CORPORATE TRANSFERS: THE PERSONALITY DETERMINANTS OF A SUCCESSFUL TRANSFER CANDIDATE

By

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We accept this thesis as conforming to the required standard

THE UNIVERSITY OF BRITISH COLUMBIA

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ABSTRACT

Numerous benefits and costs associated with corporate transfers were explored. Substantive organizational, personal and familial costs emerging as a result of an unsuccessful transfer experience were addressed. The financial nature of relocation compensation has not been successful in rectifying the emergence of organizational and human costs arising as a result of an unsuccessful transfer experience nor has it been successful in counteracting the current anti-mobility trend. It was proposed that the organizational, personal and familial costs may be minimized through the adoption of a selection program which not only places emphasis upon the needs of the organization but which also considers the personality traits of the transfer candidate and his or her spouse. Central to this proposal was the supposition that the personality correlates of the executive would have a direct bearing upon the favourableness of the executive's attitude toward transfers in general and that the personality correlates of the spouse would have an influential effect upon the executive's attitude.

A group of 164 managers and their spouses who had been transferred at least once by their present employer served as the sample. The study investigated hypothesized relationships between the favourableness of the executive's attitude toward transfers in general and a number of personality variables. These variables included the executive's age as well as his scores on
job-involvement, company commitment, authoritarianism social extraversion-introversion and locus of control and the spouse's scores on authoritarianism, social extraversion-introversion and locus of control. Correlational analysis was employed to analyze the data. The results did not lend conclusive support to the hypothesized relationships and thus the personality profile of an executive who would possess a favourable attitude toward transfers in general did not emerge. Methodological shortcomings were explored and an alternative methodology for the identification of an executive who would display post-transfer satisfaction was suggested.
TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>II. BENEFITS WHICH MAY RESULT AS A CONSEQUENCE OF A CORPORATE TRANSFER EXPERIENCE</td>
<td>5</td>
</tr>
<tr>
<td>A) Organizational Benefits</td>
<td>5</td>
</tr>
<tr>
<td>B) Personal Benefits</td>
<td>6</td>
</tr>
<tr>
<td>III. COSTS WHICH MAY RESULT AS A CONSEQUENCE OF A CORPORATE TRANSFER EXPERIENCE</td>
<td>8</td>
</tr>
<tr>
<td>A) Costs incurred by the organization as a direct result of a corporate transfer</td>
<td>8</td>
</tr>
<tr>
<td>B) Costs incurred by the organization as a result of human reactions to the relocation experience</td>
<td>11</td>
</tr>
<tr>
<td>C) Personal costs which are social and psychological in nature</td>
<td>17</td>
</tr>
<tr>
<td>IV. BENEFITS VS. COSTS: THE NEED FOR RECONCILIATION</td>
<td>22</td>
</tr>
<tr>
<td>V. HYPOTHESES</td>
<td>27</td>
</tr>
<tr>
<td>VI. METHODOLOGY</td>
<td>40</td>
</tr>
<tr>
<td>Materials</td>
<td>40</td>
</tr>
<tr>
<td>Subjects</td>
<td>48</td>
</tr>
<tr>
<td>Procedure</td>
<td>50</td>
</tr>
<tr>
<td>VII. RESULTS</td>
<td>53</td>
</tr>
<tr>
<td>VIII. DISCUSSION</td>
<td>60</td>
</tr>
</tbody>
</table>

Age Distribution of the Sample Population | 61 |
Population Bias | 62 |
Variable Scale Reliabilities | 63 |
The Construct Validity of the Dependent Variable | 63 |
The Trait Approach | 64 |
An alternative methodology for the generation of a profile of the executive who would possess a favourable attitude toward transfers in general | 69 |
APPENDIXES

A. Questionnaire Responded to by the Executive........ 78
B. Questionnaire Responded to by the Spouse.......... 79
C. Materials Constituting the Four Mailings......... 80
D. Scoring Procedures and Score Implications
   For the Variable Scales............................ 85

BIBLIOGRAPHY.............................................. 91
LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>VARIABLE SCALE SCORING RANGE, MEANS AND STANDARD DEVIATIONS</td>
<td>54</td>
</tr>
<tr>
<td>2.</td>
<td>PEARSON CORRELATIONS BETWEEN THE PERSONALITY CHARACTERISTICS AND THE FAVOURABLENESS OF THE EXECUTIVES ATTITUDE TOWARD TRANSFERS IN GENERAL (F1 AND F2)</td>
<td>56</td>
</tr>
<tr>
<td>3.</td>
<td>VARIABLE SCALE RELIABILITIES – ALPHA SCORES</td>
<td>59</td>
</tr>
</tbody>
</table>
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The Provision of Fringe Benefits For The Relocating Employee</td>
<td>12</td>
</tr>
<tr>
<td>2.</td>
<td>Labour Force Participation Rates By Sex And Marital Status</td>
<td>20</td>
</tr>
<tr>
<td>3.</td>
<td>Labour Force Participation Rates of Married Females by Age Group</td>
<td>20</td>
</tr>
<tr>
<td>4.</td>
<td>Item Content of Lodahl's and Kejner's Job-Involvement Scale</td>
<td>42</td>
</tr>
<tr>
<td>5.</td>
<td>Item Content of Baba's and Jamal's Company Commitment Scale</td>
<td>42</td>
</tr>
<tr>
<td>6.</td>
<td>Item Content of the California F Scale</td>
<td>44</td>
</tr>
<tr>
<td>7.</td>
<td>Item Content of the Pittsburgh Scale of Social Extraversion-Introversion</td>
<td>46</td>
</tr>
<tr>
<td>8.</td>
<td>Item Content of Rotter's (1966) Internal-External Locus of Control Scale</td>
<td>47</td>
</tr>
<tr>
<td>9.</td>
<td>Item Content of Glueck's PET Index</td>
<td>49</td>
</tr>
</tbody>
</table>
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Chapter I

INTRODUCTION

Professionals and managers are among the most highly mobile groups in our society (Imundo, 1974, p. 475). But very little is known about the set of forces which influence their attitudes and reactions toward the concept of job mobility and toward the circumstances surrounding corporate transfers. Numerous companies which are geographically widely dispersed have traditionally relied upon the positive attitude of managers toward the acceptance of corporate transfers to ensure the continuity of their organizations. In spite of this reliance, there is increasing evidence in both popular and management-oriented literature that there is a growing reluctance on the part of many employees to accept job transfers involving a move to a new location (U.S. News and World Report, 1975; Business Week, 1976; Industry Week, 1973; Murray, 1971; Howard and Boyd, 1976). As a consequence, many companies are reconsidering the advisability of their present transfer policies (Perham, 1970; Tiger, 1974; Business Week, 1972).

Ostensibly, there are two sets of factors underlying the changing corporate attitude toward transfers. Negative economic results associated with inappropriate and too frequent transfers have been stressed in the past. There exists, however, a small but growing body of literature which has, through the examination
of the consequences arising from corporate transfers, begun to move away from placing total emphasis upon economic factors (cf: Pinder, 1979). Recent literature has cited the additional fact that a growing number of employees are rejecting transfer opportunities for personal reasons. This increased incidence of rejection is seen as a means by which the employees are alerting management to the vast set of human costs which may affect the potential transferee and his* family. Consideration of the social and psychological factors associated with uprooting an individual and his family is leading some researchers to question whether the opportunities and the rewards for both the employee and the company which accrue as a consequence of the employee's unquestioned mobility outweigh the difficulties frequently incurred during the process of adapting to the relocation experience. Human considerations may no longer be neglected by management, since more and more companies are being faced with the blunt refusal by employees to accept transfer opportunities which will, in the employee's perception, incur an unacceptable human cost.

Relocation confrontations between the company and the potential transferee are becoming increasingly common. A survey of 617 major American companies conducted in 1975 for the Ticar Relocation Management Company found that some 42 percent of the companies under study experienced refusals, as compared with a

*For the purposes of this study all transferees will be referred to as being of the masculine gender since the majority of employees in the sample are males. Thus, the pronouns he/his will be used in reference to all transferees, be they male or female.
mere 4 percent in 1974. Howard and Boyd (1974), using personnel from one of Canada's largest companies as subjects, confirmed the prevalence of the reluctance of executives to relocate. They found that some 48 percent of those managers and supervisors included in the survey were unwilling to relocate geographically. Jennings (1974) states that the present situation seems to have reached the point at which between one-third and one-half of all managers would prefer to stay in their present geographic location. The reality of transfers as being the road to corporate success and hence a means to the life-style and the prestige which is often thought to accompany corporate success is being questioned, as more and more executives are refusing transfer opportunities and are thus risking the possibility of limiting their prospects for upward mobility (Costello, 1976). Gleman (Newsweek, January 16, 1978) states that a decade ago the rising young executive with his wife and children stood ready to go anywhere, at any time, for advancement within the organization. Robert Booth, head of Corporate Recruiters, an organization which scouts personnel for many top American corporations, stated that today he rarely sees this type of man (Newsweek, January 16, 1978).

Although there has recently been a growing recognition of the ultimate need to consider the social and the psychological manifestations which have been cited as emerging in response to corporate transfers (Glueck, 1974; Murray, 1971; Tiger, 1974; Olive et al, 1976), the basic criteria for the selection of transferees have, in the past, focused upon the needs of the company and the suitability of the individual, as well as upon the associated costs to be borne by the company. Although such
considerations must be taken into account, it is proposed that consideration of organizational needs must be coupled with a thorough understanding and appraisal of the transferee's personal and familial needs. Establishing the personality correlates of an individual who possesses a favourable attitude towards transfers in general would ultimately lead to a revamping of the selection process, stressing the importance of a match between organizational and individual goals.

The benefits and the costs which may result as a consequence of the corporate transfer experience must be evaluated, and a means by which management may attempt to negate the costs must be explored. This thesis will focus upon transfer-related costs and benefits and will explore a possible strategy aimed at lessening the social and psychological costs which frequently emerge in response to a transfer experience. These costs have an ultimate bearing upon organizational life, upon organizational continuity, and upon the ability of the organization to reap the benefits which have been attributed to the relocation of the employees.
Chapter II

BENEFITS WHICH MAY RESULT AS A CONSEQUENCE
OF A CORPORATE TRANSFER EXPERIENCE

A) Organizational Benefits:

Many writers advance the importance of the organizational purposes served by corporate relocation practices (Jaffe, 1972; Tiger, 1974; Burke, 1974). They suggest that corporate transfers are the primary means by which a company may successfully cope with predicaments which demand action. Jaffe (1972) sees corporate transfers as fulfilling the following purposes:

1. meeting manpower needs which arise as a consequence of mergers, acquisitions, and organizational realignments.

2. developing manpower capabilities which can handle changes in technology, products, or markets.

3. facilitating "cross-fertilization" of management philosophies and styles.

4. broadening the experiential base of employees who are destined to advance in the organizational hierarchy.
5. maintaining flexibility in staffing in new or growing operations.

6. utilizing talent rendered unnecessary as a result of consolidation of operations.

If the high incidence of major corporate expansion and endeavour observed in the 1970's continues, it seems justifiable to assume that the multitude of organizational needs which can be facilitated by the transfer of employees will continue to exist and that the necessity of meeting these objectives will remain an important factor affecting corporate success. Economists have predicted that retirement rates in Canada will peak in the near future and, as a consequence, Canadian corporations will be in desperate need of freshly developed managerial skills. (Perspective Canada II – A Compendium of Social Statistics 1977; The Crisis In University Management Education and Research, 1979)

The managerial experience and know-how acquired through the corporate transfer will thus continue to be an important building block for the future of Canadian corporate life. Tiger (1974), in support of liberalized transfer practices, states that there is "... plainly no substitute, in the development of broad administrative perspectives, for the experience of varied places and social patterns" (p. 182).

B) Personal Benefits

A number of personal benefits to the employee may potentially result from the corporate transfer experience. However,
one must be attuned to the subjectivity of these benefits. Each benefit is, in itself, only as real and as meaningful as the extent to which the prospective recipient values it.

For example, a transfer may provide the employee with an opportunity to further his insight into his company and to develop his skills (Jaffe, 1972) in order to better prepare himself for the possibility of intra-organizational advancement. Acquiring an understanding and working knowledge of the various company operations at their respective locations is often a prerequisite for promotion. Training and skills so acquired may also be viewed as facilitating inter-organizational movement and/or advancement. The family of the transferee may also reap various personal benefits from the relocation experience. Perhaps the most evident of these benefits is the opportunity to experience new places and thus to broaden one's social spectrum. Due to the extreme financial orientation of transfer policies such experiences may be acquired with very little cost being incurred by the family.
COSTS WHICH MAY RESULT AS A CONSEQUENCE 
OF A CORPORATE TRANSFER EXPERIENCE

A) Costs incurred by the organization as a 
direct result of a corporate transfer:

Transfers are becoming increasingly costly, from a finan­
cial point of view, for organizations. Survey data from a 
recent Conference Board report "Relocation Policies and Prac­
tices in Canada" (1977) have shown that the majority of large 
companies which are characterized as being widely dispersed have 
formal transfer policies. Such policies have a strong financial 
orientation aimed at easing the economic costs incurred by the 
transferred employee and his family as a result of the move. 
The Conference Board study emphasizes the extreme diversity of 
expenses associated with the relocation experience which are 
likely to be reimbursed by the employing company. Briefly, these 
expenses include the following:

(a) those expenses incurred prior to the 
move (ex. paid time-off to visit the 
new location and the reimbursement of 
pre-move expenses including food, 
transportation and lodging);

(b) the payment of direct moving expenses
(ex. packing, crating, transportation and unpacking of possessions; shipment of automobile, recreation vehicles and pets; and storage of household effects);

(c) the payment of indirect moving expenses (ex. costs incurred for the re-fitting of drapes and rugs; the installation of utilities, etc.).

Reports given by participants at the Ninth Atlas Forum on Moving and those cited in the Conference Board report explore the growing trend toward increasingly generous and correspondingly costly corporate transfer policies. Such policies include an increase in the provision of fringe benefits for the relocating employee. Traditionally, transfer policies have been concerned with items such as payment or reimbursement for transportation, meals, and living accommodations during the move; packing, shipping, and temporary storage of personal and household belongings; the cost of househunting trips to the new location; and some expenses associated with property and lease settlements (Jaffe, 1972). O. H. Frisbie, president of Atlas Van Lines Incorporated, stated in his annual report published in 1973 that corporate expenditure for moving an employee has risen astronomically in recent years. The primary reason for the increase is the more liberal nature of the moving policies adopted by a growing percentage of companies. The 1973 survey showed
that costs directly related to moving rose less than 1 percent over a one year period whereas the cost of the added amenities rose nearly 90 percent (Industry Week, January 29, 1973). Paul R. Ray and Company, a Fort Worth-based executive recruiting firm, recently polled 324 major companies on relocation practices for their executives. Almost all companies paid for the traditional fringe benefits cited above (Business Week, November 24, 1975). Results from the survey also showed that one company in three will arrange bank "bridge" loans for a new house purchased until the executive's old home is sold; more than one-half of the companies use their influence to help existing employees secure favorable loans or mortgage rates at the new location; sixteen percent of the companies will make up the difference between the old and the new interest rates for transferred executives if the mortgage rate is significantly higher than the old one; one-half of the companies offer to buy the home at a fair appraised price, or will make up the difference if the sale price is lower, if after a designated period, the executive's home remains unsold. The Atlas survey also found that three-quarters of the companies will reimburse present executives for selling costs such as broker's commission, legal expenses, title searches and related costs, and that many companies provide the employee with "settling in" costs which are intended to cover the cost of new drapes and rugs and the installation of utilities after the move. More than one-half of the companies surveyed pay at least part of the income tax liability an employee incurs when he is moved at company expense.
The changing social conditions and attitudes of employees, as well as the rising cost of the amenities included by a growing number of companies in their transfer policies, are making it more and more difficult for companies to implement practices that satisfy the needs of the organization as well as the needs of the transferred employee and his family. Such costs, associated with the move itself, have been estimated as ranging from $5,000 to $15,000 in Vancouver (Pinder, 1977). The charts appearing in Figure 1, compiled from data elicited from the respondents participating in the Ninth Atlas Forum on Moving, illustrate the more liberal attitude in providing fringe benefits to relocating employees.

A vast set of monetary inducements have, indeed, been offered by numerous companies in exchange for a move on the part of an employee. These efforts have not been enough to promote movement if the executive basically did not want to move (Behavioural Science Newsletter, September 12, 1977, Book VI, Vol. 17; Wong and Halpin, 1977). The added compensation is not having a significant counter-effect upon the prevalent anti-mobility trend.

B) Costs incurred by the organization as a result of human reactions to the relocation experience:

Recent literature alludes to the many hidden costs of executive relocation. In addition to the widely explored financial costs, researchers are beginning to view lower performance levels on the part of the transferee as a major hidden cost resulting from a corporate move (Nation's Business, November, 1973;
Approximately how much per move did your com-
pany spend during 1975 for such "moving ex-
tras" as motel accommodations, family trans-
portation, meals, housing compensation, maid
service, per-move house hunting trips, ap-
pliance servicing and similar items? Exclude
any salary increases and the cost of van ser-
vices.

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<tr>
<th>DOMESTIC MOVE</th>
<th>INTERNATIONAL MOVE</th>
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<tr>
<td>Response (150)</td>
<td>Response (41)</td>
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<tr>
<td>LOW</td>
<td>AVERAGE</td>
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<td>$200</td>
<td>$1,300</td>
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Besides packing and transportation of house-
hold goods, does your company also allow the
employees: Response (278)*

To move a second automobile at
company expense? 59%
To move a third automobile at
company expense? 12%
To move a boat at company
expense? 33%
To have belongings picked up
from a second residence (i.e.,
summer home)? 56%
To have maid service at either
the old or the new home? 14%
Unlimited weight? 82%
Permanent storage of some pos-
sessions? 26%
To move objects of high value,
such as statues or paintings? 67%
To move pets? 45%
To move recreation and lawn
equipment? 82%
To move other things? Please
specify: (Antiques, motor-
cycles, campers, etc.) 34%

*Some answered more than one way

Does your company in any way financially as-
sist your employee in disposing of the former
residence? Response (271) 59%-YES 41%-NO
If you answered YES, does your company:

Guarantee sale of the employee's
former residence? 44%
Purchase employee's house if no
buyer can be found in a reasonable
time? 32%
Refund any variance between price
of the former house and the price
of similar house in the new city? 11%
Pay for drapes, carpeting, etc.
in the new house, to equal the
former? 13%
Pay for alterations to drapes, car-
peting etc. if moved to new city? 29%
Pay employee, if he rented, the
difference between former rent and
similar new rental quarters? 15%
Reimburse for any increased income
tax incurred as a result of move? 36%
Other aid? Please specify. (Most
frequent: Help with mortgage
loans, other loans, realtor’s fees,
bonus). 45%

*Some answered more than one way

How many expense-paid trips does your
company allow an employee to find
housing in the new city? Response (273)

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<tr>
<td>38%</td>
<td>37%</td>
<td>21%</td>
<td>4%</td>
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How many expense-paid trips does your
company allow your employee's spouse
to assist in the house-hunting task? Response (271)

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<tr>
<td>52%</td>
<td>32%</td>
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Figure 1. The Provisions of Fringe Benefits For the
Relocating Employee.
Industry Week, May 3, 1971). Similarly, the Conference Board Report (1977) states that most firms recognize the fact that it is difficult for an unsettled employee to perform at full capacity. Robert Holliday (1979), President of Industrial Health Assistance Limited, alleges that the end result of the pressure an individual brings to bear upon himself in attempting to cope with a stressful event that has occurred in his business or personal life is unsatisfactory job performance. Corporations are recognizing that the social and psychological strains which accompany a move may act as a "performance obstacle" (Greene, 1972) and may negatively affect an employee's emotional well-being, personal stability, and overall satisfaction with the transfer, and hence may hinder his ability to perform in a satisfactory manner.

