Complaint Ventilation* has a negative effect on *Turnover Intentions*

This hypothesis cannot be confirmed since *Complaint Ventilation* is not significant on a 5% level in explaining *Turnover Intentions*. Therefore we have to reject this hypothesis.

- Hypothesis 4: *Influence* has a negative effect on *Turnover Intentions*

The other part of Voice, *Influence* does have a significant negative effect on *Turnover Intentions*. This means that when workers believe that they actually have an influence in the organization, and are able to change their grievances they are less likely to leave the firm. This hypothesis can therefore be confirmed.

- Hypothesis 5: *Influence* is a more important predictor of *Turnover Intentions* than *Complaint Ventilation*

From the model we can't directly draw a conclusion on this hypothesis. In order to be able to reject or accept this hypothesis we perform a Wald-test to test the equality of the two coefficients. The hypothesis of equality of the parameters of the variables *Complaint Ventilation* and *Influence* is rejected at the 10 percent significance level(,096). This means that the variables are not equal. Since the coefficient of the variable *Influence* has a larger effect than *Complaint Ventilation* we can draw the conclusion that *Influence* is a more important predictor of turnover than *Complaint Ventilation*, and accept the hypothesis. This gives a clear indication that it is important to distinguish between the two parts of voice and that it is of vital importance to also make the workers influential besides listening to them, when trying to improve employee retention. Like mentioned before, it is important to note that while this model shows that there is a relationship between variables, it does not show causality.

Satisfaction Determinants Model

In the previous section we have established that certain variables have an influence on *Turnover Intentions*. One of these variables was *Satisfaction*. Like I have mentioned before there has been research done in finding out the determinants of satisfaction. I use a regression model in which I start with the variables that I have mentioned before:

Career Opportunities, Working Hours, Contact with Colleagues, Contact with Executives, Salary and Support. After that I will add the variables of which I believe from my talks and experiences within the firm that they have an influence: *Permanent Position, Content of the Work, Pension, Organized Activities and Fixed Working Location*, which will be model 2. In model 3 I will add *Region, Tenure and Age*.

	Model 1		Model 2		Model 3	
	Unstandardized Coefficients		Unstandardized Coefficients		Unstandardized Coefficients	
	B	Std. Error	B	Std. Error	B	Std. Error
(Constant)	,418	,518	-,697	,724	-,951	,781
Career Opportunities	,170	,094	,244*	,094	,219*	,100
Working Hours	,130	,107	-,050	,109	-,052	,109
Contact with Colleagues	-,134	,109	-,150	,106	-,136	,107
Contact with Executives	,384**	,113	,273*	,108	,298**	,111
Salary	,124	,101	,062	,093	,106	,105
Support	,220*	,088	,177*	,081	,183*	,083
Permanent Position			,032	,121	,062	,125
Content of the work			,314**	,094	,236*	,102
Pension			-,003	,091	-,002	,090
Organized Activities			,170	,106	,125	,113
Fixed Working Location			,189*	,079	,171*	,083
Age					,155*	,068
Tenure					-,010	,013
Zeeland					,000	,217
Limburg					,140	,266
Noord-Holland					-,075	,319
R²	,442		,583		,624	

Table 7: Satisfaction Determinants Model

* <0.05

** < 0.01

Adding extra variables in this case does improve the model. This can be concluded from various things. First of all it can be seen that R squared increases when the model gets larger. In every model there is also at least one extra significant variable, and some variables from previous models become more significant. We will therefore use model 3 to explain *Satisfaction*. As can be seen from this table 62 percent of the variability of *Satisfaction* is explained by the variables in this third model. We of course also have to

check whether the model holds up to certain conditions again. The ANOVA statistic shows us again that the model is more than a best guess. The largest correlation that is present is ,521 between *Salary* and *Career Opportunities*.

The outcome of the regression coefficients can be seen in table 7. With these outcomes we can check the hypotheses that have been made for this model. Whether the hypothesis are rejected or accepted can be seen from table 8. We see that there are a few variables that have a statistically significant influence on *Satisfaction*. These variables are *Career Opportunities*, *Contact with Executives*, *Support*, *Content of the Work*, *Fixed Working Location* and *Age*. For these variables we can check the influence it has on *Satisfaction*. We can now see that *Contact with Executives*(,298) is the most important predictor of *Satisfaction*. This is followed by *content of the work*(,236), *Career Opportunities*(,219), *Support*(,183), *Fixed Working Location*(,171) and *Age*(,155)¹. Causality is again not proved in this model however.

