

2020

## **Influence of Collectivistic and Individualistic Values on Probation Officers' Retention**

Audrene Janell Ellis  
*Walden University*

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# Walden University

College of Social and Behavioral Sciences

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Audrene Janell Ellis

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Walden University  
2020

Abstract

Influence of Collectivistic and Individualistic Values on Probation Officers' Retention

by

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MA, Mental Health Counseling, Southern University, 1999

BS, Criminal Justice, University of Southwestern Louisiana, 1993

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Psychology

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## Abstract

Probation officers are departing their employment before retirement at a high rate depending on the agency, location, and type of position, which impacts society. The cost associated with training a new officer could consume a large portion of an agency's yearly budget, leaving many inexperienced officers to supervise dangerous offenders and defendants. Thus, it is important to examine factors influencing retention such as whether individualistic and collectivist values predict a relationship between retention intent of probation officers. The purpose of this quantitative research study, guided by Hofstede's cultural theory, was to determine whether family embeddedness influences retention intent of probation officers. Linear regression was used to examine the relationship between the variables. The Sobel test was used to determine if family embeddedness mediated retention-intent. Federal probation and pretrial services officers (n=85) from 5 regions completed online survey questionnaires (Individualistic values scale, Employee Retention scale, Global Measure of Job Embeddedness, and Auckland Individualism and Collectivistic Scale). The results showed that family embeddedness is not a mediator for probation officers that possessed individualistic or collectivistic values. The social change implication of this study includes a recommendation for the development of an employee screening instrument that identifies employees' values to increase retention of probation officers, which can be used to select and train staff.

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## Dedication

This dissertation is dedicated to the Lord and Savior Jesus Christ; father, Autry Peter Jackson; mother, Genester Jackson; stepfather, Earnest Jeffrey, and siblings: Jackie Jefferson, Yonda Holliman; and Autry Jackson, Jr. The love, support, and encouragement of my family and Chair, Dr. Rolande Murray who assisted me in obtaining a Doctor in Psychology.

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## Chapter 1: Introduction to the Study

Federal probation officers are either resigning or retiring prematurely, which has resulted in diminished public safety due to the lack of work experience of many newly hired officers (Lewis, Lewis, & Garby, 2013). For example, 17% of probation officers in Texas left their employment in 2004, 20% in 2005, and 24% in 2006 (Lee & Beto, 2008). However, the number of offenders (individuals supervised) increased during the same time period (Glaze & Kabel, 2013). In 2012, approximately 6,899,000 offenders were supervised in the United States by approximately 4,696 probation officers (Glaze & Kaebel, 2013). The lack of appropriate supervision by probation officers has influenced recidivism rates because of diminished accountability and officer presence (Andretta et al., 2014). Therefore, the reduction in the number of probation officers has affected the safety of supervised offenders, communities, and other probation officers (Lewis et al., 2013).

Other factors that have influenced the retention rates of probation officers include the number and type of cases probation officers supervise, work hazards, the client-to-officer ratio, and client negative interactions (Lee, Joo, & Johnson, 2009; Lewis et al., 2013). To improve officers' morale, procedures have been implemented to reduce the number of cases probation officers were assigned (Andretta et al., 2014). However, the retention of federal probation officers remained low in 2012 (Lee et al., 2014), which has impacted services provided to stakeholders including both individuals supervised and the public.

Further, officers with individualistic values perform job tasks that might have enhanced their own goals, whereas officers with collectivistic values attempt to enhance the agency and community (Zhang et al., 2008). These values may have caused work-family conflict and influenced the retention of probation officers (Zhao & Chen, 2008). The current study is significant because no research has examined the influence of individualistic and collectivistic cultures on the retention intent of federal probation officers. The findings from this study may be used by federal agencies to enhance the probability that the values of probation officers hired coincide with the agency's goals as well as improve training programs to retain qualified probation officers.

In Chapter 1, I identify the purpose of the study and explore family embeddedness, collectivistic values, and individualistic values and how they related to non-retention. The following sections include information regarding the problem, the purpose of the study, nature of the study, definition of terms, assumptions, scope, limitations of the study, and significance of the study. I conclude with a summary of the chapter.