For the past four decades, however, researchers and practitioners alike have been engaged in a controversy regarding the cause-and-effect relationship of satisfaction and performance. Although a thorough examination of the cause-and-effect controversy is beyond the scope of this thesis, note should be taken of the lack of empirical evidence supporting the cause-and-effect relationship between the variables. Greene (1972) states

... current speculation on the part of most practitioners and researchers continue to imply that satisfaction and performance are causally related, although confusion exists concerning the exact nature of that relationship. While the performance-causes-satisfaction proposition is a more recent development, the contention that satisfaction causes performance, nonetheless, remains the more widely held of the two beliefs, particularly among practitioners.

(Steers and Porter, 1975, p. 252)
Path-goal theorists have examined the relationship between satisfaction and productivity from a motivational point of view and have proposed a connection between satisfaction, motivation and productivity. Georgopoulas et al (1957) suggest that an individual's motivation to perform at any given level is dependent upon his particular needs as reflected in the choice of his goals and by his perception as to the usefulness of productive behaviour toward the ultimate attainment of these goals. Vroom (1964) has further extended this idea into a motivational model. Porter et al (1975) have elaborated upon the connection between satisfaction, motivation and productivity by stating that the various events or outcomes that arise in an organization are valued by the individual to the extent that they actually satisfy personal needs or facilitate the achievement of personal goals. Thus, the rewards which emerge as a result of the elicitation of productive behaviour must have value and utility in terms of the individual's current perceived needs. If, for instance, the choice of a transferee's goals is dictated by his need for personal and family security as well as for psychological and emotional comfort, he will be motivated to satisfy what Maslow (1954) has termed "lower-level" needs. Goals characterizing lower-level needs may emerge in response to a transfer situation where the incidence of social and psychological strains have arisen. The value attached to the fulfillment of the lower-level needs will thus act as the motivational incentive for the transferee. Hence, productivity and the desire to perform would seemingly not be of immediate value to the transferee who is faced with personal difficulties. The setting of
goals associated with productivity and congruent with the fulfillment of "higher-order" needs (i.e., needs for personal growth and development, or for self-actualization) would thus not take place until the personal difficulties are rectified.

Consequently, the organization must take necessary precautions to refrain from placing its employees in a transfer situation which would initiate personal and familial disruptions. Employers must refrain from instigating such transfers not only to preserve the functioning of the company, but also to spare the executive and his family the human costs associated with an inappropriate or poorly received transfer. It seems essential that the needs of the company be met without depriving the employee and his family of the satisfaction of their personal needs.

It has been found that the actions and reactions of his family will have a direct bearing upon the executive's ability to perform (Industry Week, August 2, 1974). If the family, and in particular the spouse, cannot cope emotionally, the success of the move may be in jeopardy. From an emotional standpoint, very little has been done by organizations to aid the distraught family of a transferred employee. As a result, occupational physicians are becoming increasingly familiar with disturbed family groups and individual family members as a direct result of transfers (Olive et al, 1976). Stress within the family unit will offset the psychological equilibrium characteristic of any well balanced and functional social entity. The disruption will, no doubt, have an adverse affect upon the manager's ability to adapt appropriately to the novel demands of his new
organizational role and thus to function successfully within the organization. As a consequence of his poor performance, the transferee may experience professional criticism and personal frustration, which may subsequently have a detrimental affect upon his satisfaction with his newly acquired position, upon his level of motivation to perform, and upon his future attitude toward transfers in general.

Argyris (1957) has stated that if an employee cannot adjust to the demands of the job, he or she will leave that job and will subsequently search for one which is more compatible with his personality. Thus, the incidence of employee turnover may be regarded as being directly related to the employee experiencing negative consequences stemming from the work situation. Various negative consequences which lead frequently to employee dissatisfaction have been documented as resulting from an inappropriate or poorly received transfer experience and hence may contribute to an increase in the incidence of employee turnover. For example, Pinder and Das (1979) state that if a transferee or his family are unhappy in their new location the employee may likely terminate his employment at that location and thus the company will incur the high costs associated with turnover. In such cases the cost to a company may be measured in the training and experience which the individual has received at the company's expense, yet which will no longer be of benefit to the company. The direct cost to the company in such situations is often a substantial percentage of the transferee's annual salary.
C) Personal costs which are social and psychological in nature:

Business and academic literature have personified the 20th Century corporate employee and his family as being members of a "nomadic tribe", possessing very little control over their destiny (Imundo, 1964; Olive et al, 1976). Vance Packard, in his book *A Nation of Strangers*, brings to the fore the need for individuals to familiarize themselves with the causes and the consequences of the nomadic existence experienced by many corporate families. Packard (1972) states that a loss of community identification, the dissolution of the nuclear family, increasing divorce rates, transitory friendships, and the emergence of social apathy are, to a large degree, a result of excessive mobility. Tiger (1974) contends that a major consequence associated with the corporate commitment to frequently relocating their executives is that the executive's spouse and children are deprived of the fundamental human requirement of social continuity and personal stability. The executive himself experiences such loss, as well as numerous other obstacles. There are, of course, losses of various kinds when the newly transferred executive must enter a novel work situation with little or no working familiarity with the people involved nor with the idiosyncrasies characteristic of his new place of employment. Not only must he learn about his new job, but also he must become familiar with the social and psychological climate of his new location. While the exact costs of social and psychological exploration and subsequent readjustment are difficult to state
accurately, Tiger (1974) contends that there is reason, on the face of it, to think that the costs are considerable.

Recent surveys have shown a growing dissatisfaction on the part of executives' spouses when questioned about their feelings on corporate transfers. Burke (1974) found that 51 percent of the wives in his survey stated that they would react pessimistically if their husbands were asked to relocate; 5 percent said that they would encourage their husbands to leave their present jobs. Some 16 percent of the wives in the same study felt that the prospect of their husbands being transferred significantly decreased their involvement in the community and in neighbourhood social life. A total of 34 percent of these spouses said that after relocation they had not made any close or lasting friends in their neighbourhood. Student (1976), in his discussion centering upon the costs associated with corporate mobility, states that if the executive, and in particular his wife and children, have special difficulty in accepting the circumstances existing in their new community, these dissatisfactions will create serious personal and hence serious organizational problems. Thus, it may be stipulated that the executive must be sustained by a willing family if, in fact, he is to accept a transfer opportunity and be satisfied with and possess positive feelings toward the experience.

Costello (1976) found that three of the ten reasons most often given by managers who declined a shift to a new location were directly related to family concerns. These reasons included a basic resistance on the part of the family to relocate; a concern for the educational needs of the children; and
consideration of the employment of the spouse.

The growing consciousness of women's rights has recently surfaced as an important factor behind the anti-mobility trend. Ginzberg (1977) states that the single most outstanding economic phenomenon of our century is the huge number of women who are currently entering the labour force. Waldman (1970) states that the present labour force is composed of a substantially greater percentage of women than at any given time in the past. In a Northwestern Bell Telephone study Olive et al (1976) found that 33 percent of the company's employees had spouses who were employed either full or part-time. Recent surveys conducted by Statistics Canada show that there has been a marked difference in the labour force participation rates of females in recent years. This increase is primarily seen as being a reflection of the increased tendency of married women under fifty-five years of age to enter the labour force. Figures 2 and 3 clearly depict this growing trend. Subsequent to the influx of women (and in particular married women) into the Canadian labour force, the incidence of the career-oriented wife is on the rise, and the occurrence of conflicting husband-wife career paths is becoming evident. Ginzberg (Forbes, November 15, 1977) states that organizations will not be able to move young executives around as easily as they did when they did not have to concern themselves with the added problem of the career woman who is not always content to play the supportive role to her husband and to his career. As stated by one of the wives participating in the Northwestern Bell Telephone study, "I've moved with him for the last fifteen years. Now it's time for him to consider my career" (Olive et al, 1976).
Figure 2. Labour Force Participation Rates by Sex and Marital Status.

Figure 3. Labour Force Participation Rates of Married Females by Age Group.
Thus, the relocation of a career woman's spouse has a direct bearing upon the continuation and, in fact, upon the plausibility of her pursuit of a successful career, as well as upon her emotional well-being. Today more women are occupying jobs which are neither menial nor transitory in nature, and as a result, ego as well as nuptial difficulties arise when the husband of a career-oriented wife receives a transfer. Data collected in the United States by the population division of the Census Bureau shows that working women must usually forfeit their jobs when their husbands are transferred (U. S. News and World Report, January 13, 1975). Although the couple may be able to arrange simultaneous and corresponding moves with their respective employers, there seems only a slim hope that such arrangements will frequently materialize.

The author of "Corporate Wives—Corporate Casualties?", Dr. Robert Seidenberg, a psychiatrist, states that a significant number of working wives whose career development is adversely affected by the incidence of their husbands' transfers become defeated individuals, casualties of success. The frustrations, the feelings of inadequacy and anger experienced by many career-oriented wives tend to surface when they are confronted with the traditional assumptions of male primacy in career development and achievement. In response to the feeling of hopelessness and of being destined to fulfill the role of the stereotype complaisant wife the working woman may turn to alcohol or drugs in an attempt to evade the realities of her life situation. Family problems and nuptial difficulties frequently arise due to involvement with alcohol or drugs as a means of escape.
Chapter IV

BENEFITS VS. COSTS: THE NEED FOR RECONCILIATION

In order to minimize the costs and maximize the benefits derived from corporate transfers, it would be useful to construct a profile that characterizes the personality and attitudes of individuals for whom mobility is not a major problem. In other words, what types of people are not adversely affected by transfers? What personality traits distinguish them? What sort of attitudes do they tend to possess?

Katz (1960) has defined the concept of attitude as "... the predisposition of the individual to evaluate some symbol or object or aspect of his world in a favourable or unfavourable manner" (Public Opinion Quarterly, Volume 24, 1960, p. 168). Jeremy Bentham and the Utilitarians, when constructing their model of man, recognized that people strive to maximize the rewards in their environment and to minimize the penalties. The concept of attitude formation is thus seen as being largely dependent upon the needs of the individual coalesced with the present or past perceptions of the utility of the attitudinal object toward the satisfaction of his current individual needs.

In industry, management has attempted to create favourable attitudes towards transfers by providing attractive financial incentives. A central theme of this paper is that such programs will not have an overriding effect upon positive
attitude formation. It is felt that the personality characteristics and psychological needs of the executive and his spouse will be the ultimate determinant of the executive's attitude toward transfers in general.

Murray (1971) touches upon the argument that individuals with different personality and demographic characteristics and thus with different psychological dispositions will react quite differently to the relocation experience. After a search of management-oriented and psychological literature, however, no empirical support was found which elaborated upon the role of individual differences and their assumed effect upon attitudes toward the relocation experience. Burke (1974) stated that very little is known about the ways in which transfer opportunities are received by individuals. However, it is logical to assume that an individual will perceive and experience a new situation in a manner which is congruent with his personal disposition, expectancies, and likes and dislikes as established through experience and imbedded in his beliefs. Some employees may regard the transfer opportunity as a chance to advance within the organizational hierarchy and to gain added knowledge and experience which will serve to strengthen their expertise (Burke, 1974). The employee may also see the relocation opportunity as a time for self-renewal, for expanding his horizons, and for potential growth to be acquired through meeting new people and living in different places (Olive et al, 1976). Conversely, the transferee may conceptualize the opportunity as inevitably leading to the abolition of long established routines, habits, housing
arrangements, community affiliations, and friendships.

The proponents of the 1960's youth movements, whose efforts lent toward a search for "freedom" and a status quo in which each man's uniqueness was appreciated, are today becoming assimilated into the corporate ranks. These individuals are bringing to the corporate world their recognition and appreciation for personal values, as well as their integrity to question that to which they may not wish to conform so as to preserve their ideals. Schein (1977) states that work is no longer as central to life as it once was. He contends that younger people, in particular, want a better balance of work, family, and self-development and are thus not willing to be dominated by their work situation.

Banks (1977), in his article entitled "Here Come the Individualists," indicates that the most prevalent trend in American society today is the rise of a kind of "popular individualism." He states that it is not an anti-business or an anti-organization trend per se, but it is a trend which will demand accommodations between the conventional business values and individual values of a scope and kind which we have never seen before. Banks goes on to say that today's managers are confronted with "... the outcropping of a broad and basic change in American society, which has bedrock implications for all organizations that owe their survival to creative people (and that, in the long run, is most of them)" (p. 24). Not every highly qualified and potentially successful graduate holds the ultimate desire of climbing a corporate ladder, says Schein (1977). Many
want the opportunity to apply their academic expertise to real world situations with minimal management duties. Others have need for the fulfillment of what Maslow (1954) has termed "lower order needs" such as a sense of security, others desire to become recognized as entrepreneurs, and still others want non-organizational careers altogether. It was once felt that all managers desired to climb the same corporate ladder and their unquestioning acceptance of transfer opportunities was seen as a definite means to this end. Schein contends that the implications arising from the movement toward individualism are obvious. He states that organizations must accommodate individual differences and hence must develop multiple ladders and reward systems.

Since transfer related benefits are central to the long-term survival of organizations, it is essential that organizations find an improved means by which to accomplish the objectives which precipitate the transfer of employees. It is felt by this author that the means may be significantly enhanced if greater emphasis is placed upon the psychological and the demographic correlates of post-transfer satisfaction. Central to the arguments to be advanced in this paper is the assumption that a significant proportion of the ill-effects arising from the corporate transfer can be minimized through an appropriate selection program whereby the personality factors (psychological and demographic) of the eligible transferees and of their spouses are thoroughly appraised.

The author will attempt to identify, based on theoretical and empirically derived formulations, some of the
requisite personality factors which may have an effect upon the employee's post-transfer satisfaction and subsequently upon the favourableness of his attitude toward transfers in general. The empirical identification of such factors may be of crucial importance for the long-term effectiveness of the company because of the organization's dependence upon its human resources, for the successful implementation of its transfer policy, and for the satisfaction of the employee's personal and familial needs.

The psychological and the demographic characteristics of the spouse of the transferee must also be considered because of the apparent influential effect which the spouse's attitudes have upon the transferee's post-transfer satisfaction (Pahl and Pahl, 1971). It is important to identify the spouse's ability to cope with the vast set of consequences which may result from a relocation; her inability to cope may have a devastating effect upon the outcome of the transfer.
Chapter V

HYPOTHESES

Hypotheses were generated regarding the relationship between the various personality and demographic characteristics of the transferee and the spouse (which served as the independent variables in the study) and the dependent variable (which is denoted as the favourableness of the executive's attitudes toward corporate transfers in general). The independent variables include the employee's age, as well as his scores on indices measuring Job Involvement, Company Commitment, Authoritarianism, Extraversion-Introversion, and Locus of Control. In addition, the age and scores on indices measuring the Authoritarian, Extraversion-Introversion, and Locus of Control of the spouse were examined as predictors of employee attitudes toward transfers. In the following section of the paper theoretical justifications for each of the independent variables will be discussed. Each will be accompanied by a brief explanation of the conceptual justification and the rationale linking the independent variable to the dependent variable, and a hypothesis concerning their relationship will be generated. The independent variables selected for the purpose of this study are proposed to be of critical importance to the development of a personality profile of the "successful" transfer candidate who would respond to the move with the least amount of personal familial and organizational
disruption.

The theoretical descriptions and assumptions underlying the generation of hypotheses regarding the executives are also assumed to be applicable to the generation of hypotheses regarding their spouses. Since it is theorized that the attitudes of the spouse to transfer have a significant effect upon the attitudes of the transferee, hypotheses regarding both the transferee and the spouse will be considered together under each independent variable, where that variable was considered to be applicable to both.

**Hypothesis 1:**

The present age of the executive served as an independent variable in this study. Veiga (1973), in an extensive study on the transfers of nearly 1,300 managers, confirmed the previous finding of Hunter and Reid (1967) which depicted a decline in mobility as a manager advances in age. Likewise, Howard and Boyd (1976) found that age and willingness to relocate are highly interrelated.

As most individuals advance in age they have established a community identity which, if interrupted, might cause personal problems reflecting a perceived lack of self-identity and sense of belongingness (Olive et al, 1976; Packard, 1972; Tiger, 1974; Student, 1976). It is felt that an older individual will be less likely to welcome the demands of re-establishing one's identity in a new community due to the realization of having to forfeit the number of years already invested in establishing his community identity and sense of belonging.
Accordingly, it was hypothesized that older employees would possess less favourable attitudes toward transfers in general than would younger employees.

**Hypothesis 2:**

Numerous organizational theorists as well as social psychologists have discussed the relationship between the work of an individual and the extent to which the work is associated with his ego feelings, self-concept, and the fulfillment of his psychological needs (McGregor, 1960; Maslow, 1954; Allport, 1947; Vroom, 1964). Lodahl and Kejner (1965) have explored this relationship and have subsequently developed a theoretical definition of what they termed "job involvement". Job involvement is defined as "... the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image" (Lodahl and Kejner, 1965, p. 24). The concept of job involvement is seen as the personal internalization of values concerning the importance of work and the basic need for work as a means of personifying the worthiness of the person. Lodahl and Kejner (1965) state that the degree of job involvement expressed by a person may perhaps serve as a measure of the ease with which he may become further socialized by the organization. Katz and Kahn (1966) conclude that job involvement is a necessary precondition if the individual is to accept fully the organizational demands placed upon him by his membership in the organization.

The job-involved person may thus be characterized as a
... for whom work is a very important part of life, and as one who is affected very much personally by his whole job situation: the work itself, his co-workers, the company, etc. On the other hand, the non-job-involved worker does his living off the job. Work is not an important part of his psychological life. His interests are elsewhere, and the core of his self-image, the essential part of his identity, is not greatly affected by the kind of work he does or how well he does it.

(Lodahl and Kejner, 1965, p. 25)

It was hypothesized therefore that a person who is highly job involved will be more accepting of organizational demands and will hence express a more favourable attitude toward the transfer experience.

Hypothesis 3:

A limited amount of empirical research in the field of organizational behaviour has been concerned with the concept of company commitment and the variables which may increase or decrease the incidence of commitment on the part of the executive. Company commitment is defined by Porter et al (1974) as the strength of an individual's identification with and involvement in a given company. Company commitment can be characterized by the following three factors (Porter et al, 1974, p. 604):

1. a strong belief in and acceptance of the organization's goals and values,

2. a willingness to exert considerable effort on behalf of the organization,

3. a definite desire to maintain organizational membership.
Company commitment is defined by Jamal (1975) in terms of desire to put in extra work and concern for the company.