Hypothesis 6	<i>Career Opportunities</i> has a positive effect on <i>Satisfaction</i> .	Accepted
Hypothesis 7	<i>Working Hours</i> has a positive effect on <i>Satisfaction</i> .	Rejected
Hypothesis 8	<i>Contact with Colleagues</i> has a positive effect on <i>Satisfaction</i> .	Rejected
Hypothesis 9	<i>Contact with Executives</i> has a positive effect on <i>Satisfaction</i> .	Accepted
Hypothesis 10	<i>Salary</i> has a positive effect on <i>Satisfaction</i> .	Rejected
Hypothesis 11	<i>Support</i> has a positive effect on <i>Satisfaction</i> .	Accepted
Hypothesis 12	<i>Permanent Position</i> has a positive effect on <i>Satisfaction</i> .	Rejected
Hypothesis 13	<i>Content of the Work</i> has a positive effect on <i>Satisfaction</i> .	Accepted
Hypothesis 14	<i>Pension</i> has a positive effect on <i>Satisfaction</i> .	Rejected
Hypothesis 15	<i>Organized Activities</i> has a positive effect on <i>Satisfaction</i> .	Rejected
Hypothesis 16	<i>Fixed Working Location</i> has a positive effect on <i>Satisfaction</i> .	Accepted

Table 8: Hypothesis Satisfaction Model

¹ The regression was also ran with dummies for different age groups to see whether there is a U-shaped effect of age as described in the literature (Clark, 1996). The dummy variables were not significant however.

Extended Turnover Determinants Model

Now that we have established which factors determine *Satisfaction* we can take an extra step and add all the significant factors to the model with *Turnover Intentions* determinants. In this way we can examine whether these satisfaction variables actually have an influence on *Turnover Intentions* through *Satisfaction*. We can also see whether there are parts of satisfaction that are not yet measured.

	Model 1		Model 2	
	Unstandardized Coefficients		Unstandardized Coefficients	
	B	Std. Error	B	Std. Error
(Constant)	7,381***	,581	7,564***	,644
Satisfaction	-,457***	,124	-,315*	,149
Complaint Ventilation	,030	,163	,026	,175
Influence	-,351**	,129	-,353*	,133
Met Expectations	-,531*	,205	-,306	,263
Career Opportunities			-,192	,103
Contact with Executives			-,061	,127
Support			-,020	,090
Content of the work			-,133	,109
Fixed Working Location			-,015	,094
Age			-,024	,064
R ²	,611		,644	

Table 9: Extended Turnover Determinants Model

* <0.05

** < 0.01

***<0.001

Table 9 shows a number of things. First of all it can be seen that the extra individual variables in model 2 do not significantly explain *Turnover Intentions*. The only variable that is close to having a significant effect at the 5 percent level is *Career Opportunities* with an significance of ,067. They however do take away some of the significance of *Satisfaction*, which means that some of the effect of the new variables on *Turnover* is actually running through *Satisfaction*. *Satisfaction* itself is however still significant, which means that there is a part of *Satisfaction* playing a role in the influence on *Turnover Intentions*, that is not yet measured by the additional variables.

VII Conclusions

This paper tests the previous theory regarding turnover and satisfaction determinants in a industrial safety setting. It treats theories such as the Exit-Voice Theory and the Job Matching Theory. Turnover intentions are being influenced by various variables, with influence playing a great explanatory role. If workers have an actual influence within the company they are less prone to leave the organization. This part of voice is found to be statistically more important in explaining turnover than the possibilities to ventilate complaints, the other part of voice. The degree to which expectations are met also is an explaining variable. Although it is tempting to promise various things to potential employees to make sure they choose for your organization, it is of utmost importance to keep the promises attainable. Making promises that the firm can't keep is detrimental to the retention rate of employees. The degree to which expectations are met even has an effect on turnover in a model in which satisfaction is also taken into account. This means that there is a part of this variable that does not run through satisfaction. This seems to be strange because you would expect that if expectations are not met, that a worker gets dissatisfied and as a consequence decides to leave the organization. A part of the workers however do not get dissatisfied, but still want to leave the organization. This may be because of the Job Matching Theory, in which a job is an experience good. Employees do not exactly know how a job will be and they have to experience it in order to make a good decision on whether it is a good match. A part of turnover can than be attributed to workers that found out that they did not form a good match with the job and therefore decided to look for a better match, although they were not dissatisfied. Satisfaction is also playing an important role in explaining turnover. In regression analysis it is important to note that one has to be aware of causality issues. This is especially, but not exclusively, the case between satisfaction in turnover. Is a person dissatisfied and does that make him want to leave, or does the person want to leave which results in dissatisfaction. As can be seen from previous literature causality seems to run from satisfaction to turnover (Freeman 1978), but is, like any relationship in this paper, not proved in this model. The pieces of which satisfaction exist are also checked in this paper. The variables that have an significant effect on satisfaction are *Career*