### **Background**

Non-retention occurs when employees depart companies or agencies (Mohsin, Lengler, & Kumar, 2013; Ramesh & Geffand, 2010; Walsh & Byrne, 2013; Van Woerkom, Bakker, & Nishii, 2016). Turnover intention is the estimated probability that an employee will leave a company (Lambert, Griffin, Hogan, & Kelley, 2015). Non-

retention is financially detrimental to agency growth, as resources must be used to train new staff, which also contributes to frequent project delays (Buckmiller & Cramer, 2013; Lambert, Vero, & Zimmermann, 2012; Whannell & Whannell, 2015). When employees leave, new employees are hired, so employers' resources are utilized to train new staff (Lambert et al., 2012). To address non-retention issues, some employers have utilized social inclusion (Clarke & Polesel, 2013; Medsker et al., 2016). For example, the use of technology, such as Zoom video conferencing, by employers to include all employees in monthly staff meetings, training, and office events has promoted social inclusion (Herrera, 2015). Social inclusion impacts the office climate, which correlated with non-retention choices (Hofhus, Van der Zee, & Otten, 2014; Nishi, 2013). However, social inclusion policies have not alleviated non-retention decisions, even when cohesiveness has existed within an organization (Nishii & Mayer, 2009).

Proper fit between the job and employee non-retention are inter-related, with job-fit indicating the probability of an employee leaving a job (Ramesh & Geffand, 2010). Job-fit and retention conflicts may occur for probation officers in relation to their religious beliefs, family obligations, or job duties, which influence the decision to continue employment. Job-fit is significant to the performance and job satisfaction levels of probation officers within the organizational context because job performance is equated to proper fit and non-retention (Bahhouth, Maysami, & Gonzalez, 2014). Different dimensions of job embeddedness are essential components for predicting probation officers' turnover. If their workload is high, officers may have to choose



between continuing to work and spending more time with their children at home, which can result in an increased number of probation officers being absent from work (Van Woerkom, Bakker, & Nishii, 2016). Probation officers' decisions regarding job retention may, therefore, be related to the individualistic and collectivistic values produced by their culture that impact job embeddedness and may have an impact on family embeddedness (Billing et al., 2014; Zhang, Reyna, Qian, & Yu, 2008).

Family embeddedness provides a point of connection between employees' families and employees' jobs (Ramesh & Gelfand, 2010). When probation officers' husbands, wives, and children are present and engaged with coworkers at company events, such as parties and picnics, the family may develop a bond with and commitment to the company (Choi, Colbert, & Oh, 2015; Westhead, Cowling, & Howorth, 2001). The bond employees develop with the company through family embeddedness, combined with the relationship the employees already have with the company, may influence employees' job retention decisions (Felf & Yan, 2009). Further, family members' views and values regarding probation officers' ability to balance work tasks and family duties (Slan-Jerusaliam & Chen, 2009) may influence the probation officers' decisions about remaining at or exiting their job (Ramesh & Geffand, 2010). A positive correlation exists between social influences and individual perspective. When probation officers freely discuss work-related problems, such as salary and work assignments, with their spouses and close peers, the officers develop an ability to cope with issues at work, which affects their retention decisions (Moore & Constantine, 2005).

In the same way, probation officers' individualistic and collectivistic values may influence perceptions, decisions, and behaviors in the work environment (Astakhova, Doty, & Hang, 2013). Individualistic and collectivistic values may impact their job retention decisions because they influence how they interact with their environment (Fock, Chiang, Au, & Hui, 2011), such as how they respond to job assignment and requests (Dimitrov, 2006). Individuals' cultural values lead to differences in approach to management of their work and work-related responsibilities (Morimoto & Shimada, 2015). Individuals from an individualistic culture (i.e., the United States) and a collectivistic culture (i.e., Ghana) may respond differently to conflicts according to the dominant cultural values and nature of the company relationship (Gunsoy, Cross, Uskul, & Gereck-Swing, 2015). The individualistic response to task requests may be described as assertive (confrontational), whereas the collectivistic response may be described as nonassertive (passive; Gunsoy et al., 2015).