It is felt by the author that the more committed an employee is to his company the more receptive he will be to the demands which the company makes upon him. Thus, if an employee is to be relocated by the company he will be more inclined to do so without generating doubts and qualms if, in fact, he has committed himself to the goals of the organization, has internalized the values characteristic of the organization, and wishes to maintain his role within the company. The acceptance of a transfer opportunity and his post-transfer satisfaction will serve to show his identification and concern for the future of "his" organization.

It was thus hypothesized that an individual who is committed to the company will demonstrate greater acceptance of a transfer opportunity, will display greater post-transfer satisfaction, and will be inclined to express a favourable attitude toward transfers in general.

Hypothesis 4a:

The authoritarian person has high submission and dominance needs and thus has a great respect for authority (Adorno, 1950). Those who score high on authoritarianism should find it easy to legitimate the existence of an organization as a rational system in which authority, status, and rewards are not always equally distributed. Presthus (1962) states that an authoritarian's respect for authority "... helps him reconcile any moral conflict arising from the injustice that organizations must at times commit" (p. 198). The development and the perpetuation of the
company is paramount to the authoritarian individual, with his own personal welfare being secondary. The authoritarian will thus alter his present feelings and points of view so as to play his role in the development of his company. Such an individual rarely reflects upon what "might have been," and as a result it is assumed that he would tend to do as he is told. Presthus maintains that, as a result of such feelings, the authoritarian views his job and the company instrumentally, as a means of personal ascendancy. He accepts the company's latent goals of power, growth, and survival, and feels that if he is to succeed he must accept such values with utter commitment.

Based on the sketch of the authoritarian personality presented by Presthus, it is logical to assume that such an individual would, primarily for the sake of the organization, but also for his own personal success, be amenable to suggestions or orders given by the company. Thus, upon being confronted with a corporate transfer, the authoritarian individual would comply with the request of the company. His respect for authority and his ability to place company needs above his own would enhance his amenable attitude.

Therefore, it was hypothesized that an individual scoring high on authoritarianism would have a more favourable attitude towards transfers in general than one who scores low on this dimension.

Hypothesis 4b:

The authoritarian spouse might be personified as an individual who has a tremendous respect for authority and whose
need to be dominated by others is great. If the husband of such an individual was to receive a transfer opportunity the complacent attitude of the spouse would influence her whole-hearted acceptance of the company's request to relocate. It was reasoned that an authoritarian spouse would have a favourable attitude toward the transfer experience and would thus positively increase her husband's acceptance of, and his attitude toward, transfers in general. Therefore, we hypothesized a positive correlation between the authoritarianism of the manager's spouse and the transfer attitudes of the manager himself.

Hypothesis 5a:

Various theorists have offered definitions in an attempt to clarify the theoretical meaning generally attached to the social extraversion-introversion personality dimension. The social introvert typically "... tends to withdraw into himself, especially in times of emotional stress or conflict. Characteristics of introversion include shyness and a preference for working alone ... . The extrovert, by contrast, when under stress tends to lose himself among people. He is likely to be very sociable, a hail fellow well met. He tends to choose occupations such as sales or promotional work, in which he deals with people rather than with things. He is likely to be conventional, well-dressed, out-going" (Hilgard, Atkinson, and Atkinson, 1971, p. 404).

When transferred, the executive has the majority of his social ties severed and is faced with a situation in which he must expend a degree of effort to make new social contacts.
Burke (1974) found that many relocated managers become less active in community affairs and tend to develop a smaller circle of friends than was the case in their previous location. Some 53 percent of his total sample of transferred subjects stated that they made friends with their neighbours in their new community slowly or not at all. Since the introvert tends to withdraw and exist in isolation when confronted with a stressful situation, it is logical to assume that the well-documented stressful aspects of corporate transfers would prompt the introverted individual to exist in a state of social seclusion. Numerous social psychologists and personality psychologists have stated the need for man to exist within a social atmosphere and have discussed the psychological consequences of turning away from the basic social nature of our society. It is thus felt that the extravert will be better equipped to deal with the relocation experience and would reap far greater benefits from the move. Presthus (1962), writing from an organizational point of view, states that the extraverted individual will accept conditions as they are, believing that existing values and institutions are necessary and proper.

Accordingly, it was hypothesized that extraverted employees are more adept at adjusting to transfers and to the contingent situations and will hence hold more favourable attitudes toward transfers in general than will introverts.

Hypothesis 5b:

Imundo (1974) states that wives have more dealings with
and display greater interest in the home, the community, and friends than the majority of husbands and consequently place more value upon them. When the executive and his family move to a new location, the executive is placed in the position of working with colleagues with whom he shares the common factor of being employed by the same company. This commonality is a link through which he may acquire contacts and thus become somewhat assimilated into the new environment. Conversely, the spouse is submerged into a novel environment frequently with few or no previously established acquaintances to help ease the strains of assimilation. Subsequent to the move the spouse is faced with the task of building a new social life and a new personal community for herself without a predetermined role in the new environment. Hence, it is assumed that it would be easier for the social extravert to venture out into the unknown community and establish friendships than it would be for the introvert. It is thus hypothesized that extraverted spouses will possess a more favourable attitude toward transfers in general and will positively affect the favourableness of her husband's reactions toward transfers in general.

Hypothesis 6a:

Social psychologists have long been interested in systematically identifying people's interpretations of the events of which they are a part. It seems that some individuals tend to attribute the occurrence of events to their own actions, while others have the tendency to see the coming of events as being beyond their control. Psychological research purports
that this difference in the interpretation of events is of utmost importance in understanding how people will react to, and manage in, the social world. Rotter (1943) termed his personality dimension "internal-external locus of control."

The locus of control dimension represents the degree to which, over a number of situations, the individual believes that he personally can maintain control over the occurrence and the outcome of the events with which he will be faced. Thus, the individual's standing on this dimension reveals the extent to which the individual sees the source of control as being located within himself rather than without. The more internally oriented the person is, the greater is his belief that events occur as a consequence of his personal actions and are under his personal control. Conversely, the more externally oriented a person is, the greater is his belief that the occurrence and outcome of events are totally unrelated to his personal behaviour and are hence beyond his personal control. Collins (1974) states that "from a person perception perspective, the I-E scale, measures a response bias, stereotype, or implicit personality theory; it reflects constant bias in the observer's judgements regarding the causes of good and bad things that happen to him" (p.381).

Three sub-scales used to measure one's overall locus of control are considered to be relevant to this study and are labelled as follows: 1) the difficult-easy world; 2) the just-unjust world; 3) the predictable-unpredictable world. Collins (1974) states that an individual scoring "external" on
Collins (1974) maintains that any of the three aforementioned beliefs would inhibit coping and lower one's self-esteem and hence would lead the individual to conclude "there's no point in trying; it wouldn't make any difference if I did" (p. 387).

The author assumes that the locus of control of an executive who is confronted with a transfer opportunity will have a pronounced influence upon his acceptance of and hence upon his subsequent overt reactions to a move. It is assumed that his locus of control will have a definite effect upon his psychological adjustment to the new location and to the stressful situations which accompany the move.

An "external" person is characterized as perceiving his world as difficult. If such an individual receives a transfer, he will, in all probability, see the opportunity as leading to unnecessary difficulties with which he would rather not be
confronted. Due to his perception that the control over those life situations with which he may be confronted is beyond his powers, it is assumed that the transferee will evince a lackadaisical response of non-intervention when confronted with the transfer-related difficulties and thus will not attempt to rectify them. **Hypothesis 6a (i):** It is thus hypothesized that a person scoring "external" on the difficult-easy dimension would assume an unfavourable attitude toward transfer experiences in general.

An individual scoring external on the just-unjust dimension perceives his world as being inequitable and hence does not acknowledge a direct relationship between his behaviour and subsequent feedback or occurrences. The individual consequently does not assume the responsibility of coping with or understanding his world. When an event occurs such an individual will accept it with little or no intervention due to his preconceived notion that any investment or input into the situation will have no bearing upon the outcome of that situation nor change the existence of that event. It is therefore likely that an "external" person will accept a corporate transfer but will do so merely because it is his "lot in life." **Hypothesis 6a (ii):** It is hypothesized that the "external" individual will possess an unfavourable attitude toward transfer experiences due to his belief in the unjust nature of his progression in life.

An "external" individual visualizes his world as being one of luck and unpredictability. If confronted with a corporate transfer he would accept it as being inevitable and dictated by
"luck." **Hypothesis 6a (iii):** It is hypothesized that the "external" individual will express unfavourable attitudes toward a transfer opportunity since the perceived unpredictability of the event will function to destroy the equilibrium of his world and will hence pose difficulties in coping with the event.

In all of the above three cases it was hypothesized that the individual scoring as an "external" on the locus of control dimension would display unfavourable attitudes toward transfers in general.

**Hypothesis 6b:**

The spouses of the executives responding to the survey were also measured on the three sub-scales of the Internal-External Locus of Control Scale previously mentioned. The three sub-scales on which executives' reactions to the transfer situation were measured were also applied to their spouses. It is hypothesized that spouses scoring as "externals" will possess a less favourable attitude toward transfers than would those demonstrating an internal locus of control and that spouses scoring as "internals," would be positively associated with the favourable reaction of the spouse to transfers in general.
Chapter VI

METHODOLOGY

This study is part of a more extensive research project conducted by Dr. Craig C. Pinder at the Faculty of Commerce and Business Administration, the University of British Columbia. The questionnaires used to elicit the data for the study described in this paper were developed and utilized by Dr. Pinder for the purpose of his research (cf: Pinder, 1977; 1978; 1979).

Materials

The survey questionnaires designed to gather the data were developed after Pinder had interviews with senior personnel executives from several organizations in industries where transfers are common. During these interviews recommendations were offered by the personnel executives concerning important issues and variables to be incorporated in the questionnaire. Two questionnaires were developed — one was specifically designed for the transferred employee (see Appendix A) while the second was designed to be completed by the spouse of the employee (see Appendix B). The items included in the questionnaire for the spouses were drawn from the questionnaire designed for the executives. Various scales found in the transferred executives' questionnaire were not applicable to the spouses and were thus not included in their questionnaire. Specific items responded to by the executives and their spouses for the purpose of this study
included scales which tap the several independent and dependent variables as well as the age and sex of the respondent.

Following is a synopsis of the various instruments used to tap the constructs incorporated in this study:

**Independent Variables:**

**Age:** The present age of the executive and the spouse was simply measured by a question which read "What is your present age in years?"

**Job Involvement:** Lodahl and Kejner (1965) developed a Likert-type scale to tap the psychological dimension which they have termed "job-involvement." Some 110 statements relating to the dimension were gathered from interviews, from previously existing though somewhat vague questionnaires, from associates in the field, and by logical deductions. Item analysis was carried out and the total set of items was first reduced to forty and then to twenty. Lodahl and Kejner subsequently developed a shorter version of the scale to be used when space and time dictated the need (Weissenberg and Grunfeld, 1968). The shortened scale is comprised of the following six items and appears in the questionnaire used for this study.
119. The major satisfaction in my life comes from my job.

120. The most important things that happen to me involve my job.

121. I live, eat, and breathe my job.

122. I am very much involved personally in my work.

123. I'm really a perfectionist about my work.

124. Most things in life are more important than work.

Figure 4: Item Content of Lodahl's and Kejner's Job-Involvement Scale

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**Company Commitment:** an instrument compiled by Baba and Jamal (1976) to measure the concept of company commitment was utilized in the questionnaire. The items included in the scale are as follows:

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134. I don't mind putting in extra time if the company needs me to do.

135. I am willing to work extra hard at my job in order to help this company be successful.

136. I really care about the fate of the company.

137. It bothers me very much to be absent from work.

Figure 5: Item Content of Baba's and Jamal's Company Commitment Scale

Items 134 and 136 in the above scale were drawn from Porter's
Organizational Commitment Scale (1971) and subsequently modified by Baba and Jamal. Items 135 and 137 were developed by the researchers (Baba and Jamal, 1976).

Authoritarianism: The California F (Fascism) Scale was developed by Adorno et al (1950). Although the original F Scale included items tapping ethnic prejudice, such items were excluded in the form of the scale employed in the questionnaire for the purpose of this study. A shortened form of the scale consisting of twelve paired statements which are dichotomous in nature was used. These items appear in Figure 6.

Social Extraversion-Introversion: The Pittsburgh Scale of Social Extraversion-Introversion was developed by A. W. Bendig (1962) in an attempt to provide a more rigorous measure of the broad second-order personality factor of social extraversion-introversion (SEI). Although a number of measures including sub-scales of Eysenck's (1959) Maudsley Personality Inventory, Guildord's and Zimmerman's Temperament Survey, and Drake's (1946) Minnesota Multiphasic Personality Inventory had previously been utilized to score the social extraversion-introversion dimension, Bendig (1962) maintained that a reliable and factorily valid scale measuring the social extraversion-introversion factor did not exist. Bendig compiled an inventory composed of items found in pre-existing scales measuring the dimension. Analysis was performed and the final thirty-item social extraversion-introversion scale known as the Pittsburgh Scale of Social Extraversion-Introversion was developed. The scale is composed of fifteen items from Eysenck's MPI E scale,
167. A. It is highly unlikely that astrology will ever be able to explain anything.
B. Someday it will probably be shown that astrology can explain a lot of things.

168. A. If it weren't for the rebellious ideas of youth there would be less progress in the world.
B. Young people sometimes get rebellious ideas, but as they grow up they ought to get over them and settle down.

169. A. It would be a good thing if people spent more time thinking and talking about ideas just for the fun of it.
B. If people would talk less and work more, everybody would be better off.

170. A. What a youth needs most is strict discipline, rugged determination, and the will to work and fight for family and country.
B. In the long run it is better for our country if young people are allowed a great deal of personal freedom and are not strictly disciplined.

171. A. Nowadays more and more people are prying into matters that should remain personal and private.
B. There are times when it is necessary to probe into even the most personal and private matters.

172. A. The businessman and the manufacturer are much more important to society than the artist and the professor.
B. The artist and the professor are probably more important to society than the businessman.

173. A. Obedience and respect for authority are the most important virtues children should learn.
B. One of the most important things children should learn is when to disobey authorities.

174. A. Most honest people admit to themselves that they have sometimes hated their parents.
B. There is hardly anything lower than a person who does not feel great love, gratitude, and respect for his parents.

175. A. The wild sex life of the old Greeks and Romans was tame compared to some of the goings-on in this country, even in places where people might least expect it.
B. In spite of what you read about the wild sex life of people in important places, the real story is about the same in any group of people.

176. A. It's nobody's business if someone is a homosexual as long as he doesn't harm other people.
B. Homosexuals are hardly better than criminals and ought to be severely punished.

177. A. When a person has a problem or worry, it is best to face it and try to think it through, even if it is so upsetting that it keeps him from concentrating on other things.
B. When a person has a problem or worry, it is best for him not to think about it, but to keep busy with more cheerful things.

178. A. Every person should have complete faith in some supernatural power whose decisions he obeys without question.
B. It's all right for people to raise questions about even the most sacred matters.

Figure 6. Item Content of the California F Scale.
ten items from the MMPI's social extraversion-introversion scale, and five items from Guilford and Zimmerman's GZTS. The Pittsburgh Scale of Social Extraversion-Introversion has been included in its entirety in the questionnaires utilized for the gathering of data for this study. The item content of the scale appears in Figure 7.

**Internal-External Locus of Control:** Rotter has developed numerous scales to measure the locus of control personality dimension. Perhaps the best known of these scales is Rotter's (1966) forced-choice scale. However, Collins (1974) found four "distinguishable and relatively orthogonal sub-scales" existing within Rotter's instrument. These four sub-scales are labelled: 1) the difficult-easy world; 2) the just-unjust world; 3) the predictable-unpredictable world; 4) the politically responsive-unresponsive world. For the purpose of this study the fourth sub-scale was omitted due to its lack of perceived relevance. The form of Rotter's Internal-External Locus of Control Scale employed in this survey includes the twenty-three Likert-type items presented in Figure 8.

**Dependent Variable:**

**The Favourableness of the Executive's Attitude Towards Transfers in General:** The shortened version of the PET Index served as the measure for the dependent variable denoted as "the favourableness of the executive's attitude toward transfers in general." The Positive Evaluation of Transfer (PET) Index was developed by William F. Glueck (1974) to provide a means for the measurement of this attitude, and is thought to be the only scale
179. I am happiest when I get involved in some project that calls for rapid action.
180. I usually take the initiative in making new friends.
181. I would rate myself as a lively individual.
182. I would be very unhappy if I were prevented from making numerous social contacts.
183. I am inclined to keep in the background on social occasions.
184. I like to mix socially with people.
185. I am inclined to limit my acquaintances to a select few.
186. I like to have many social engagements.
187. I generally prefer to take the lead in group activities.
188. I would rate myself as a happy-go-lucky individual.
189. I am inclined to keep quiet when out in a social group.
190. I can usually let myself go and have a hilariously good time at a party.
191. Other people regard me as a lively individual.
192. I would rate myself as a talkative individual.
193. I am a good mixer.
194. I like to go to parties and other affairs where there is lots of loud fun.
195. I like to flirt.
196. I should like to belong to several clubs or lodges.
197. At parties I am more likely to sit by myself or with just one other person than to join in with the crowd.
198. I love to go to dances.
199. I enjoy social gatherings just to be with people.
200. I enjoy the excitement of a crowd.
201. My worries seem to disappear when I get into a crowd of lively friends.
202. I like parties and socials.
203. I am a carefree individual.
204. I make decisions on the spur of the moment.
205. I like wild enthusiasm, sometimes to a point bordering on rowdyism, at a football or baseball game.
206. I generally feel as though I haven't a care in the world.
207. I usually say what I feel like saying at the moment.
208. I nearly always have a "ready answer" for remarks directed at me.

Figure 7. Item Content of the Pittsburgh Scale of Social Extraversion-Introversion.
Figure 8. Item Content of Rotter's (1966) Internal-External Locus of Control Scale.
developed for this measurement. The original form of the Index included thirty-one statements appearing in a Likert-type format which related to various aspects of the transfer experience documented in the literature or assumed by the researcher as having crucial impact upon the formation of attitudes toward transfers in general. Further item analysis reduced the number of elements in the index to ten.

The design of the PET Index follows the design of many established attitude measurement scales. Fishbein (1966), in his review of the most standardized instruments utilized for the measurement of attitudes, stated that through the implementation of Likert scaling in attitude measurement the subject is confronted with a series of belief statements. Fishbein states that the attitude score is determined by consideration of the respondent's beliefs (i.e., his agreement or disagreement with each of the statements). The respondent's score on the PET Index is thus derived from consideration of his beliefs about transfers in general as portrayed by his level of agreement or disagreement with the ten statements about the attitudinal object. The scale is shown in Figure 9.

Subjects

A sample of 295 subjects was randomly drawn from a population of managers who had been transferred at least once by their present employer. The subjects were employed by one of the three large Canadian companies used for the purpose of this research. Two of the companies were national retailers and the third was engaged in the petroleum industry.
109. More good people than the Company realizes leave the Company rather than move again.