Opportunities, Contact with Executives, Support, Content of the Work and Fixed Working Location. When trying to improve satisfaction, which will also lead to lower turnover, firms would benefit from focusing on these variables. A note has to be added here however, since the extended turnover determinants model in which these variables were added, does not show a significant effect of these variables. This would mean that by focusing on these variables only satisfaction can be improved, but not the retention rate of employees. What however can be seen, is a decrease in the significance of satisfaction. The adding of the extra variables thus takes away some explanatory power of satisfaction, giving an indication that these variables are actually important for turnover. The fact that *Satisfaction* remains significant, while controlling for the added variables, shows that there is still a part of satisfaction that is not measured by this model.

In this research I have investigated various reasons of turnover intentions and satisfaction among fire watches within G4S. From reviewing previous research we can see that turnover intentions and actual quits are highly related to each other (Kristensen and Westergård-Nielsen, 2004). This research shows the effect on turnover intentions, and with it, the turnover ratio of certain changes in job aspects. I acknowledge however that a commercial firm only has limited financial means and that the main goal of the firm is to make profit. I admit that lowering turnover ratio is not reasonable and profitable at any cost. I must also stress that it is not desirable to reduce turnover completely, since there is also a degree of desired turnover needed in order to create the best possible matches between employees and employers. Changing the rating of certain variables might prove to be very difficult and costly. The recruitment and training of new employees, as well as the loss of firm specific capital is also very costly to the firm. The next step in effectively lowering the turnover rate is investigating how much has to be invested to change the score of certain aspects. It can then easily be assessed whether it is profitable to try to change this job aspect in the firm.

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G4S website

Appendix 1

Questionnaire

Beste medewerker van G4S Fire & Safety,

Voor mijn afstudeerstage aan de Erasmus Universiteit Rotterdam doe ik bij G4S Fire & Safety een onderzoek naar het verloop onder medewerkers. Voor dit onderzoek is je mening belangrijk. Ik wil je daarom vragen de onderstaande vragenlijst naar waarheid in te vullen. Het onderzoek is volledig anoniem. Individuele antwoorden en uitkomsten van deze vragenlijst worden niet openbaar gemaakt. Dit betekent dat je mening niet bij leidinggevenden en/of het management van G4S Fire & Safety terecht komt. De resultaten van deze vragenlijst worden gebruikt om een algemeen beeld te schetsen van de gedachten en houding die jullie, de medewerkers van G4S, over het bedrijf hebben. Op deze manier ontstaat er meer duidelijkheid over wat jullie belangrijk vinden binnen jullie werk en het bedrijf. Naar aanleiding hiervan adviseer ik het bedrijf over de mogelijke verbeterpunten om de samenwerking tussen G4S Fire & Safety en haar medewerkers zo soepel mogelijk te laten verlopen.

Alvast heel erg bedankt voor je medewerking,

Jeroen Janssen

Deel I: Algemene vragen

Hieronder volgen een aantal algemene vragen:

1. Hoe oud ben je:

<input type="radio"/>	18-24
<input type="radio"/>	25-34
<input type="radio"/>	35-44
<input type="radio"/>	45-54
<input type="radio"/>	>55

2. Hoe lang werk je al voor G4S Fire & Safety:

	Jaar		Maanden
--	------	--	---------

3. Wat is je hoogst behaalde diploma:

<input type="radio"/>	LBO/VBO/VMBO
<input type="radio"/>	MAVO
<input type="radio"/>	HAVO
<input type="radio"/>	VWO
<input type="radio"/>	MBO
<input type="radio"/>	HBO
<input type="radio"/>	Anders, namelijk

4. Wat is je functie:

5. In welke regio werk je:

<input type="radio"/>	Zeeland
<input type="radio"/>	Limburg
<input type="radio"/>	Noord-Holland
<input type="radio"/>	Zuid-Holland
<input type="radio"/>	Noord-Oost-Nederland

Deel II: Relevante onderdelen voor op het werk

In het onderstaande deel worden een aantal onderdelen belicht die invloed kunnen hebben op de mate waarin mensen tevreden zijn met hun werk, zoals salaris en de omgang met collega's. Dit deel bestaat uit 3 blokken.