Family embeddedness also ties into the influence of individualistic and collectivistic cultures (Siedlecki, Salthouse, Oishi, & Jeswan, 2014). For example, in collectivistic cultures, harmony within families is important; in individualistic cultures, the personal needs of individuals are essential (Gunsoy et al., 2015). Probation officers' values regarding family and job tasks develop as a result of their upbringing (by parents or custodians) and the characteristics of their society (Zhao & Chen, 2008). In some instances, the values individuals possess are derived from interactions with family members, including spouses and children (Lee, Beckert, & Goodrich, 2010; Smithikrai,

2014). For example, Allen, French, and Shockley (2015) found that Asian American children residing in the United States believed they were accountable for the physical care and well-being of their parents and grandparents from being raised with collectivist values; thus, not being able to financially support or take care of their parents would impact non-retention decisions for these individuals. Overall, probation officers may respond to family issues according to the values established by their collectivistic or individualistic cultures (Choi et al., 2015; Felf & Yan, 2009).

Research has also suggested that a correlation exists between collectivistic values and the inability of officers to retain their personal goals and desires (Smithikrui, 2014; Tjosvold, 2002). Research on job retention in individualistic cultural as opposed to collectivistic cultural contexts has identified a correlation between individualistic culture, collectivistic culture, and job retention (Ramesh & Geffand, 2010). Collectivistic values are an indication that an individual may work well at an agency, and probation officers' values and perception influence non-retention decisions (Astakhova et al., 2013). Probation officers from an individualistic society face a challenge in terms of learning how to embrace the goals of the organization without losing focus on their own agendas and values (Smithikrui, 2014). Additionally, different factors of job embeddedness affect the rate of employee turnover (Matz, Woo, & Kim, 2014). Cultural differences, emotional commitment, normative commitment, and social factors in individualistic and collectivistic cultures function as reliable predictors of turnover intention (Felfe & Yan, 2009).

For the present study, I emphasized cultural differences, social factors, normative commitment, emotional commitment, family embeddedness, and job retention while analyzing the retention intent of probation officers. This study addressed a gap regarding whether family embeddedness influences job retention in individualistic and collectivist cultures. Family embeddedness promotes social relationships among members of an organization in terms of their interactions with family. Therefore, it is significant to evaluate family embeddedness in connection with the cultural values of probation officers, as this can help determine their behavior such as retention. The retention of experienced probation officers may enhance officers' ability to supervise offenders and protect the community. Additionally, resources that have been allocated to train new officers could go toward developing national programs that increase the retention rate of qualified officers and toward research to determine the efficiency of programs and policies, which coincides with evidence-based practice. The purpose of conducting this quantitative cross-sectional study was to determine whether family embeddedness predicts retention intent of probation officers and whether this is mediated by collectivistic or individualistic values. The four variables I addressed were non-retention, family embeddedness, individualistic values, and collectivistic values.

### **Problem Statement**

When officers resign or retire prematurely, public safety is diminished due to the lack of work experience among many newly hired officers (Lewis et al., 2013). Further, the constant lack of appropriate supervision influences recidivism rates because of the

lack of accountability and officer presence (Andretta et al., 2014). The impact of the reduction in the number of probation officers affects the safety of the offenders supervised, the community, and fellow officers (Lewis et al., 2014).

One of the influences on retention rates is the compensation structure, which can affect motivation and lead to officers leaving. Probation officers are faced with compensation disparity due to the judicial salary plan, which is based on acceptable job performance (Taylor & Beh, 2013). Probation officers' satisfactory performance is rewarded with scheduled, nondiscretionary salary progression (Taylor & Beh, 2013). Thus, probation officers who perform the same job tasks may receive unequal compensation (Park & Berry, 2014). Many probation officers' work more than 40 hours per week, including nontraditional hours, which prevent them from engaging in activities with family and friends (Ryu, 2016). Further, probation officers are restricted from obtaining outside employment due to a potential conflict of interest (Bishara & Westermann-Behaylo, 2012), even though many probation officers are required to obtain a degree beyond a bachelor's, which is an additional financial expense.

Other factors that influence non-retention rates of probation officers include the number and type of cases probation officers supervise, work hazards, the client-to-officer ratio, and client interactions (Lewis et al., 2013). Previous studies have also explored whether employees' educational level (Ahmed et al., 2014; De Menezes, 2012; Medsker et al., 2016), budgetary rewards (Jin & Hung, 2014), nonmonetary rewards (Zwilling, 2012), and job satisfaction were factors that influenced non-retention. Other studies have

been focused on trust and job embeddedness as influences on non-retention (Heritage, Gilbert, & Roberts, 2016; Olckers & Enslin, 2016). However, these studies have not addressed whether individualistic or collectivistic values influence retention intent.