110. Transfers develop better executives because they've had a variety of experience.

111. One becomes a better executive by moving than if given job rotations at one location.

112. If top management knew what they are doing to us with all these moves, they'd cut down on the number.

113. The company moves us so often that we don't have time to learn the job well enough to be effective.

114. Transfers afford the opportunity to make more contacts if later you want to leave the company.

115. Frequent transfers encourage executives to focus on the really important problems of a job.

116. You can perform better by holding several jobs at one location than all this moving around.

117. We move so often we must concentrate on short-run problems, instead of long-run problems of the job.

118. It is worth it to the company to transfer its employees.

Figure 9. Item Content of Glueck's PET Index.
There was an overall response rate of 66 percent with 196 sets of questionnaires being returned. Some 84 percent of the respondents had spouses who returned usable questionnaires. Thus, the sample size for this particular study was 164 (or 56 percent of the sample population). The mean age of the responding managers employed in the study was 37.59 years (S.D. = 8.20 years). Ninety-eight percent of these managers were male. The mean age of the responding spouses was 36.10 years (S.D. = 8.61 years).

Procedure

In total, four separate envelopes were sent to each respondent at his home address (see Appendix C). An introductory letter from the researcher, sent in the first mailing approximately one week prior to the mailing of the questionnaires, acquainted the subjects with the project and with the purpose of the study. The introductory letter also served to explain the possible implications the research could have and the potential benefit to be reaped by industry in general. This letter was accompanied by a second letter written by a senior personnel executive from each of the respective companies acknowledging the company's endorsement of the project. The letters stressed that all data would be anonymous and utilized in a confidential manner. Participation in the project on the part of the executives and their spouses was voluntary in nature and was emphasized as being so.

One week following the mailing of the introductory material to the prospective participants, a second mailing,
constituting the principal envelope, was mailed. Included in the envelope was: a brief letter from the researcher which reviewed the purpose of the study and which requested that the respondents complete their questionnaires independently; a questionnaire to be completed by the manager; a questionnaire to be completed by the manager's spouse; and a stamped envelope addressed to the researcher. Follow-up letters were mailed to all subjects at one-week and two-week intervals subsequent to the sending of the principal envelope. These letters attempted to reinforce the promise of anonymity and confidentiality so as to aid in the acquisition of open and reliable responses. The response rates from the three participating companies were 59 percent, 67 percent, and 73 percent respectively, with an overall response rate of 66 percent.

Responses elicited from the managers and their spouses to the scales tapping the various independent variables were coded and scored using a standard statistical package. The PET Index used in this study for the measurement of the dependent variable was factor analyzed and two factors emerged. These factors are referred to in the study as Factor 1 and 2, respectively. The subject's scores on the two factors of the PET Index were also coded and scored using the statistical package. A legend explaining the scoring procedures for the various scales tapping both the independent and the dependent variable, along with an interpretation of the scoring ranges for the various scales appear in Appendix D.

The thirteen independent variables were entered into a
Pearson product-moment correlation with the two factors of the measure of the dependent variable so as to explore the strength and the direction of the hypothesized linear relationships between the independent variables and the dependent variables. Due to the list-wise deletion of cases for missing data, the number of usable observations was reduced to 138.
Chapter VII

RESULTS

The results of the analyses of the variable scale scores as well as the analyses of the relationship between the independent variables and the dependent variable scale are presented below. These latter analyses, designed to assess whether the correlation coefficients were significantly different from zero, were explored using a one-tailed test due to the hypothesized directionality of the relationships. The null hypothesized for each stated relationship may be represented by "null hypothesis = the correlation between the independent variable and the dependent variable ≤ 0 (i.e. no relationship)," whereas the alternative hypotheses stated the actual direction of the hypothesized association between the independent and dependent variable (e.g. an increase in the score on the extraversion dimension would lead to an increase in the favourableness of the executive's attitude toward transfers in general).

The range, mean and standard deviation for each of the variables and composite scales are presented in Table 1. In general, the mean scores on all variables responded to by both the employees and their spouses were above the median of the particular scales with the exception of scores on the authoritarianism and extraversion/introversion scales. Sample mean scores on the authoritarianism scale were extremely low and showed little
<table>
<thead>
<tr>
<th>Variable Scale</th>
<th>Scoring Range</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>---</td>
<td>37.59</td>
<td>8.20</td>
</tr>
<tr>
<td>Job-Involvement</td>
<td>6 - 42</td>
<td>25.50</td>
<td>5.24</td>
</tr>
<tr>
<td>Company Commitment</td>
<td>4 - 28</td>
<td>23.72</td>
<td>2.79</td>
</tr>
<tr>
<td>Authoritarianism</td>
<td>0 - 12</td>
<td>3.87</td>
<td>1.90</td>
</tr>
<tr>
<td>Extraversion/Introversion</td>
<td>0 - 30</td>
<td>15.25</td>
<td>5.43</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>Difficult/Easy Sub-Scale</td>
<td>8 - 40</td>
<td>20.78</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>Just/Unjust Sub-Scale</td>
<td>8 - 40</td>
<td>26.27</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>Predictable/Unpredictable Sub-Scale</td>
<td>7 - 35</td>
<td>24.51</td>
</tr>
<tr>
<td>PET Index</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Factor 1</td>
<td>6 - 30</td>
<td>21.64</td>
<td>3.65</td>
</tr>
<tr>
<td>PET Index</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Factor 2</td>
<td>5 - 25</td>
<td>17.99</td>
<td>2.65</td>
</tr>
<tr>
<td>Spousal Scores:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authoritarianism</td>
<td>0 - 12</td>
<td>4.49</td>
<td>2.08</td>
</tr>
<tr>
<td>Extraversion/Introversion</td>
<td>0 - 30</td>
<td>15.13</td>
<td>5.64</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>Difficult/Easy Sub-Scale</td>
<td>8 - 40</td>
<td>22.41</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>Just/Unjust Sub-Scale</td>
<td>8 - 40</td>
<td>24.99</td>
</tr>
<tr>
<td>Locus of Control</td>
<td>Predictable/Unpredictable Sub-Scale</td>
<td>7 - 35</td>
<td>24.31</td>
</tr>
</tbody>
</table>
sample variability. Scores on the extraversion/introversion scales were well distributed with good sample variability for both groups of respondents.

The PET Index was factor analyzed and two oblique factors emerged with eigenvalues exceeding 1.0. The criterion for item loading on the factors was a factor loading of .4. Items 109, 112, 113, 116, 117 and 118 loaded on Factor 1; items 110, 111, 114, 115 and 118 loaded on Factor 2 (see Figure 9, p. 49). Item 118, considered by the researcher as being a summary item for the scale, loaded on both factors. The first factor extracted by the analysis reflected a common theme of an unfavourable attitude toward transfers in general and was thus composed, with the exception of the summary item, of negatively stated items condemning the practice of corporate relocation. Similarly, the positive items tended to scale together and with the inclusion of the summary item constitute Factor 2. Factor 2 is thus composed of items which reflect a favourable attitude toward transfers in general.

In order to determine the relationship between the personality factors and the favourableness of the executives' attitude toward transfers in general, Pearson correlations were computed between each independent variable and Factors 1 and 2 of the dependent variable. The statistical level of probability accepted as significant in this research was the .05 level. These results are presented in Table 2.
### TABLE 2

PEARSON CORRELATIONS BETWEEN THE PERSONALITY CHARACTERISTICS AND THE FAVORABLENESS OF THE EXECUTIVES ATTITUDE TOWARD TRANSFERS IN GENERAL (F1 AND F2)

<table>
<thead>
<tr>
<th>PERSONALITY CHARACTERISTICS</th>
<th>F1</th>
<th>F2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Employee Scores:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Age</td>
<td>-.07</td>
<td>.10</td>
</tr>
<tr>
<td>2. Job-Involvement</td>
<td>.09</td>
<td>.18**</td>
</tr>
<tr>
<td>3. Company Commitment</td>
<td>.05</td>
<td>.04</td>
</tr>
<tr>
<td>4. Authoritarianism</td>
<td>.13*</td>
<td>.09</td>
</tr>
<tr>
<td>5. Extraversion/Introversion</td>
<td>.00</td>
<td>.09</td>
</tr>
<tr>
<td>6. Locus of Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Difficult/Easy Sub-Scale</td>
<td>-.20**</td>
<td>.05</td>
</tr>
<tr>
<td>7. Locus of Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Just/Unjust Sub-Scale</td>
<td>-.15</td>
<td>.26***</td>
</tr>
<tr>
<td>8. Locus of Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Predictable/Unpredictable Sub-Scale</td>
<td>.00</td>
<td>.14*</td>
</tr>
<tr>
<td><strong>B. Spousal Scores:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Authoritarianism</td>
<td>.04</td>
<td>.02</td>
</tr>
<tr>
<td>2. Extraversion/Introversion</td>
<td>-.04</td>
<td>.06</td>
</tr>
<tr>
<td>3. Locus of Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Difficult/Easy Sub-Scale</td>
<td>-.11*</td>
<td>.03</td>
</tr>
<tr>
<td>4. Locus of Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Just/Unjust Sub-Scale</td>
<td>.00</td>
<td>.09</td>
</tr>
<tr>
<td>5. Locus of Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Predictable/Unpredictable Sub-Scale</td>
<td>-.02</td>
<td>-.12</td>
</tr>
</tbody>
</table>

*** $P < .001$
** $P < .025$
* $P < .05$
Of the correlations computed, only six were significant. These relationships, however, were not strong and therefore did not depict a convincing association between the independent variables and the dependent variables.

Specifically, a relationship emerged between job-involvement and Factor 2 of the dependent variable \(r = .18, p < .025\) suggesting that the degree of job-involvement influences the favourableness of the executive's attitude toward transfers in general, such that an individual exhibiting a high degree of job-involvement would possess a more favourable attitude toward transfers than would an individual exhibiting a low degree of job involvement.

The Pearson correlation indicated a significant though weak relationship between the employee's authoritarianism and the favourableness of the executives' attitude toward transfers in general. The correlation between authoritarianism as responded to by the employees and Factor 1 was \(.13 (p < .05)\).

A relationship emerged between employee scores on the difficult/easy sub-scale of the locus of control scale and Factor 1 of the dependent variable \(r = -.20, p < .025\) suggesting that a respondent scoring high on this scale would possess a somewhat unfavourable attitude toward transfers in general. A similar though weaker relationship appeared between the difficult/easy sub-scale as responded to by the spouses and Factor 1 \(r = .11, p < .05\). The just/unjust sub-scale of the locus of control scale responded to by the employees produced a positive correlation of \(.26 (p < .001)\) with Factor 2. A relationship
also appeared between the predictable/unpredictable sub-scale of the locus of control scale as responded to by the employees and Factor 2 \( r = .14, p < .05 \).

To summarize, the employee's authoritarianism and the difficult/easy sub-scale of the locus of control scale as responded to by the employee seems to be mildly related to Factor 1 of the dependent variable. As well, the spouses score on the difficult/easy sub-scale seems to be mildly related to Factor 1 of the dependent variable. Similarly, the employees' score on job involvement, on the just/unjust sub-scale of the locus of control scale and on the predictable/unpredictable sub-scale of the locus of control scale seem to have a slight bearing upon Factor 2 of the dependent variable.

Although the data do not provide any conclusive support for the hypotheses vis-à-vis a relationship between the specified personality characteristics of the employee and spouse and the favourableness of the executives' attitude toward transfers in general, the interpretation of these results are not that clear-cut. This is due to the possibility of inadequate assessment. In order to evaluate this possibility, a psychometric technique was employed to calculate \( \alpha \) (Nunnally, 1967; Higgins, 1973). This technique assesses the internal homogeneity of the scales utilized in the research and thus explores the test reliabilities. The \( \alpha \) reliabilities for each of the scales responded to by the employees and by the spouses of the employees were computed and appear in Table 3.
<table>
<thead>
<tr>
<th>Scales Responded to by the Employees:</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Job-Involvement</td>
<td>0.74</td>
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<tr>
<td>Company Commitment</td>
<td>0.78</td>
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<tr>
<td>Authoritarianism</td>
<td>0.52</td>
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<tr>
<td>Extraversion/Intraversion</td>
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<tr>
<td>- Difficult/Easy Sub-Scale</td>
<td>0.79</td>
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<td>Locus of Control</td>
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<td>- Just/Unjust Sub-Scale</td>
<td>0.63</td>
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<td>Locus of Control</td>
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<tr>
<td>- Predictable/Unpredictable Sub-Scale</td>
<td>0.64</td>
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<tr>
<td>PET Index</td>
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</tr>
<tr>
<td>- Factor 1</td>
<td>0.81</td>
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<tr>
<td>PET Index</td>
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<tr>
<td>- Factor 2</td>
<td>0.62</td>
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<table>
<thead>
<tr>
<th>Scales Responded to by the Spouses of Employees:</th>
<th></th>
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<tr>
<td>Authoritarianism</td>
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<tr>
<td>Extraversion/Intraversion</td>
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<td>Locus of Control</td>
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<tr>
<td>- Difficult/Easy Sub-Scales</td>
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<td>- Just/Unjust Sub-Scale</td>
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<tr>
<td>- Predictable/Unpredictable Sub-Scale</td>
<td>0.60</td>
</tr>
</tbody>
</table>
Chapter VIII

DISCUSSION

Grass (Financial Times, August 21, 1978), in her discussion of the present anti-mobility trend stated "... Canadian businesses are finding that they need to know their employees better and know who can adapt to geographic mobility." The present study attempted to meet such a need through the identification of the personality correlates of a transferee who would possess a favourable attitude toward transfers in general. It was assumed that such an individual would adapt to the transfer experience with a minimal degree of personal, psychological, familial and organizational disruption. The hypotheses generated vis-à-vis the relationships between the personality variables employed in the study and the dependent variables denoting the favourableness of the executive's attitude toward transfers in general were not supported by the data. Thus, a personality profile of a candidate who could readily adapt to geographic mobility did not emerge. It is felt that alternative means must be explored in an attempt to meet the need of industry and to build a conclusive source for the identification of successful transfer candidates. Of prime importance in the discussion of an alternative methodology is the following critique of the sample population, variable scales and methodology utilized in this thesis.
Age Distribution of the Sample Population:

The mean age of the executives whose responses were used for the purpose of the study was 37.59 years (S.D. = 8.20). An examination of the age distribution reveals the fact that an overwhelming majority of respondents were nurtured in the generations which perceived the acceptance of any and/or all transfers as leading to the road of corporate success and would thus accept transfer requests with little question. Furthermore, the population studied is caught in the midst of what psychologist Erik Erikson (1963) has termed "mid-career crisis." The mid-career crisis syndrome is said to affect employees in their mid-30's to mid-40's and is characterized as a locus of conflict between feelings of generativity versus stagnation. Such workers sense that new starts and opportunities in life are coming to an end. With respect to this age group, Vroom and Pahl (1971) have found that such employees are less willing to take risks. It may therefore be assumed that the risk involved in refusing a transfer and thus the risk of being shunted from the road of corporate success and the risk of personal stagnation are risks that the majority of the population studied are not willing to take. Thus, the relatively high degree of favourableness of the sample attitude toward transfers in general may be a function of the attitude which the respondents believe to be socially and corporately acceptable, involves the least amount of personal risk, and is expected from an aspiring executive. The overall scores on the dependent variable may be biased by the age distribution and may not present a true picture of the attitude of the general
Population Bias:

Of the 289 Canadian companies surveyed by the Conference Board (1977) those companies involved in the petroleum products industry emerged as one of the top two major sources of relocation activity. Data from the Conference Board survey highlighted the fact that petroleum companies transfer in excess of 2.5 percent of their employees each year. The petroleum products industry also reported the largest number of relocations per transferred employee. Similarly, companies engaged in wholesale and retail trade also surfaced as being major transfer agents. Results from the Conference Board survey show that the wholesale and retail trade industries transfer between 1.5 and 2.5 percent of their employees each year.

Due to the aforementioned findings of the Conference Board survey relative to both the petroleum products industry and the wholesale and retail industry, coupled with the fact that two of the companies utilized for the purpose of this study were national retailers and the third was engaged in the petroleum industry, it may be possible that the population is biased through its overexposure to the occurrence of frequent relocations. It seems logical to assume that individuals who remain within the employment of such companies would possess a more favourable attitude toward transfers in general than would a random population sampling. Employees whose attitude toward transfers in general were not favourable would likely leave the employment of their respective companies and therefore would not serve as a part
of the population or not enter such industries to begin with. Substantially less favorable attitudes toward transfers may have emerged if the sample had been a more representative cross-section of executives from a number of companies whose incidence of transfer spanned the spectrum from frequent to infrequent rates of transfers and if a control group who lacked exposure to the transfer experience had been utilized.

**Variable Scale Reliabilities:**

As previously reported in the Results chapter, alpha scores were calculated for each of the independent variable scales and for the dependent variable scale to determine the test reliabilities and thus to assess the internal homogeneity of the scales employed in the study. In general, the alpha reliabilities were comparatively low. Whereas an alpha score should reach the level of .80 in order to reflect acceptable internal homogeneity, few of the alpha coefficients met or approached this level of acceptability. These results suggest that the reliability of the scales was frequently too low to support an adequate test of the measurement of their respective trait characteristics or to evaluate correlations between the various scales for the particular sample at hand.

**The Construct Validity of the Dependent Variable:**

A basic assumption of this thesis is that the degree of variance in the scores on the PET Index is due to the variance in the underlying construct which has been denoted as the favourableness of the executive's attitude toward transfers in general.
There exists, however, no theoretical substantiation for this assumption. Since construct validity is "... a judgement, inferred from the weight of research evidence gathered in many independent studies" (Guion, 1965, p. 128) and, since the PET Index is not an established instrument, construct validity could not be assumed and thus face validity had to be relied upon. Therefore, one cannot be certain that the index does, in fact, measure the construct denoted as the favourableness of the executive's attitude toward transfers in general and hence, the possibility of finding any of the hypothesized relationships between the independent variables and the PET Index is weakened.

The Trait Approach:

The approach central to this thesis is based upon an analysis of personality in terms of traits. The theoretical assumptions underlying the approach along with a review of the merits and demerits of the approach as pertaining to this study will be addressed.

Proponents of the conventional trait approach to the understanding of behaviour have explored the existence of stable response predispositions in persons and have subsequently identified them as being the generalized and enduring source of individual behaviour. Thus, the trait approach depends upon demonstrated major cross-situational consistencies in behaviour emerging as a result of stable and enduring personality characteristics. The common everyday adherence to such an approach is supported by the frequent use of words which seem to refer to individual role conduct in terms of stable personality traits.
For example, the terms introversion/extraversion, sociability, authoritarianism, company commitment and job-involvement were utilized in this study to denote stable traits and thus to infer a subsequent cross-situational elicitation of behaviours corresponding to these traits.