- In het ***eerste*** blok wordt gevraagd hoe belangrijk de genoemde aspecten voor jou in het algemeen zijn
- In het ***tweede*** blok wordt gevraagd hoe G4S volgens jou scoort op deze punten
- In het ***derde*** blok wordt gevraagd in hoeverre G4S op deze aspecten voldoet aan de verwachtingen die je had voordat je bij G4S begon

Blok 1

<i>Hoe belangrijk zijn de volgende aspecten voor jou?</i>	Helemaal Niet Belangrijk	Niet Belangrijk	Neutraal	Belangrijk	Heel Belangrijk
Salaris	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vast dienstverband	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doorgroeimogelijkheden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Werktijden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De inhoud van het werk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Omgang met collega's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Omgang met leidinggevenden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pensioen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mogelijkheden om klachten kwijt te kunnen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activiteiten vanuit G4S	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vaste werklocatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Blok 2

<i>Hoe scoort G4S op de volgende punten volgens jou?</i>	Heel Slecht	Slecht	Neutraal	Goed	Heel Goed
Salaris	0	0	0	0	0
Vast dienstverband	0	0	0	0	0
Doorgroeimogelijkheden	0	0	0	0	0
Werktijden	0	0	0	0	0
De inhoud van het werk	0	0	0	0	0
Omgang met collega's	0	0	0	0	0
Omgang met leidinggevenden	0	0	0	0	0
Pensioen	0	0	0	0	0
Mogelijkheden om klachten kwijt te kunnen	0	0	0	0	0
Activiteiten vanuit G4S	0	0	0	0	0
Vaste werklocatie	0	0	0	0	0

Blok 3

<i>In hoeverre voldoet G4S op de volgende punten aan de verwachtingen die je had voordat je begon bij G4S?</i>	Heel Slecht	Slecht	Neutraal	Goed	Heel Goed
Salaris	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vast dienstverband	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doorgroeimogelijkheden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Werktijden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De inhoud van het werk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Omgang met collega's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Omgang met leidinggevenden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pensioen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mogelijkheden om klachten kwijt te kunnen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activiteiten vanuit G4S	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vaste werklocatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Op de onderstaande regels mag je aangeven als er een ander aspect is dat jij belangrijk vindt in je werk en hoe G4S hier volgens jou op scoort en of dit aan je verwachtingen voldeed:

Deel III: Het bedrijf

In het onderstaande deel staan een aantal stellingen waarbij je mag aangeven in hoeverre je het met de stelling eens bent.

<i>In hoeverre ben je het met de volgende stellingen eens?</i>	Helemaal Niet mee Eens	Niet mee Eens	Neutraal	Mee Eens	Helemaal mee Eens
G4S is geïnteresseerd in het oplossen van problemen van werknemers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G4S moedigt werknemers aan om hun mening te geven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G4S ziet klachten van werknemers als een aantasting van hun gezag	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
G4S heeft genoeg mogelijkheden gecreëerd voor werknemers om hun onvrede te uiten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De procedures om problemen van werknemers op te lossen werken goed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De coördinator staat open voor het ontvangen van klachten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De operationeel manager staat open voor het ontvangen van klachten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De coördinator doet moeite om op de hoogte te blijven van klachten die werknemers hebben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De operationeel manager doet moeite om op de hoogte te blijven van klachten die werknemers hebben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb invloed op veranderingen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In het onderstaande veld kun je aangeven wat er volgens jou verbeterd kan worden aan het bedrijf:

Deel IV voldoening uit werk

De onderstaande vragen gaan over het plezier en de voldoening die je uit je werk haalt.

<i>In hoeverre ben je het met de volgende stellingen eens?</i>	Helemaal Niet mee Eens	Niet mee Eens	Neutraal	Mee Eens	Helemaal mee Eens
Ik ga met plezier naar mijn werk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Op de werklocaties heb ik een prettige samenwerking met mijn collega's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De omgang met werknemers van aannemers verloopt goed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De coördinator toont interesse in mij	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De operationeel manager toont interesse in mij	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind mijn werk uitdagend genoeg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik krijg van G4S voldoende ondersteuning om mijn werkzaamheden naar behoren uit te voeren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Werken voor G4S geeft mij de voldoening die ik nodig heb in mijn werk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De onregelmatige tijden hebben een negatief effect op het plezier in mijn werk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De balans tussen werk en privé is goed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben tevreden over mijn baan bij G4S	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wat zou er volgens jou gedaan kunnen worden om je werk plezieriger te maken:

Deel V: overstapmogelijkheden

De volgende vragen gaan over de mogelijkheden die je onderzoekt om over te stappen naar een andere werkgever.