In recent years, however, doubt has arisen in the minds of various psychologists (e.g., Mischel, 1968, 1969; Argyle and Little, 1971; Vernon, 1965) as to whether or not personality can be usefully analyzed in terms of traits and thus whether personality traits are, in essence, the ultimate cause of consistent behaviour. Maccoby (1969) maintains that it is difficult to establish consistent correlations between personality traits and behaviour, particularly through the utilization of conventional strategies and the correlation coefficient, as was employed in this particular study. For example, a correlation of .30 leaves one understanding somewhat less than 10 percent of the dependent measure. However, even correlations of this magnitude are not very common and have come to be considered acceptable in research on the consistency of the relationship between behaviour and personality traits. Consistent correlations of significant magnitude between the independent variable personality traits and the favourableness of the executive’s attitude toward transfers in general did not emerge in this study as evidenced by the correlations appearing in Table 2, p. 56.

Mischel (1968, 1969) and Argyle and Little (1971) have rejected the major assumptions of the trait approach and have subsequently hypothesized that only a small amount of the variance
in individual behaviour is dependent upon differences in personality predispositions as shown by individual's ratings on indices of trait measurement. This small amount of variance attributable to consistent individual differences in personality trait measurement will thus set a definite upper limit to the possible correlation coefficient of individual difference trait measures.

Critics of trait theory have hypothesized that the trait theorists' misconceptions vis-à-vis the stability and the generalizability of traits has prevented them from paying appropriate attention to environmental determinants of behaviour and to the variability of behaviour as a function not only of the person but also of the situations in which the behaviour occurs. Mischel (1969) has stated that if researchers would recognize the dependence of behaviour on conditions and be alert to the modifications of behaviour which occur when situations change, then the so-called negative results of trait-oriented research on behavioural continuity may be largely attributed to the limitations of the assumptions underlying the trait approach; hence, more positive results could be obtained. When addressing the low correlations which arise as a result of trait-oriented research Mischel contends that "... these weak associations, accounting for a trivial portion of the variance, becomes understandable when the enormous variance due to situationally specified variables ... is recognized" (Mischel, 1968, p. 83). Likewise, Argyle and Little (1971) contend that a useful approach to the understanding of behaviour may be "... to ask what are the relative effects of Persons, Situations and their interactions on different kinds
of behaviour. The answer to this question, while still tentative, seems to be consistent from study to study. Person x Situation Interaction accounts for more variance than either Situations or Persons alone" (p. 16).

It is not the actual situation per se which must be considered when exploring behavioural variance. Rather, it is the subject's cognitive construction of the particular stimulus condition of the situation which is of paramount importance. The individual's cognitive construction of the environmental stimuli is seen by many theorists (e.g., Kelly, 1955; Mischel, 1968, 1969; Argyle and Little, 1971) as being central to the structure of personality itself, as being a major moderator variable in the relationship between personality dimensions, and behaviour, and as being the major factor facilitating the elicitation of flexible behaviours across situations. This cognitive construction will, in itself, emerge as a result of the person/situation interactions. The constant cognitive categorization and re-categorization processes emerge as a result of variations in prior experiences, of modifications in stimulus attributes, and of the unique characteristics of both the evoking situation and the person involved.

Since the assumptions of the conventional trait approach were central to the theoretical model employed in this study, the degree of variability in the attitude of the executive toward the concept of transfers (denoted in the study as the favourableness of the executive's attitude toward transfers in general) was hypothesized as being determined by a number of the individuals'
and their spouses' personality traits. Thus, the generation of hypotheses rested upon the assumption that the various personality traits studied were the sources of stable patterns of attitudes which the executive and his spouse would hold consistently across all situations. For example, an individual scoring high on the scale tapping authoritarianism was assumed to display high submission and dominance needs and hence possess great respect for authority in all situations, be that particular situation related to the concept of transfer or not. Thus, the design of the study did not take into account the subject's cognitive construction of the particular stimulus condition of the transfer experience and its interaction with the personality characteristics. As previously discussed, the added need for the consideration of situational variables has been proposed by numerous critics of the trait approach.

The relationship explored in this study between the independent variables and the dependent variables produced either non-significant or very low correlations (see Table 2, p. 56). While the low correlation coefficients indicating weak associations between the independent variables and the dependent variables may be partially due to the weak scale reliabilities (see Table 3, p. 59) and various biasing effects previously mentioned, it is felt that the failure to account for the interaction of individual personality factors with situational variables or for the cognitive construction of the situational variables may be a major shortcoming of the design of the model advanced in this study.
An Alternative Methodology for the generation of a profile of the executive who would possess a favourable attitude toward transfers in general:

It is proposed that George Kelly's (1955) Personal Construct Theory and the empirical methods associated with the theory will provide an interactional design for the development of an alternative research format aimed at the elicitation of a profile of the successful transfer candidate. Central to Kelly's theory is the assumption that the meaning of events, and indeed the importance of them, is dependent upon the way in which the individual "construes" them. Man is seen by Kelly as striving toward an ultimate understanding of his environment through the process of observation and through the development and internalization of conceptual models which are in keeping with his personality. These models will subsequently be at his disposal and will thus aid him in acquiring the ability to anticipate and possibly exert control upon his environment and upon future courses of action.

Kelly has presented his theory in its general terms by stating a fundamental postulate and eleven corollaries. The postulate and corollaries will be presented in brief point form to acquaint the reader with Kelly's basic ideas concerning a person's "construction system." The postulate and corollaries together form the groundwork for his Personal Construct Theory. An in-depth understanding of these statements may be acquired through an examination of Kelly's (1955) original works as well as through the examination of summaries by Bonairus (1965); Bannister and Mair (1968); Bannister and Fransella (1971); and Sechrist (1963).
Fundamental Postulate. A person's processes are psychologically channelled by the way in which he anticipates events.

Construction Corollary. A person anticipates events by construing their replications.

Individual Corollary. Persons differ from each other in their replications.

Organizational Corollary. Each person characteristically evolves, for his convenience in anticipating events, a construction system embracing relationships between constructs.

Dichotomy Corollary. A person's construction system is composed of a finite number of dichotomous constructs.

Choice Corollary. A person chooses for himself that alternative in a dichotomous construct through which he anticipates the greater possibility for the elaboration of his system.

Range Corollary. A construct is convenient for the anticipation of a finite range of events only.

Experience Corollary. A person's construction system varies as he successively construes the replication of events.

Modulation Corollary. The variation in a person's construction system is limited by the permeability of the constructs within whose ranges of convenience the variants lie.
**Fragmentation Corollary.** A person may successively employ a variety of construction sub-systems which are inferentially incompatible with each other.

**Commonality Corollary.** To the extent that one person employs a construction of experience which is similar to that employed by another, his processes are psychologically similar to those of the other person.

**Sociality Corollary.** To the extent that one person construes the construction processes of another he may play a role in a social process involving the other person.

(Bannister and Mair, 25-27)

Kelly explores the nature of man's mental model of his environment and the means by which man discriminates based upon the environmental attributes which he has construed. Through this process of construing, Kelly asserts that man is attempting to organize logically the numerous elements existing in the environment. He maintains that individuals arrange the attributes into scales which are bipolar in nature and which thus provide meaningful contrasts. These scales have been labelled "personal constructs" because they have been depicted by every individual on the basis of his unique set of experiences and interpretations and thus together constitute his inimitable cognitive model of reality. Kelly states that by assessing the constructs which an individual elicits the researcher will become familiarized with the characteristics of the respondents personality and thus views personality as the basis of the construct system. The poles of the elicited constructs, termed the "construct dimension" and the
"contrast", are theoretically considered to be psychological opposites, even though they may not be what are usually considered logical opposites.

Basic to an understanding of Kelly's Personal Construct Theory and its related methodology is a familiarization with Kelly's use of the word "construct". He defines a "construct" as being

... essentially a two ended affair, involving a particular basis for considering likenesses and differences and at the same time for excluding certain things as irrelevant to the contrast involved. ... The idea of relevant contrast and of limited range of applicability or convenience... is essential to the definition of a construct... The idea of construct... is seen as an interpretation imposed upon events, not carried in the events themselves. The reality of a construct is in its use by a person as a device for making sense of the world and so anticipating it more fully... A construct is thus explicitly a tool to allow not only discrimination and organization of events but also the anticipation of future possibilities... These anticipations do not come out of the blue, however, but reflect the interlinkages between constructs in the construct system operated by our observers... A person can be understood to the extent that his system of constructs for ordering and anticipating events is understood... Just as the experimental scientist designs his experiments around rival hypotheses, so each person is seen as designing his daily explorations of life around the rival hypotheses which are yielded by the constructs within his system... The construct system sets the limits beyond which it is impossible for a person to perceive, and in this way, constructs are seen as controls on a person's outlook and also, in an ultimate sense, as controls on his behaviour.

Thus, the basic assumptions and definitions of Kelly's Personal Construct Theory highlight the interaction of the individual's unique personality characteristics and his subsequent cognitive construction of the environmental stimuli. These constructions ultimately emerge as his system of personal constructs and have
a direct bearing upon his perceptions of similar events and upon his future behaviour in relation to these events. The content and structure of an individual's personal construct system vis-à-vis a particular idea, event or object may be explored through the utilization of "Repertory Grid Methodology." The results of the grid methodology will be an indication of the subject's feelings concerning the subject matter at hand.

It must be stressed that the processes involved in the application and the interpretation of a repertory grid are flexible and may thus be adapted by the researcher to explore the problem at hand. Due to this flexibility, a required step-by-step procedure which must be strictly adhered to by subsequent researchers cannot be presented. Although a detailed analysis of the typical Repertory Grid Methodology is beyond the scope of this thesis, a summary of the grid and the related methodology will be presented so as to clarify the proposed utilization of Kelly's Personal Construct Theory and the Repertory Grid Methodology to ascertain the personality profile of a successful transfer candidate.

A typical grid appears as a matrix with x number of columns and y number of rows. A set of "elements" chosen by the researcher appears across the top of the columns and a set of constructs which the individual generates appears down the right hand side of the grid. The set of elements used is determined by the particular object, idea, or event concerning which the researcher wishes to elicit his subject's personal constructs. In the case of this thesis, the elements might be those factors
which are documented in the literature or assumed by the author as being characteristic of the transfer situation. To further link the elements with the personality of the prospective transferee, the elements could be based upon those particular events to which a response is hypothesized as being moderated by a predetermined personality characteristic (i.e., a documented factor which arises in transfer situation and which is hypothesized as being related to the employee's degree of social extraversion could be stated as "the opportunity to meet new people and become involved in a new community;" an element which is related to the trait of company commitment could be stated as "the opportunity to become involved in different operating facets of the company for which I presently work"). Some elements could conversely be statements which are assumed to be tapping those personality characteristics which are hypothesized as being negatively correlated with the favourableness of an executive's attitude toward transfers in general (i.e., "the opportunity to remain intact in my present social situation" might be an element assumed to be tapping the trait of introversion and hypothesized to be negatively correlated to a favourable attitude toward transfers in general).

Once the set of elements has been established, the next step involves the production of the bipolar personal constructs. This is most commonly done by presenting the subject with a series of three elements at a time (known as "triadic sorting") and asking him to state some "important" way in which two of them are alike and hence notably different from the third. The
response to this question is taken as the construct dimension. The subject is then asked how the third element is different from the other two. The response to this question is termed the contrast. This process is repeated, using different triads of elements, to tap each of the desired personal constructs.

The literature on repertory grids constantly emphasizes the fact that the grid serves as a reservoir containing an abundance of information in an extremely flexible form. As a result, it must once again be emphasized that the grid and its contents may be analyzed in a number of ways. The most basic and elementary approaches to the analysis of the repertory grid data focus upon the understanding of the individual per se. Thus, the elicited constructs are of prime importance. By employing fairly sophisticated analytical techniques, ratings on the elicited constructs become data for correlational analysis, and hence the structure of the grid is explored. Factor analysis and other clustering or dimensional techniques may be employed in an attempt to delineate the main dimensions of the individual's construing.

In discussing the nature and purpose of grids, Kelly states that the grid itself is:

. . . a geometric or a mathematical structure of the person's psychological space. The grid of intersects is speckled with incidents and voids. Some of the rows tend to match each other and some of the columns are almost alike. Moreover, certain rows are somewhat representative of all the rows, that is all the constructs--and some of the columns are representative of all the columns--that is, all the figures. . . . The incidents and voids which populate a grid of intersects provide the binary numerical basis for a mathematics of psychological space. This cybernetic model permits us to scan any grid with a
hypothetical scanning pattern and note the concurrences of incidents and voids, row by row or column by column. Thus we may have a mathematical basis for expressing and measuring the perceptual relationships between the events which are uniquely interwoven in any person's psychological space. (Kelly, p. 302)

The principal methodological objective of the model described above is the use of the repertory grid method as a means of measuring individual attitudes toward characteristic events of the transfer situation. Through an analysis of the elicited constructs the researcher will be acquainted with those transfer-related experiences which are perceived as being alike and those which are perceived as different, as well as those which are assumed to be irrelevant to the respondent's "psychological space." As the elements are hypothesized as being positively or negatively correlated with a favourable attitude toward transfers in general, the constructs will likewise be positive or negative in affect and, thus, the summation of the constructs will give an overall positive or negative measure of attitude toward transfers in general.

Paralleling this is a substantive goal, this being to investigate the range and diversity of constructs generated from a comparison of various transfer-related events, which would serve as a basis for depicting individual preference or antipathy toward the events which emerge as a consequence of a transfer opportunity. It is proposed that through the use of the repertory grid technique the researcher may gain valuable insights which will aid in the study of the subject's cognitive model in relation to transfers in general and thus, as stated by Kelly, the subject will be psychologically understood to the extent that his system of
constructs is understood. The grid methodology may also be expanded to provide data regarding wider group and even organizational views on corporate transfers.

This thesis has stressed the need for companies to better identify the personality characteristics of those individuals who can best cope with a corporate transfer situation so as to alleviate the incidence of the many transfer-related costs. The Personal Construct Theory and Repertory Grid Methodology is therefore proposed as an alternative interactional system whereby the positive and negative aspects of a prospective candidate's personal construct system with respect to the transfer situation could be ascertained. This method is proposed as being a system whereby the attitude of the prospective transferee toward transfers in general would emerge and would thus provide a means for an evaluation of the correspondence between the needs of the organization and the needs of the individual.

Prospective respondents to transfer-related research must be recognized as being cognitively involved with the environmental conditions prevalent in present and past stimulus situations. Further recognition must be given to their individual differences in the cognitive manipulation of the stimuli, as modified by their personality characteristics. This interaction must be acknowledged in any subsequent attempt to ascertain the profile of an executive who would possess a favourable attitude toward transfers in general and would thus respond to a transfer situation with the least amount of personal, familial and organizational disruption.
This questionnaire is designed to assess the attitudes of Canadian workers whose careers have involved at least one transfer from one city or region to another. For the sake of this study, a transfer is any movement from one work site to another which involves at least a temporary relocation of the employee's family and place of residence. In other words, any promotion, demotion or lateral transfer which requires the employee to change his or her home address will be considered a transfer in this study. Therefore, a transfer may require the employee to move across his present city, across the country, or across the world.

The purpose of this questionnaire is to study the attitudes of Canadians toward being moved by their employers. With the data gathered, we hope to learn more about the types of people who tend to be better "candidates" for a transfer; that is, what sorts of people enjoy, or don't mind being transferred? How can we predict whether a particular individual and his family will adjust readily after a transfer? How can personnel managers better match employees with transfer opportunities? These are the types of questions we hope to address in this study.

ABOUT THE QUESTIONNAIRE

Your company has approved this survey and this questionnaire. However, the questionnaire was designed by Dr. Craig Pinder, and he (and his research staff) will be the only people to see your individual responses. Moreover, we ask that you DO NOT SIGN your questionnaire in order to absolutely guarantee the privacy of your answers. In no cases will your company be provided with the answers given by any single employee. Your company will only receive the combined data gathered from a total of 100 employees working for your company. So please provide us with frank, honest responses to the questions we ask.

The questionnaire is composed of four parts: it is important that you reply completely to all four parts in order for us to use the data you supply. Part 1 is concerned with various aspects of your most recent transfer, and your attitudes concerning transfers in general. Part 2 and Part 3 ask a series of questions concerning your general beliefs about work, people, and life. Finally, Part 4 asks a few questions about yourself. To repeat, please answer all of the questions asked and be assured that your responses will be treated with strict confidentiality.

Accompanying this questionnaire is a shortened version for your spouse to complete. We hope that if you are married, you and your spouse will take time to complete and return these questionnaires. We believe that this survey will help Canadian companies do a better job of transferring their employees, to the benefit of the transferee, his family, and his company. Thank you.

Craig C. Pinder, Ph.D.
Assistant Professor
Faculty of Commerce and Business Administration
University of British Columbia
PART 1

SOME QUESTIONS SPECIFICALLY ABOUT YOUR LAST TRANSFER

1. How many months has it been since you actually moved because of your last transfer?
   __________ Number of months

2. Did you personally request your last transfer?
   Yes ______ No ________

3. Did the request to make your last transfer come as a surprise to you?
   Yes ______ No ________

4. At the time of the move, did you actually travel with the rest of your family, or did you make the trip separately from them?
   I travelled with my family ______
   I travelled ahead of my family ______
   I travelled after my family ______
   I had no family at the time ______

5. How many weeks did it take you to get the "lay of the land" in your new location (meeting new people, learning the policies, "finding your way around", etc.)?
   ________ weeks

6. How much notice were you given before you were to begin your last transfer?
   more than one month ______
   between one week and one month ______
   between two days and one week ______
   less than two days ______

7. Did your last transfer involve a change in type of department or functional division for you?
   Yes ______ No ________ Uncertain ______

8. Did your last transfer officially mean a promotion for you (in terms of rank and status)?
   Yes ______ No ________ Uncertain ______

9. In your opinion was your last transfer a promotion (in terms of rank and status)?
   Yes ______ No ________ Uncertain ______

10. To what extent did your spouse share in the decision to accept your last transfer? (Circle a number)
    My spouse had no say in the decision ______
    My spouse had a major share of the decision ______
    I am not married ______

11. Please estimate the number of days during the last transfer you were paid by the company but not on the job because of the move: looking for houses, moving, opening accounts, etc.
    ________ days

12. When the company transferred you, did you believe you were the best person for your new job?
    Yes ______ No ________

13. Evaluate the extent of damage incurred to your furniture and personal belongings resulting from the move:
    (Circle a number)
    Negligible 1 2 3 4 5 6 7 Extensive

14. In general, how successful was the actual move of yourself, your family, and your effects at the time of your last transfer from your former location to your new location?
    Extremely Successful 1 2 3 4 5 6 7 Extremely Unsuccessful
SOME QUESTIONS ABOUT YOUR FORMER CITY (OR LOCATION)

15. What was the name of the city you left?  
   Please print: ____________________________.

16. Was your last transfer from another country?  
   ______ Yes  ______ No

17. How many months did you live at your previous location?  
   ______ Number of months

18. Was the city you left the city you were born in, or the city you spent most of your life in?  
   ______ Yes  ______ No

19. Was the city you left the city where you spent most of your career?  
   ______ Yes  ______ No

20. At the time of your last transfer, how large was the city you left? (Consider the city only, excluding its suburbs)  
   ______ fewer than 500 people  
   ______ between 500 and 5,000 people  
   ______ between 5,000 and 10,000 people  
   ______ between 10,000 and 50,000 people  
   ______ between 50,000 and 100,000 people  
   ______ between 100,000 and 500,000 people  
   ______ between 500,000 and 1 million people  
   ______ between 1 million and 2 million people  
   ______ greater than 2 million people

21. Did you belong to any voluntary organizations at your former location?  
   ______ Yes  ______ No

22. Were you an officer in any voluntary organizations at your former location?  
   ______ Yes  ______ No

23. How many very close friends did you and your spouse leave behind as a result of your last transfer? (one couple counts as 2 friends)  
   ______ number of friends

24. How many very close friends did you (you personally) leave behind as a result of your last transfer? (one couple counts as 2 friends)  
   ______ number of friends

SOME QUESTIONS ABOUT YOUR NEW CITY (OR LOCATION)

25. What is the name of the city you moved to as the result of your last transfer? (i.e.: your present city)  
   Please print: ____________________________

26. Had you ever lived in your present city before being moved there on your last transfer?  
   ______ Yes  ______ No

26. (a) If yes (Question 26), did you previously like the city?  
   ______ Yes  ______ No

27. Is your new city the city you were born in, or the city you have spent most of your life in (in the past)?  
   ______ Yes  ______ No

28. Is your new city the city where you have spent most of your career?  
   ______ Yes  ______ No

29. At the time of your last transfer, how large was the city you moved to?  
   ______ fewer than 500 people  
   ______ between 500 and 5,000 people  
   ______ between 5,000 and 10,000 people  
   ______ between 10,000 and 50,000 people  
   ______ between 50,000 and 100,000 people  
   ______ between 100,000 and 500,000 people  
   ______ between 500,000 and 1 million people  
   ______ between 1 million and 2 million people  
   ______ greater than 2 million people

30. Do you presently belong to any voluntary organizations at your new location?  
   ______ Yes  ______ No

31. Are you presently an officer in any voluntary organizations at your new location?  
   ______ Yes  ______ No

32. Altogether would you say that you (you personally) have more friends or fewer friends since your last transfer?  
   ______ More friends  ______ Fewer friends  ______ About the same
33. How many relatives did you and your spouse leave behind as a result of your last transfer?
   Number of relatives

34. How many relatives did you (you personally) leave behind as a result of your last transfer?
   Number of relatives

35. Altogether, would you say that you and your spouse have more friends or fewer friends since your last transfer?
   - More friends
   - Fewer friends
   - About the same

36. Everything considered, how well do you like your new location? (Circle a number)
   - I like it very much
   - I dislike it very much

37. Overall, how happy are you that you made your last transfer? (Circle a number)
   - Extremely Happy
   - Extremely Unhappy

---

QUESTIONS COMPARING YOUR FORMER LOCATION WITH YOUR NEW LOCATION

There are many aspects to living in a city or region which contribute to a person's happiness with living there. For each of the items below, indicate with a check mark in the appropriate column whether that aspect of living was better at your old location (Column 1), at your new location (Column 2), or whether things are about the same at the two locations (Column 3). Check Column 4 if you don't know, or have no opinion. Please add any considerations you wish to add at the end of this section and provide the appropriate check marks for your own items.

<table>
<thead>
<tr>
<th>Item</th>
<th>Better at Former Location</th>
<th>Better at New Location</th>
<th>About the Same</th>
<th>Don't Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>38. My new work group</td>
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<tr>
<td>39. Overall cost of living</td>
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<td>40. The cost of housing</td>
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<td>41. The cost of food</td>
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<td>42. Sports and recreation opportunities</td>
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<td>43. Religious activities</td>
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<td>44. Political activities</td>
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<td>45. The racial/ethnic composition of the community</td>
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<td>46. The availability of housing</td>
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<td>47. The availability of good schools and universities for my family and myself</td>
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<td>48. The climate</td>
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<td>49. The crime rate</td>
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<tr>
<td>50. The Provincial Government</td>
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<tr>
<td>51. The size of the city</td>
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<td>52. The cultural environment</td>
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<td>53. The restaurants</td>
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<td>54. The radio/television stations</td>
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The physical surroundings (setting of the city) 

Environmental quality (pollution) 

Medical/health facilities 

Public transportation 

Other (add your own) 

---

60. Everything considered, do you prefer your new location or your old location? 

- I strongly prefer my new location 
- I somewhat prefer my new location 
- I like them about equally 
- I somewhat prefer my old location 
- I strongly prefer my old location 

61. Compare the amount of your mortgage payment at your new location with the amount you had to pay (per month) at your former location. Compared to the amount at your former location, are your payments at your new location: 

- higher? 
- equal? 
- lower? 
- not applicable 

62. Compare the mortgage interest rates you had to pay at both your new and your former location. Compared to the rate at your former location, were the rates at your new location: 

- higher? 
- equal? 
- lower? 
- not applicable 

63. What was your annual salary immediately before your last transfer? (in thousands of dollars per year) 

$______ 

64. What was your annual salary immediately after your last transfer? (in thousands of dollars per year) 

$______ 

65. In general, how satisfied are you (personally) with your new location? (Circle a number) 

Extremely Satisfied 7 6 5 4 3 2 1 Extremely Unsatisfied 

66. In general, how satisfied is your family (spouse and children included) with your new location? 

Extremely Satisfied 7 6 5 4 3 2 1 Extremely Unsatisfied 

* * * * * 

67. Before your transfer, was your spouse earning any income? 

- Yes 
- No 

68. Since your transfer, has your spouse been earning any income? 

- Yes 
- No 

69. Everything considered, was your family income higher immediately after your last transfer, or lower? (as compared to your family income immediately before your last transfer). 

- Higher 
- Lower 
- About the same 

70. Everything considered, is your present standard of living higher or lower than it was before your last transfer? 

- Higher 
- Lower 
- About the same
SOME QUESTIONS CONCERNING YOUR FAMILY AND YOUR LAST TRANSFER

71. Were you married at the time of your last transfer?
   ____ Yes  ____ No
   If you answer "Yes" to Question 71, please answer Questions 72 and 73.
   If you answer "No" to Question 71, please skip to Question 74.

72. How difficult do you believe that it has been for your spouse to adjust to your new location? (Circle a number)
   Extremely Easy  1 2 3 4 5 6 7 Extremely Difficult

73. Did your last transfer have any impact on your marital happiness?
   ____ Yes, it had a harmful effect
   ____ Yes, it had a beneficial effect
   ____ No, it had no effect

74. Did you have any children at the time of your last transfer?
   ____ Yes  ____ No
   If you answer "Yes" to Question 74, please answer Questions 75-78.
   If you answer "No" to Question 74, please skip to Question 79.

75. How much difficulty did you encounter after you moved in establishing your children in school?
   A great deal  No difficulty
   of difficulty  1 2 3 4 5 6 7 whatsoever
   ____ My children were either too young or too old for school at the time.

76. At the time of your transfer, did your children have any special educational requirements?
   ____ Yes  ____ No

77. How difficult do you believe that it has been for your children to adjust to your new location?
   Extremely Easy  1 2 3 4 5 6 7 Extremely Difficult

78. What has been the effect of your transfer(s) on the attitudes of your children toward corporate life?
   ____ There has been a large positive effect
   ____ There has been a slight positive effect
   ____ There has been no noticeable effect
   ____ There has been a slight negative effect
   ____ There has been a large negative effect

SOME QUESTIONS ABOUT THE ROLE OF TRANSFERS IN YOUR CAREER

79. When you began working for your present company, how clear were you that you might be asked to accept a transfer? (Circle a number)
   Completely Clear  7 6 5 4 3 2 1 I had no idea

80. In your opinion, how much did your last transfer contribute to your development as an employee?
   Contributed Did not contribute
   Significantly 7 6 5 4 3 2 1 at all

81. In your opinion, how much have all of your transfers with your present company contributed to your development as an employee?
   Contributed Did not contribute
   Significantly 7 6 5 4 3 2 1 at all

82. In your opinion, how important is accepting transfers as a means of moving upward in your company? (Circle a number)
   Extremely Important  7 6 5 4 3 2 1 Not important at all

83. In general, how happy have you been about your previous transfers with this company?
   Extremely Happy  7 6 5 4 3 2 1 Extremely Unhappy
   ____ I have had no other transfers with this company.

84. Would you be dissatisfied if you never reached the top executive level of your company?
   ____ Yes  ____ No  ____ Undecided
85. Would you be dissatisfied if you were never promoted again by your company?

   Yes   No   Undecided

86. Would you be interested in a transfer to another country?

   Yes   No

87. At the time you were offered your last transfer, how certain was your belief that to refuse the transfer might have hindered or threatened: (Enter a percentage figure which indicates the strength of your belief)

   a) Your employment with the company?  
   b) Your future promotion opportunities?  
   c) Your chances for a salary increase?  
   d) Your relationship with your boss?  
   e) Your relationship with your peers in the company?  
   f) Your relationship with your spouse?  

88. In your opinion, what are the chances in ten that you will be asked to transfer again? Place a number between 0 and 10 in each of the following time periods.

   My chances in ten of being asked to transfer again within one year  
   My chances in ten of being asked to transfer again within two years  
   My chances in ten of being transferred again within five years  

89. How happy would you be if you were transferred again by your company? (Circle a number)

   Extremely Happy 10 9 8 7 6 5 4 3 2 1 0 Unhappy

90. What would you say are the chances in ten that you would quit the company rather than transfer again? (Circle a number)

   I would definitely not quit 0 1 2 3 4 5 6 7 8 9 10 I would definitely quit

SOME QUESTIONS CONCERNING YOUR COMPANY'S TRANSFER POLICIES

Please indicate with a check mark (✓) under the appropriate adjective how well satisfied you were with the provisions made by the company's transfer and moving policy, as a result of your last transfer.

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Undecided</th>
<th>Un- Satisfied</th>
<th>Very Unsatisfied</th>
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</table>

91. Travel allowances to look for new home
92. Temporary living expenses at new location
93. Travel allowances to old location after move
94. Allowances to move family/household goods
95. Assistance in finding new home
96. Assistance in selling old home
97. Time off to move
98. Purchase agreement if can't sell old home
99. Financial assistance in buying new home
100. Payment of closing costs on new home
101. Payment of decorating costs in new home
102. The raises given at time of transfer
103. Payment of differences in mortgage rates
104. Time to prepare for the move
105. How well would you say that you understand your company's transfer policy? (Circle a number)

Extremely Well  5 4 3 2 1 Not at all

106. Overall, how satisfied are you with your company's transfer policy?

Very Satisfied  5 4 3 2 1 Very Unsatisfied

107. In your opinion, what is the minimum time your company should allow an employee to stay at one location, before transferring him or her? Check the appropriate answer.

at least one month at least 2 years
at least 3 months at least 3 years
at least 6 months at least 5 years
at least 1 year at least 10 years

108. What suggestions can you make to improve your company's transfer policy? Please answer on the inside of the back cover of this questionnaire.

SOME QUESTIONS CONCERNING TRANSFERS IN GENERAL

Please indicate with a check mark under the appropriate adjective your degree of agreement or disagreement with each of the following statements REGARDING TRANSFERS IN GENERAL:

109. More good people than the Company realizes leave the Company rather than move again.

110. Transfers develop better executives because they've had a variety of experience.

111. One becomes a better executive by moving than if given job rotations at one location.

112. If top management knew what they are doing to us with all these moves, they'd cut down on the number.

113. The company moves us so often that we don't have time to learn the job well enough to be effective.

114. Transfers afford the opportunity to make more contacts if later you want to leave the company.

115. Frequent transfers encourage executives to focus on the really important problems of a job.

116. You can perform better by holding several jobs at one location than all this moving around.

117. We move so often we must concentrate on short-run problems, instead of long-run problems of the job.

118. It is worth it to the company to transfer its employees.

PLEASE PROCEED TO PART 2
PART 2
QUESTIONS ABOUT YOUR FEELINGS TOWARDS WORK AND YOUR JOB

The following section contains a number of questions concerning your feelings about work and your job. Please check the response ranging from "Strongly Agree" to "Strongly Disagree" which comes closest to your reaction to each of the following statements. There are no right or wrong answers. Please be sure to provide a response to each statement.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 6 5 4 3 2 1</td>
<td></td>
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</tbody>
</table>

119. The major satisfaction in my life comes from my job.

120. The most important things that happen to me involve my job.

121. I live, eat, and breathe my job.

122. I am very much involved personally in my work.

123. I'm really a perfectionist about my work.

124. Most things in life are more important than work.

125. Even if a man has a good job, he should always be looking for a better job.

126. In choosing a job, a man ought to consider his chances for advancement as well as other factors.

127. A man should always be thinking about pulling himself up in the world and should work hard with the hope of being promoted to a higher-level job.

128. If a man likes his job, he should be satisfied with it and should not push for a promotion to another job.

129. The trouble with too many people is that when they find a job in which they are interested, they don't try to get a better job.

130. A worker who turns down a promotion is probably making a mistake.

131. A promotion to a higher-level job usually means more worries and should be avoided for that reason.

132. A well paying job that offers little opportunity for advancement is not a good job for me.

133. A worker is better off if he is satisfied with his job and is not concerned about being promoted to another job.

134. I don't mind putting in extra time if the company needs me to.

135. I am willing to work extra hard at my job in order to help this company be successful.

136. I really care about the fate of the company.

137. It bothers me very much to be absent from work.

138. Everything considered, what are the chances in 10 that you will quit your present company and look for work elsewhere, before you retire?

   No chance at all 0 1 2 3 4 5 6 7 8 9 10 Definitely plan to quit

(Circle a number)
Now we would like to ask you some specific questions about particular aspects of your present job. Specifically, we would like you to indicate whether or not each of the adjectives shown describes your job. So, for each aspect of your job mentioned (the work itself, the pay, etc.), please write a "Y" or an "N" in the space beside each adjective to indicate "yes" or "no", whether you think the adjective describes your present job. Please be sure to place a "Y" or an "N" beside each adjective under each aspect of your job. If you cannot decide, place a question mark (?) beside the item in doubt.

<table>
<thead>
<tr>
<th>139. WORK</th>
<th>141. COWORKERS</th>
</tr>
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<tbody>
<tr>
<td>Fascinating</td>
<td>Stimming</td>
</tr>
<tr>
<td>Routine</td>
<td>Boring</td>
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<tr>
<td>Satisfying</td>
<td>Slow</td>
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<tr>
<td>Boring</td>
<td>Ambitious</td>
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<td>Good</td>
<td>Stupid</td>
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<tr>
<td>Creative</td>
<td>Responsible</td>
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<tr>
<td>Respected</td>
<td>Fast</td>
</tr>
<tr>
<td>Hot</td>
<td>Intelligent</td>
</tr>
<tr>
<td>Pleasant</td>
<td>Easy to make enemies</td>
</tr>
<tr>
<td>Useful</td>
<td>Talk too much</td>
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<tr>
<td>Tiresome</td>
<td>Smart</td>
</tr>
<tr>
<td>Healthful</td>
<td>Lazy</td>
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<tr>
<td>Challenging</td>
<td>Unpleasant</td>
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<tr>
<td>On your feet</td>
<td>No privacy</td>
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<tr>
<td>Frustrating</td>
<td>Active</td>
</tr>
<tr>
<td>Simple</td>
<td>Narrow interests</td>
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<tr>
<td>Endless</td>
<td>Loyal</td>
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<tr>
<td>Gives sense of accomplishment</td>
<td>Hard to meet</td>
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<tr>
<th>140. SUPERVISION</th>
<th>142. PAY</th>
</tr>
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<tbody>
<tr>
<td>Asks my advice</td>
<td>Income adequate for normal expenses</td>
</tr>
<tr>
<td>Hard to please</td>
<td>Satisfactory profit sharing</td>
</tr>
<tr>
<td>Impolite</td>
<td>Barely live on income</td>
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<tr>
<td>Praises good work</td>
<td>Bad</td>
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<tr>
<td>Goodful</td>
<td>Income provides luxuries</td>
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<tr>
<td>Influential</td>
<td>Insecure</td>
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<tr>
<td>Up-to-date</td>
<td>Less than I deserve</td>
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<td>Doesn't supervise enough</td>
<td>Highly paid</td>
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<td>Quick tempered</td>
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<td>Tells me where I stand</td>
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<td>Annoying</td>
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<td>Stubborn</td>
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<td>Knows job well</td>
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<tr>
<td>Bad</td>
<td></td>
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<tr>
<td>Intelligent</td>
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<tr>
<td>Leaves me on my own</td>
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<tr>
<td>Lazy</td>
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<tr>
<td>Around when needed</td>
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PLEASE PROCEED TO PART 3 ...
PART 3
QUESTIONS ABOUT YOUR PERSONAL BELIEFS

The following section contains a number of questions concerning your beliefs about people and life in general. Please be sure to answer all of the questions asked.

QUESTIONS 144 - 166. Please indicate with a check mark your degree of agreement or disagreement with each of the following statements. There are no right or wrong answers - we are concerned only with your personal beliefs. Remember, your answers are confidential.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Un-decided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td>144. I have often found that what is going to happen will happen.</td>
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<td>145. Without the right breaks one cannot be an effective leader.</td>
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<td>146. Many times I feel that I have little influence over the things that happen to me.</td>
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<td>147. Who gets to be the boss often depends on who was lucky enough to be in the right place first.</td>
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<td>148. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.</td>
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<td>149. Sometimes I feel that I don't have enough control over the direction my life is taking.</td>
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<td>150. Getting a good job depends mainly on being in the right place at the right time.</td>
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<td>151. Most people don't realize the extent to which their lives are controlled by accidental happenings.</td>
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<td>152. Capable people who fail to become leaders have not taken advantage of their opportunities.</td>
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<td>153. People who can't get others to like them don't understand how to get along with others.</td>
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<td>154. People's misfortunes result from the mistakes they make.</td>
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<td>155. In the long run people get the respect they deserve in this world.</td>
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<td>156. What happens to me is my own doing.</td>
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<tr>
<td>157. In the long run the bad things that happen to us are balanced by the good ones.</td>
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<td>158. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.</td>
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<td>159. People are lonely because they don't try to be friendly.</td>
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<td>160. In my case getting what I want has little or nothing to do with luck.</td>
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<tr>
<td>161. Getting people to do the right thing depends upon ability, luck has little or nothing to do with it.</td>
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<tr>
<td>162. Many of the unhappy things in people's lives are partly due to bad luck.</td>
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</table>
163. Trusting to fate has never turned out as well for me as making a decision to take a definite course of action.

164. Becoming a success is a matter of hard work, luck has little or nothing to do with it.

165. It is impossible for me to believe that chance or luck plays an important role in my life.

166. There is no such thing as luck.

Please respond to items 167 - 178 by circling either statement A or B, depending upon which response you agree with most. Please force yourself to circle only one of the two statements appearing in each pair, and please be careful to avoid missing any pair of items.

167. A. It is highly unlikely that astrology will ever be able to explain anything.
   B. Someday it will probably be shown that astrology can explain a lot of things.

168. A. If it weren't for the rebellious ideas of youth there would be less progress in the world.
   B. Young people sometimes get rebellious ideas, but as they grow up they ought to get over them and settle down.