	Helemaal Niet mee Eens	Niet mee Eens	Neutraal	Mee Eens	Helemaal mee Eens
Wanneer er zich een andere baan aandient zal ik deze serieus overwegen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben actief op zoek naar een andere baan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou graag door willen groeien naar een andere functie binnen G4S	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wat zou voor u de belangrijkste reden zijn om over te stappen naar een andere werkgever:

Appendix 2

Cronbach's Alpha *Complaint Ventilation*

Reliability Statistics

Cronbach's Alpha	N of Items
,765	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
G4S encourages employees to give their opinion	24,88	16,594	,288	,775
G4S has created enough possibilities for employees to state their discontent	24,77	16,124	,394	,753
The coordinator is open to receiving complaints	23,64	17,125	,470	,743
The operational manager is open to receiving complaints	24,03	14,702	,641	,707
The coordinator is putting in effort to keep informed about the complaints of employees	24,04	17,039	,334	,761
The operational manager is putting in effort to keep informed about the complaints of employees	24,52	14,469	,652	,704
The coordinator is showing interest in me	23,95	17,457	,359	,756
The operational manager is showing interest in me	24,59	14,057	,624	,707

Appendix 3

Cronbach's Alpha *Influence* Including 'G4S seen complaints of employees as an attack on their authority'

Reliability Statistics

Cronbach's Alpha	N of Items
,677	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
G4S is interested in solving problems that employees have	7,8533	4,559	,536	,556
G4S sees complaints of employees as an attack on their authority (recoded)	7,7733	5,799	,297	,708
The procedures to resolve discontent of employees is working correctly	8,2267	4,961	,565	,547
I have an influence on changes	8,1467	4,911	,457	,612

Appendix 4

Cronbach's Alpha Influence

Reliability Statistics

Cronbach's Alpha	N of Items
,708	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
G4S is interested in solving problems that employees have	4,96	2,877	,499	,655
The procedures to resolve discontent of employees is working correctly	5,33	2,982	,622	,513
I have an influence on changes	5,25	3,003	,471	,687

Appendix 5

Cronbach's Alpha *Satisfaction* Including 'The balance between work and leisure is good'

Reliability Statistics

Cronbach's Alpha	N of Items
,775	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I enjoy going to work	12,44	9,952	,615	,717
I think my job is challenging enough	13,13	8,171	,677	,685
Working for G4S gives me the satisfaction that I need in my job	13,37	9,534	,547	,734
The balance between work and leisure is good	12,85	11,235	,262	,825
I am satisfied about my job at G4S	12,89	9,097	,700	,684

Appendix 6

Cronbach's Alpha *Satisfaction*

Reliability Statistics

Cronbach's Alpha	N of Items
,825	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I enjoy going to work	9,12	7,539	,594	,806
I think my job is challenging enough	9,81	5,857	,687	,767
Working for G4S gives me the satisfaction that I need in my job	10,05	6,673	,635	,787
I am satisfied about my job at G4S	9,57	6,680	,709	,755

Appendix 7

Cronbach's Alpha Turnover

Reliability Statistics

Cronbach's Alpha	N of Items
,738	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
When another job arises I would seriously consider it	2,89	1,394	,589	. ^a
I am actively searching for another job	3,92	1,075	,589	. ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Appendix 8

Descriptive statistics of Skewness and Kurtosis

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Difference Salary	,770	,277	1,511	,548
Difference Permanent Position	,080	,277	,537	,548
Difference Career Opportunities	,056	,277	-,566	,548
Difference Hours	,217	,277	-,032	,548
Difference Content	-,399	,277	,508	,548
Difference Contact with Colleagues	-,487	,277	,235	,548
Difference Contact With Executives	-1,000	,277	2,131	,548
Difference Pension	-,165	,277	-,169	,548
Difference Possibilities to Ventilate Complaints	-,478	,277	-,893	,548
Difference Organized Activities	-,527	,277	,408	,548
Difference Working Location	-,018	,277	,242	,548