169. A. It would be a good thing if people spent more time thinking and talking about ideas just for the fun of it.
   B. If people would talk less and work more, everybody would be better off.

170. A. What a youth needs most is strict discipline, rugged determination, and the will to work and fight for family and country.
   B. In the long run it is better for our country if young people are allowed a great deal of personal freedom and are not strictly disciplined.

171. A. Nowadays more and more people are prying into matters that should remain personal and private.
   B. There are times when it is necessary to probe into even the most personal and private matters.

172. A. The businessman and the manufacturer are much more important to society than the artist and the professor.
   B. The artist and the professor are probably more important to society than the businessman.

173. A. Obedience and respect for authority are the most important virtues children should learn.
   B. One of the most important things children should learn is when to disobey authorities.

174. A. Most honest people admit to themselves that they have sometimes hated their parents.
   B. There is hardly anything lower than a person who does not feel great love, gratitude, and respect for his parents.

175. A. The wild sex life of the old Greeks and Romans was tame compared to some of the goings-on in this country, even in places where people might least expect it.
   B. In spite of what you read about the wild sex life of people in important places, the real story is about the same in any group of people.

176. A. It's nobody's business if someone is a homosexual as long as he doesn't harm other people.
   B. Homosexuals are hardly better than criminals and ought to be severely punished.
177. A. When a person has a problem or worry, it is best to face it and try to think it through, even if it is so upsetting that it keeps him from concentrating on other things.

B. When a person has a problem or worry, it is best for him not to think about it, but to keep busy with more cheerful things.

178. A. Every person should have complete faith in some supernatural power whose decisions he obeys without question.

B. It's all right for people to raise questions about even the most sacred matters.

Please answer questions 179 - 208 by indicating True or False (T or F) in the space to the left of each item. Please limit your responses to either T or F, depending upon whether you agree with each statement (True) or disagree (False). Be sure to not miss any of the items.

179. I am happiest when I get involved in some project that calls for rapid action.  
180. I usually take the initiative in making new friends.  
181. I would rate myself as a lively individual.  
182. I would be very unhappy if I were prevented from making numerous social contacts.  
183. I am inclined to keep in the background on social occasions.  
184. I like to mix socially with people.  
185. I am inclined to limit my acquaintances to a select few.  
186. I like to have many social engagements.  
187. I generally prefer to take the lead in group activities.  
188. I would rate myself as a happy-go-lucky individual.  
189. I am inclined to keep quiet when out in a social group.  
190. I can usually let myself go and have a hilariously good time at a party.  
191. Other people regard me as a lively individual.  
192. I would rate myself as a talkative individual.  
193. I am a good mixer.  
194. I like to go to parties and other affairs where there is lots of loud fun.  
195. I like to flirt.  
196. I should like to belong to several clubs or lodges.  
197. At parties I am more likely to sit by myself or with just one other person than to join in with the crowd.  
198. I love to go to dances.  
199. I enjoy social gatherings just to be with people.  
200. I enjoy the excitement of a crowd.  
201. My worries seem to disappear when I get into a crowd of lively friends.  
202. I like parties and socials.  
203. I am a carefree individual.  
204. I make decisions on the spur of the moment.  
205. I like wild enthusiasm, sometimes to a point bordering on rowdism, at a football or baseball game.  
206. I generally feel as though I haven't a care in the world.  
207. I usually say what I feel like saying at the moment.  
208. I nearly always have a "ready answer" for remarks directed at me.
PART 4

QUESTIONS ABOUT YOURSELF

In this last section of the questionnaire we ask you to supply us with some information about yourself. The questions asked in this section are extremely important, because they allow us to study the data in comparative terms. For example, we will be interested to learn whether attitudes toward transfers vary from one age group to another. Complete data in this section are required in order to make the most meaningful interpretations of the other responses you have given us.

REMEMBER: Your answers to this questionnaire will not be seen by anyone except the researchers. Please do not sign the questionnaire.

209. What is your present age in years? ______

210. What was your age when you were last transferred (in years)? ______

211. What is your marital status (at present)?
   ___ Married
   ___ Single
   ___ Divorced or separated
   ___ Engaged to be married

212. What was your marital status at the time of your last transfer?
   ___ Married
   ___ Single
   ___ Divorced or separated
   ___ Engaged to be married

213. Indicate your highest attained level of formal education.
   ___ some high school
   ___ high school graduation
   ___ some college
   ___ college degree
   ___ some graduate study
   ___ advanced degree

214. How large was the city (cities) in which you were raised as a child?
   ___ fewer than 500 people
   ___ between 500 and 5,000 people
   ___ between 5,000 and 50,000 people
   ___ between 50,000 and 100,000 people
   ___ between 100,000 and 500,000 people
   ___ between 500,000 and 1 million people
   ___ greater than 1 million people

215. How many children did you have at the time of your last transfer?
   ___ None  ___ 4
   ___ 1  ___ 5
   ___ 2  ___ more than 5

216. List the ages of your children at the time of your last move (in years).
   ___  ___  ___
223. When you were a child, how often did you move with your family from one home to another? (This includes moves within and between cities.) Estimate the number of moves your family made (while you lived with them) as accurately as you can.

____ (number of moves before I completed high school)
____ (number of moves after I completed high school)

224. Concerning 223 (above): What was your attitude as a child about the number of moves your family made?

____ I was extremely happy with the number of moves my family made
____ Quite happy
____ Neither happy nor unhappy
____ Quite unhappy
____ I was extremely unhappy with the number of moves my family made.

225. What is the name of your present company?

______________________________

226. What is your present salary?

____ less than $10,000 per year
____ $10,000 - $14,999
____ $15,000 - $19,999
____ $20,000 - $24,999
____ $25,000 - $29,999
____ $30,000 - $34,999
____ $35,000 - $39,999
____ $40,000 - $44,999
____ $45,000 - $49,999
____ more than $50,000

227. Is your spouse going to complete the questionnaire we enclosed?

_____ Yes   _____ No

228. Based on the last evaluation by your supervisor, how do you feel he rated you as an employee in your company (in terms of actual performance)?

____ Excellent   (Top 20%)  
____ Good       (Top 40%)  
____ Average   (Middle 20%) 
____ Fair       (Lower 40%) 
____ Poor       (Lower 20%) 

229. Based on the last evaluation by your supervisor, how do you feel he rated you as an employee of your company (in terms of future potential)?

____ Excellent   (Top 20%)  
____ Good       (Top 40%)  
____ Average   (Middle 20%) 
____ Fair       (Lower 40%) 
____ Poor       (Lower 20%) 

J30. WHAT IS YOUR SEX?

____ M  _____ F

Thank you for your time. If you have anything to add not covered by this questionnaire, please use the back cover.
APPENDIX B

SURVEY OF TRANSFER-RELATED ATTITUDES

TO BE COMPLETED BY THE HUSBAND OR WIFE
OF THE TRANSFERRED EMPLOYEE

This questionnaire is designed to assess the attitudes of the husband or wife of a Canadian employee who has been transferred by his company or organization. For the sake of this study, a transfer is any movement from one work site to another which involves at least a temporary relocation of the employee’s family and place of residence. In other words, any promotion, demotion or lateral transfer which requires the employee to change his or her home address will be considered a transfer in this study. Therefore, a transfer may require the employee to move across his present city, across the country, or across the world.

The purpose of this questionnaire is to study the attitudes of Canadians toward being moved by their employers. With the data gathered, we hope to learn more about the types of people who tend to be better “candidates” for a transfer; that is, what sorts of people enjoy, or don’t mind being transferred? How can we predict whether a particular individual and his family will adjust readily after a transfer? How can personnel managers better match employees with transfer opportunities? These are the types of questions we hope to address in this study.

ABOUT THE QUESTIONNAIRE

Your spouse’s company has approved this survey and this questionnaire. However, the questionnaire was designed by Dr. Craig Pinder, and he (and his research staff) will be the only people to see your individual responses. Moreover, we ask that you DO NOT SIGN your questionnaire in order to absolutely guarantee the privacy of your answers. In no cases will your company be provided with the answers given by any single employee. Your spouse’s company will only receive the combined data gathered from a total of 100 employees working for the company. So please provide us with frank, honest responses to the questions we ask.

This questionnaire accompanies another questionnaire which is completed by the transferred employee. However, please answer the questions in this questionnaire independently of your spouse, but PLEASE RETURN THE TWO QUESTIONNAIRES IN THE SAME ENVELOPE DIRECTLY TO US AT U.B.C.

The questionnaire is composed of four parts; it is important that you reply completely to all four parts in order for us to use the data you supply. Part 1 is concerned with various aspects of your most recent transfer, and your attitudes concerning transfers in general. Part 2 and Part 3 ask a series of questions concerning your general beliefs about work, people, and life. Finally, Part 4 asks a few questions about yourself. To repeat, please answer all of the questions asked and be assured that your responses will be treated with strict confidentiality.

We hope you will take time to help us with this survey. We believe that what is learned should help Canadian companies do a better job of transferring their employees, to the benefit of the transferee, his family, and his company. Thank you.

Craig C. Pinder, Ph.D.
Assistant Professor
Faculty of Commerce and Business Administration
University of British Columbia
PART 1
SOME QUESTIONS SPECIFICALLY ABOUT YOUR LAST TRANSFER

1. To what extent did you share in the decision to accept your family’s last transfer?

- I had no say in the matter
- I had a major share of the decision

2. Estimate the number of weeks it took you to get the "lay of the land" in your new location (meeting new people, learning the policies, "finding your way around", etc.)

- weeks

3. Evaluate the extent of damage incurred to your furniture and personal belongings resulting from the move: (Circle a number)

- Negligible
- 1 2 3 4 5 6 7 Extensive

4. In general, how successful was the actual move of yourself, your family, and your effects at the time of your last transfer from your former location to your new location?

- Extremely Successful
- 1 2 3 4 5 6 7 Unsuccessful

SOME QUESTIONS ABOUT YOUR NEW CITY (OR LOCATION)

10. Had you ever lived in your present city before being moved there on your last transfer?

- Yes
- No

10(a) If yes (Question 10), did you previously like the city?

- Yes
- No

11. Is your new city the city you were born in, or the city you have spent most of your life in (in the past)?

- Yes
- No

SOME QUESTIONS ABOUT YOUR FORMER CITY (OR LOCATION)

12. Do you presently belong to any voluntary organizations at your former location?

- Yes
- No

13. Are you presently an officer in any voluntary organizations at your former location?

- Yes
- No

14. Was the city you left the city you were born in, or the city you spent most of your life in?

- Yes
- No

15. How many relatives did you and your spouse leave behind as a result of your last transfer? (one couple counts as 2 friends)

- Number of relatives

16. How many relatives did you (you personally) leave behind as a result of your last transfer? (one couple counts as 2 friends)

- Number of relatives

17. Altogether, would you say that you and your spouse have more friends or fewer friends since your last transfer?

- More friends
- Fewer friends
- About the same

18. Everything considered, how well do you like your new location? (Circle a number)

- I like it very much
- 7 6 5 4 3 2 1 I dislike it very much
19. How difficult has it been for you to adjust to your new location?

Extremely Easy 1 2 3 4 5 6 7 Extremely Difficult

20. Overall, how happy are you that you made your last transfer? (Circle a number)

Extremely Happy 7 6 5 4 3 2 1 Extremely Unhappy

* * * * *

QUESTIONS COMPARING YOUR FORMER LOCATION WITH YOUR NEW LOCATION

There are many aspects to living in a city or region which contribute to a person's happiness with living there. For each of the items below, indicate with a check mark in the appropriate column whether that aspect of living was better at your old location (Column 1), at your new location (Column 2), or whether things are about the same at the two locations (Column 3). Check Column 4 if you don't know, or have no opinion. Please add any considerations you wish to add at the end of this section and provide the appropriate check marks for your own items.

<table>
<thead>
<tr>
<th>BETTER AT FORMER LOCATION</th>
<th>BETTER AT NEW LOCATION</th>
<th>ABOUT EQUAL</th>
<th>DON'T KNOW/ NO OPINION</th>
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</thead>
<tbody>
<tr>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
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</tbody>
</table>

21. Overall cost of living
22. The cost of housing
23. The cost of food
24. Sports and recreation opportunities
25. Religious activities
26. Political activities
27. The racial/ethnic composition of the community
28. The availability of housing
29. The availability of good schools and universities for my family and myself
30. The climate
31. The crime rate
32. The Provincial Government
33. The size of the city
34. The cultural environment
35. The restaurants
36. The radio/television stations
37. The physical surroundings (setting of the city)
38. Environmental quality (pollution)
39. Medical/health facilities
40. Public transportation
41. Other (add your own)

<table>
<thead>
<tr>
<th>BETTER AT FORMER LOCATION</th>
<th>BETTER AT NEW LOCATION</th>
<th>ABOUT EQUAL</th>
<th>DON'T KNOW/NO OPINION</th>
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<tbody>
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42. Everything considered, do you prefer your new location or your old location?
- I strongly prefer my new location
- I somewhat prefer my new location
- I like them about equally
- I somewhat prefer my old location
- I strongly prefer my old location

43. In general, how satisfied are you (personally) with your new location? (Circle a number)
- Extremely Satisfied 7 6 5 4 3 2 1
- Extremely Unsatisfied

44. In general, how satisfied is your family (spouse and children included) with your new location?
- Extremely Satisfied 7 6 5 4 3 2 1
- Extremely Unsatisfied

46. Before your last transfer, were you earning any income?
- Yes
- No

47. Since your transfer, have you been earning any income?
- Yes
- No

48. Did you personally request your (spouse's) last transfer?
- Yes
- No

49. Everything considered, is your present standard of living higher or lower than it was before your last transfer?
- Higher
- Lower
- About the same

SOME QUESTIONS CONCERNING YOUR FAMILY AND YOUR LAST TRANSFER

50. How difficult do you believe that it has been for your spouse to adjust to your new location? (Circle a number)
- Extremely Easy 1 2 3 4 5 6 7
- Extremely Difficult

51. Did your last transfer have any impact on your marital happiness?
- Yes, it had a harmful effect
- Yes, it had a beneficial effect
- No, it had no effect

52. How much difficulty did you encounter after you moved in establishing your children in school?
- A great deal of difficulty 1 2 3 4 5 6 7 whatsoever
- No difficulty
- My children were either too young or too old for school at the time.

53. How difficult do you believe that it has been for your children to adjust to your new location?
- Extremely Easy 1 2 3 4 5 6 7
- Extremely Difficult
54. What has been the effect of your transfer(s) on the attitudes of your children toward corporate life?

- There has been a large positive effect
- There has been a slight positive effect
- There has been no noticeable effect
- There has been a slight negative effect
- There has been a large negative effect

55. How happy would you be if your spouse was transferred again by his (or her) company?

- Extremely Happy
- Very Happy
- Satisfied
- Indifferent
- Dissatisfied
- Very dissatisfied

56. Check the category which most nearly approximates the feeling you would have if you knew your spouse would never reach the top executive level:

- Very satisfied
- Satisfied
- Indifferent
- Dissatisfied
- Very dissatisfied

57. What would you say are the chances in ten (10) that you would want your spouse to quit the company rather than transfer again? (Circle a number)

1 2 3 4 5 6 7 8 9 10

---

**SOME QUESTIONS CONCERNING YOUR SPOUSE'S COMPANY'S TRANSFER POLICIES**

Please indicate with a check mark (√) under the appropriate adjective how well satisfied you were with the provisions made by the company's transfer and moving policy, as a result of your last transfer.

<table>
<thead>
<tr>
<th>Provision</th>
<th>Very Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Un-Satisfied</th>
<th>Very Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>58. Travel allowances to look for new home</td>
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<tr>
<td>59. Temporary living expenses at new location</td>
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<tr>
<td>60. Travel allowances to old location after move</td>
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<tr>
<td>61. Allowances to move family/household goods</td>
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<tr>
<td>62. Assistance in finding new home</td>
<td></td>
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<tr>
<td>63. Assistance in selling old home</td>
<td></td>
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<tr>
<td>64. Time off to move</td>
<td></td>
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<tr>
<td>65. Purchase agreement if can't sell old home</td>
<td></td>
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<tr>
<td>66. Financial assistance in buying new home</td>
<td></td>
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<tr>
<td>67. Payment of closing costs on new home</td>
<td></td>
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<tr>
<td>68. Payment of decorating costs in new home</td>
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<tr>
<td>69. The raises given at time of transfer</td>
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<td>70. Payment of differences in mortgage rates</td>
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<td>71. Time to prepare for the move</td>
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<tr>
<td>72. How well would you say that you understood your spouse's company's transfer policy? (Circle a number)</td>
<td>Extremely Well</td>
<td>5 4 3 2 1</td>
<td>Not at all</td>
<td></td>
</tr>
<tr>
<td>73. Overall, how satisfied are you with your spouse's company's transfer policy?</td>
<td>Very Satisfied</td>
<td>5 4 3 2 1</td>
<td>Very Unsatisfied</td>
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<tr>
<td>74. What suggestions can you make to improve your spouse's company's transfer policy? Please answer on the outside of the back cover of this questionnaire.</td>
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</tbody>
</table>

**PLEASE PROCEED TO PART 2 . . . .**
### Questions About Your Feelings Towards Work in General

The following section contains a number of questions concerning your feelings about work in general. Whether or not you are presently working for an organization, you have probably held a job at one time or another. So, we would like your reactions to these items based on your personal feelings about work in general. Please check the response ranging from "Strongly Agree" to "Strongly Disagree" which comes closest to your reaction to each of the following statements. There are no right or wrong answers. Please be sure to provide a response to each statement, even though you may not presently hold a job outside your home.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
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</thead>
<tbody>
<tr>
<td>75. The major satisfaction in my life comes from my job.</td>
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<tr>
<td>76. The most important things that happen to me involve my job.</td>
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<td>77. I live, eat, and breathe my job.</td>
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<tr>
<td>78. I am very much involved personally in my work.</td>
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<tr>
<td>79. I'm really a perfectionist about my work.</td>
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<td>80. Most things in life are more important than work.</td>
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<tr>
<td>81. Even if a man has a good job, he should always be looking for a better job.</td>
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<tr>
<td>82. In choosing a job, a man ought to consider his chances for advancement as well as other factors.</td>
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<tr>
<td>83. A man should always be thinking about pulling himself up in the world and should work hard with the hope of being promoted to a higher-level job.</td>
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<tr>
<td>84. If a man likes his job, he should be satisfied with it and should not push for a promotion to another job.</td>
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<tr>
<td>85. The trouble with too many people is that when they find a job in which they are interested, they don't try to get a better job.</td>
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<tr>
<td>86. A worker who turns down a promotion is probably making a mistake.</td>
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<tr>
<td>87. A promotion to a higher-level job usually means more worries and should be avoided for that reason.</td>
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<tr>
<td>88. A well paying job that offers little opportunity for advancement is not a good job for me.</td>
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<tr>
<td>89. A worker is better off if he is satisfied with his job and is not concerned about being promoted to another job.</td>
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<tr>
<td>90. I don't mind putting in extra time if the company needs me to.</td>
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<tr>
<td>91. I am willing to work extra hard at my job in order to help this company be successful.</td>
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<tr>
<td>92. I really care about the fate of the company.</td>
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<tr>
<td>93. It bothers me very much to be absent from work.</td>
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</table>

PLEASE PROCEED TO PART 3
PART 3
QUESTIONS ABOUT YOUR PERSONAL BELIEFS

The following section contains a number of questions concerning your beliefs about people and life in general. Please be sure to answer all of the questions asked.

QUESTIONS 94 – 116. Please indicate with a check mark your degree of agreement or disagreement with each of the following statements. There are no right or wrong answers - we are concerned only with your personal beliefs. Remember, your answers are confidential.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Un-decided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>94.</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Un-decided</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>95.</td>
<td>Without the right breaks one cannot be an effective leader.</td>
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<td>96.</td>
<td>Many times I feel that I have little influence over the things that happen to me.</td>
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<td>97.</td>
<td>Who gets to be the boss often depends on who was lucky enough to be in the right place first.</td>
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<td>98.</td>
<td>Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.</td>
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<td>99.</td>
<td>Sometimes I feel that I don't have enough control over the direction my life is taking.</td>
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<tr>
<td>100.</td>
<td>Getting a good job depends mainly on being in the right place at the right time.</td>
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<td>101.</td>
<td>Most people don't realize the extent to which their lives are controlled by accidental happenings.</td>
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<td>102.</td>
<td>Capable people who fail to become leaders have not taken advantage of their opportunities.</td>
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<tr>
<td>103.</td>
<td>People who can't get others to like them don't understand how to get along with others.</td>
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<td>104.</td>
<td>People's misfortunes result from the mistakes they make.</td>
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<tr>
<td>105.</td>
<td>In the long run people get the respect they deserve in this world.</td>
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<td>106.</td>
<td>What happens to me is my own doing.</td>
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<tr>
<td>107.</td>
<td>In the long run the bad things that happen to us are balanced by the good ones.</td>
<td></td>
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<tr>
<td>108.</td>
<td>Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.</td>
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<tr>
<td>109.</td>
<td>People are lonely because they don't try to be friendly.</td>
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<tr>
<td>110.</td>
<td>In my case getting what I want has little or nothing to do with luck.</td>
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<tr>
<td>111.</td>
<td>Getting people to do the right thing depends upon ability, luck has little or nothing to do with it.</td>
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<tr>
<td>112.</td>
<td>Many of the unhappy things in people's lives are partly due to bad luck.</td>
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</tbody>
</table>
113. Trusting to fate has never turned out as well for me as making a decision to take a definite course of action.

114. Becoming a success is a matter of hard work, luck has little or nothing to do with it.

115. It is impossible for me to believe that chance or luck plays an important role in my life.

116. There is no such thing as luck.

Please respond to items 117 - 128 by circling either statement A or B, depending upon which response you agree with most. Please force yourself to circle only one of the two statements appearing in each pair, and please be careful to avoid missing any pair of items.

117. A. It is highly unlikely that astrology will ever be able to explain anything.
   B. Someday it will probably be shown that astrology can explain a lot of things.

118. A. If it weren’t for the rebellious ideas of youth there would be less progress in the world.
   B. Young people sometimes get rebellious ideas, but as they grow up they ought to get over them and settle down.

119. A. It would be a good thing if people spent more time thinking and talking about ideas just for the fun of it.
   B. If people would talk less and work more, everybody would be better off.

120. A. What a youth needs most is strict discipline, rugged determination, and the will to work and fight for family and country.
   B. In the long run it is better for our country if young people are allowed a great deal of personal freedom and are not strictly disciplined.

121. A. Nowadays more and more people are prying into matters that should remain personal and private.
   B. There are times when it is necessary to probe into even the most personal and private matters.

122. A. The businessman and the manufacturer are much more important to society than the artist and the professor.
   B. The artist and the professor are probably more important to society than the businessman.

123. A. Obedience and respect for authority are the most important virtues children should learn.
   B. One of the most important things children should learn is when to disobey authorities.

124. A. Most honest people admit to themselves that they have sometimes hated their parents.
   B. There is hardly anything lower than a person who does not feel great love, gratitude, and respect for his parents.

125. A. The wild sex life of the old Greeks and Romans was tame compared to some of the goings-on in this country, even in places where people might least expect it.
   B. In spite of what you read about the wild sex life of people in important places, the real story is about the same in any group of people.

126. A. It’s nobody’s business if someone is a homosexual as long as he doesn’t harm other people.
   B. Homosexuals are hardly better than criminals and ought to be severely punished.
127. A. When a person has a problem or worry, it is best to face it and try to think it through, even if it is so upsetting that it keeps him from concentrating on other things.

B. When a person has a problem or worry, it is best for him not to think about it, but to keep busy with more cheerful things.

128. A. Every person should have complete faith in some supernatural power whose decisions he obeys without question.

B. It's all right for people to raise questions about even the most sacred matters.

Please answer questions 129 - 158 by indicating True or False (T or F) in the space to the left of each item. Please limit your responses to either T or F, depending upon whether you agree with each statement (True) or disagree (False). Be sure to not miss any of the items.

129. I am happiest when I get involved in some project that calls for rapid action.
130. I usually take the initiative in making new friends.
131. I would rate myself as a lively individual.
132. I would be very unhappy if I were prevented from making numerous social contacts.
133. I am inclined to keep in the background on social occasions.
134. I like to mix socially with people.
135. I am inclined to limit my acquaintances to a select few.
136. I like to have many social engagements.
137. I generally prefer to take the lead in group activities.
138. I would rate myself as a happy-go-lucky individual.
139. I am inclined to keep quiet when out in a social group.
140. I can usually let myself go and have a hilariously good time at a party.
141. Other people regard me as a lively individual.
142. I would rate myself as a talkative individual.
143. I am a good mixer.
144. I like to go to parties and other affairs where there is lots of loud fun.
145. I like to flirt.
146. I should like to belong to several clubs or lodges.
147. At parties I am more likely to sit by myself or with just one other person than to join in with the crowd.
148. I love to go to dances.
149. I enjoy social gatherings just to be with people.
150. I enjoy the excitement of a crowd.
151. My worries seem to disappear when I get into a crowd of lively friends.
152. I like parties and socials.
153. I am a carefree individual.
154. I make decisions on the spur of the moment.
155. I like wild enthusiasm, sometimes to a point bordering on rowdyism, at a football or baseball game.
156. I generally feel as though I haven't a care in the world.
157. I usually say what I feel like saying at the moment.
158. I nearly always have a “ready answer” for remarks directed at me.
PART 4
QUESTIONS ABOUT YOURSELF

In this last section of the questionnaire we ask you to supply us with some information about yourself. The questions asked in this section are extremely important, because they allow us to study the data in comparative terms. For example, we will be interested to learn whether attitudes toward transfers vary from one age group to another. Complete data in this section are required in order to make the most meaningful interpretations of the other responses you have given us.

REMEMBER: Your answers to this questionnaire will not be seen by anyone except the researchers. Please do not sign the questionnaire.

159. How long have you and your spouse been married?
   ____ Number of years.

160. What is your present age in years?

161. What was your age when you were last transferred (in years)?

162. Indicate your highest attained level of formal education.
   ___ some high school
   ___ high school graduation
   ___ some college
   ___ college degree
   ___ some graduate study
   ___ advanced degree

163. How large was the city (cities) in which you were raised as a child?
   ___ fewer than 500 people
   ___ between 500 and 5,000 people
   ___ between 5,000 and 50,000 people
   ___ between 50,000 and 100,000 people
   ___ between 100,000 and 500,000 people
   ___ between 500,000 and 1 million people
   ___ between 1 million and 2 million people
   ___ greater than 2 million people

164. How many times have you been transferred by your spouse's companies or by your own company?
   ____ Number of times.

165. Do you consider yourself to be:
   ___ Completely bicultural/bilingual
   ___ French
   ___ English
   ___ Other (Specify)
   ____________________________

166. Generally, would you describe yourself as a "small city person" or a "big city person"?
   ___ "Small City" ___ "Big City" ___ neither

167. When you were a child, how often did you move with your family from one home to another? (This includes moves within and between cities.) Estimate the number of moves your family made (while you lived with them) as accurately as you can.
   ___ (number of moves before I completed high school)
   ___ (number of moves after I completed high school)

168. Concerning 167 (above): What was your attitude as a child about the number of moves your family made?
   ___ I was extremely happy with the number of moves my family made
   ___ Quite happy
   ___ Neither happy nor unhappy
   ___ Quite unhappy
   ___ I was extremely unhappy with the number of moves my family made.

Thank you for your time. If you have anything to add not covered by this questionnaire, please use the back cover.
Dear Employee:

I am undertaking a large-scale survey of Canadian employees who have been transferred by their companies at least once, from one city to another. The purpose of the study is three-fold:

1. To study employees' attitudes toward transfers;
2. To study the differences in provisions made in the transfer policies of different Canadian corporations, and how these differences are reflected in differences in the post-transfer attitudes and adjustment of the transferee and his (or her) family;
3. To study the comparative costs and benefits to the company of its policies and practices regarding employee transfers.

Your company has expressed interest in my research and has agreed to participate. (See the enclosed letter from your company.) Consequently, they have given me the names and addresses of approximately 200 employees who have been transferred in recent years. Your name appeared in their sample, so I am requesting your support for my study.

Let me hasten to make two or three crucial promises to you. Should you agree to participate in my research, I will personally guarantee the following:

1. No member of your company will be told whether or not you participated
2. No member of your company (or anyone else beyond myself and my research staff) will receive any information about your individual responses. In order to gather reliable and meaningful data, we must have your confidence in our handling of your responses - only then will you provide honest and frank answers
3. Your company and others in your industry should benefit greatly by your support and participation. I intend to provide all participating companies with constructive criticisms and suggestions
regarding their transfer policies, based on the aggregated findings of the study

4. Finally, if what we learn in this research is used to improve the transfer policies of Canadian corporations, individual transferees and their families should benefit.

Altogether, we are gathering data from employees from seven different corporations (approximately 1000 people, altogether). I believe the research should be of considerable value to Canadian management, transferees, and their families.

I will be mailing a large envelope to you in the near future. Enclosed will be the following things:

1. a questionnaire for you to complete;
2. a questionnaire for your spouse to complete;
3. a stamped envelope, addressed to me, personally, at the University of British Columbia.

I would appreciate it if you would complete and return the questionnaires to me as soon as is convenient for you. The questionnaire for you should require 60-90 minutes to complete; the one for your spouse should not require as much time.

I hope you will participate in my study, and I thank you for your time.

Cordially,

Craig C. Pinder
Assistant Professor of Organizational Behaviour.
Dear Sir or Madam:

Professor Craig Pinder from the University of British Columbia has invited our company to participate in a study concerning the use of transfer policies in the development of our managers and executives. The study will focus on transfers from two points of view: that of the company and that of the manager. Dr. Pinder is interested in systematically assessing the costs and benefits from the company's perspective of our transfer policies as well as the effects of transfers on the managers and their families.

As you know, our transfer policy is an important part of our management development and organization staffing programs. Consequently, we have agreed to cooperate with Dr. Pinder in his research. We have provided Professor Pinder with a list of corporate and transportation sector management who have been transferred during 1975. From this list your name was randomly selected.

In all, 500-600 managers from our company and other Canadian companies will be asked to participate by completing the questionnaire which you will be receiving shortly. Let me assure you that your decision concerning whether or not to participate is completely voluntary and that no one other than Dr. Pinder and his staff will have access to the responses you provide. However, we expect that our company and the other participating companies will benefit from what is learned from the combined data from the study.

I trust that you will respond to the survey questionnaire for the mutual benefit of our company and all future transferees. In the event that you have any particular question arising from your participation in this study which would be answered by an examination of the resultant report, the Director Personnel Development, Room 152, Windsor Station, would be happy to respond to such questions.

Yours truly,
APPENDIX C (cont'd)

LETTER FROM THE RESEARCHER ENCLOSED IN THE SECOND MAILING

Dear Employee:

By now you should have received a letter I sent to you announcing a nationwide survey I am conducting on the topic of employee transfers. In the same envelope as that letter was a second letter from a senior executive of your company explaining the benefit your company hopes to derive from my study. As you recall from those letters, your participation is voluntary, but we hope you will complete my questionnaires and return them to me. Let me repeat my personal guarantee of the anonymity of your personal responses. Your company will receive only the combined data from your fellow transferees.

Enclosed are two questionnaires: one for you and one for your spouse; plus a stamped envelope addressed to me at the University of British Columbia. Please complete your questionnaire and have your spouse complete the "Spouse's Questionnaire," and return them to me directly. We have found that the employee's questionnaire takes 60-90 minutes to complete; the spouse's questionnaire is shorter. Please ask your spouse to complete his (or her) questionnaire alone, independently of the answers you provide to your questionnaire. For the benefit I hope to provide the participating companies and their employees, I believe the effort you will invest by participating will be well spent.

Thank you for your help.

Yours truly,

Craig C. Pinder
Assistant Professor
Faculty of Commerce and Business Administration
University of British Columbia

Enclosures
APPENDIX C (cont'd)

FOLLOW-UP LETTER FROM THE RESEARCHER

Dear Employee:

I hope that by now you will have received the questionnaires for my study on the reactions of Canadian employees to their companies' transfer policies. This letter is to remind you to complete and return the questionnaires to me directly at the University of British Columbia, using the stamped envelope I enclosed in the package I sent you. Again, let me repeat my guarantee for the privacy of the responses you provide in completing the questionnaires.

If you have already completed and returned your questionnaires, let me thank you for your assistance. I hope the results of my study will enable Canadian companies to learn more about the costs and benefits of their transfer policies, for the mutual benefit of the companies and their transferring employees.

Cordially,

Craig C. Pinder
Faculty of Commerce and Business Administration
U.B.C.
APPENDIX D

SCORING PROCEDURES AND SCORE IMPLICATIONS FOR THE VARIABLE SCALES

A) Independent Variables

Age: Item 209

Scored simply as the subjects' response to the questionnaire item "What is your present age in years?"

Job-Involvement: Items 119-124 (See Figure 4)

Lodahl's and Kejner's Job-Involvement Scale is presented in a Likert-type format with choices ranging from 7 through to 1. All items are positively stated with 7 indicating "Strongly Agree" and 1 indicating "Strongly Disagree." A high overall score, being the sum of the responses to the 6 scale items, indicates a high degree of job-involvement. The score may range from a minimum of 6 to a maximum of 42.

Company Commitment: Items 134-137 (See Figure 5)

Baba's and Jamal's Company Commitment Scale also appears in a Likert-type format. Each item is stated so that a response indicating strong agreement with the stated item affirms a feeling of company commitment. The response choices range from 7, indicating "Strongly Agree" through to 1, indicating "Strongly Disagree." The
overall score for company commitment is the sum of responses to each of the 4 items. The score may thus range from a minimum of 4 to a maximum of 28.

Authoritarianism: Items 167-178 (See Figure 6)

The California F Scale, which measures the trait of authoritarianism, appears in the survey questionnaire and is composed of 12 paired statements. For each of the 12 numbered items the statements are labelled "A" or "B". The selection of statement "A" for items 170, 171, 172, 173, 175 and 178 depicts the subject's endorsement of a statement indicating authoritarianism and are each assigned one point. Likewise, the selection of statement "B" for the remaining items also signifies the subject's agreement with a statement depicting the authoritarian trait and are assigned one point. The sum of the points so acquired represents the overall score for the California F Scale. The scores may range from a minimum of 0 to a maximum of 12.

Extraversion-Introversion: Items 179-208 (See Figure 7)

The Pittsburgh Scale of Social Extraversion-Introversion consists of 30 items each of which the subject must endorse as being either a "True" or a "False" statement. The overall score on the scale may range from a minimum of 0 to a maximum of 30 with a low score denoting introversion and a high score denoting extraversion. A subject's "True" response to all items excluding items
183, 185, 189 and 197 reflect their endorsement of statements indicating the trait of extraversion. One point is given for each "True" response to these items. A "False" response to items 183, 185, 189 and 197 are also allocated one point toward the scale score. A "False" response to any of these 4 items indicates disagreement with a statement signifying introversion.

Locus of Control: Items 144-166 (See Figure 8)

Three subscales of Rotter's Internal-External Locus of Control Scale is presented in a Likert-type format with choices ranging from 1, indicating "Strongly Disagree", through to 5, indicating "Strongly Agree."

i) Difficult/Easy Subscale: Items 144-151

The Difficult/Easy Subscale of the Locus of Control measure consists of 8 items to which a response of agreement denotes an individual endorsing those items which are characteristic of a person scoring external on this dimension of the Internal-External Locus of Control trait. The subscale score may range from a minimum of 8 to a maximum of 40 with a high score indicating an external locus of control.

ii) Just/Unjust Subscale:

Eight items comprise the Just/Unjust Subscale of the index measuring Locus of Control. All
items excluding item 157 are stated so that a response of agreement will indicate an internal locus of control. The scoring on item 157 has been reversed so that 1=5, 2=4, and 5=1. Thus, the simple summation of the scores, taking account for this reversal, will produce a subscale total which may range from a minimum of 8 to a maximum of 40 with a high score indicating an internal locus of control.

iii) Predictable/Unpredictable Subscale: Items 160-166

The Predictable/Unpredictable Subscale of the Locus of Control measure is made up of 7 items for which a response of agreement to each item will signify agreement with statements reflecting the internal locus of control personality dimension. The overall score for this subscale may range from a minimum of 7 to a maximum of 35 with scores at the lower extreme of the range depicting an external locus of control and scores at the upper extreme depicting an internal locus of control.

B) Dependent Variables

Positive Evaluation of Transfer (PET) Index: Items 109-118 (See Figure 9)

Glueck's PET Index consists of 10 statements presented in a Likert-type format with choices ranging from 1, indicating that the subject strongly agrees
with the statement, through to 5, implying the subject's strong disagreement with the statement. For the purpose of this study the Index was factored and the two oblique factors which resulted are referred to as Factor 1 and Factor 2, respectively.

i) Factor 1: Items 109, 112, 113, 116, 117 and 118

Factor 1 of the PET Index is comprised of 6 items. Item 118 has been reversed (1=5, 2=4, 4=2, 5=1) so that the subject's disagreement with this statement would receive a low score and would indicate negative feelings toward corporate transfers as would his agreement with the other 5 items. The score on Factor 1 may range from a minimum of 6 to a maximum of 30 with a low score indicating an unfavorable attitude toward corporate transfers in general.

ii) Factor 2: Items 110, 111, 114, 115, 118

Factor 2 of the PET Index consists of 5 items appearing in a Likert-type scale with choices ranging from "Strongly Agree" to "Strongly Disagree." The items are stated so that a response of agreement to an item will be scored so as to indicate the subject's endorsement of a favorable statement regarding transfers in general. Coding on these items has been reversed so that a response of agreement to any of the 5 statements
would obtain a score of 1. Thus, as with Factor 1, a low score on the scale would indicate an unfavorable attitude toward corporate transfers in general. The score on Factor 2 may range from a minimum of 5 to a maximum of 25.
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