Although policies have been implemented by management to hire additional staff, reduce the caseloads for current officers in probation offices, and improve probation officers' morale and retention (Andretta et al., 2014), poor retention rates persist. Therefore, the purpose of this study was to fill the gap in research regarding the influence of collectivist and individualistic values on federal probation officers' non-retention decisions. The results of this study may impact the safety of the public as well as contribute to existing literature.

### **Purpose of the Study**

For the purpose of this cross-sectional, quantitative study, I used a survey design to identify whether collectivistic values, individualistic values, or family embeddedness predict the retention intent of probation officers. The study contained two mediator models. The first mediator variable addressed whether family embeddedness mediates the relationship between collectivistic values and retention intent. The second mediator variable addressed whether family embeddedness mediates the relationship between individualistic values and retention intent. I performed a linear regression analysis to predict the relationship between collectivistic values (independent variable) and retention intent (dependent variable) of federal probation officers, the relationship between collectivist values (independent variable) and family embeddedness (dependent variable),

the relationship between retention intent (independent variable) and family embeddedness (dependent variable), and the relationship between individualistic values (independent variable) and family embeddedness (dependent variable). I used a Sobel test to determine whether collectivistic values (independent variable) and retention intention (dependent variable) are mediated by family embeddedness, and whether individualistic values (dependent variable) and retention intent (independent variable) are mediated by family embeddedness.

### **Research Questions**

I used six quantitative research questions to guide this study:

Research Question 1: Does a federal probation officer's collectivistic values (independent variable) predict retention intent (dependent variable)?

$H_01$ : A federal probation officer's collectivistic values (independent variable) do not predict retention intent (dependent variable).

$H_11$ : A federal probation officer's collectivistic values (independent variable) do predict retention intent (dependent variable).

Research Question 2: Does a federal probation officer's collectivistic values (independent variable) predict family embeddedness (dependent variable)?

$H_02$ : A federal probation officer's collectivistic values (independent variable) do not predict family embeddedness (dependent variable).

$H_12$ : A federal probation officer's collectivistic values (independent variable) do predict family embeddedness (dependent variable).

Research Question 3: Does a federal probation officer's individualistic values (independent variable) predict retention intent (dependent variable)?

*H<sub>03</sub>*: A federal probation officer's individualistic values (independent variable) do not predict retention intent (dependent variable).

*H<sub>13</sub>*: A federal probation officer's individualistic values (independent variable) do predict retention intent (dependent variable).

Research Question 4: Does a federal probation officer's individualistic values (independent variable) predict family embeddedness (dependent variable)?

*H<sub>04</sub>*: A federal probation officer's individualistic values (independent variable) do not predict family embeddedness (dependent variable).

*H<sub>14</sub>*: A federal probation officer's individualistic values (independent variable) do predict family embeddedness (dependent variable).

Research Question 5: Does a probation officer's family embeddedness mediate the relationship between a collectivistic values (independent variable) and retention intent (dependent variable)?

*H<sub>05</sub>*: A federal probation officer's family embeddedness does not mediate the relationship between collectivistic values (independent variable) and retention intent (dependent variable).

*H<sub>15</sub>*: A federal probation officer's family embeddedness does mediate the relationship between collectivistic values (independent variable) and retention intent (dependent variable).



Research Question 6: Does a federal probation officer's family embeddedness mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable)?

*H<sub>06</sub>*: A federal probation officer's family embeddedness does not mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable).

*H<sub>16</sub>*: A federal probation officer's family embeddedness does mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable).

I employed the Individualistic Values Scale to measure the values of probation officers and the Employee Retention Scale to measure the officers' desire to leave employment. I also used the Global Measure of Job Embeddedness Scale to measure probation officers' feeling regarding remaining at their current place of work. Finally, I used the Auckland Individuals and Collectivism Scale to identify whether the officers surveyed possess collectivistic or individualistic values.

### **Operational Definitions**

*Bifurcated probation offices*: An office that has two departments in one office—a combined pretrial and probation office (Bifurcate, n.d). The officers in bifurcated probation offices perform both probation and pretrial duties, which consist of supervising and writing presentence reports.

*Collectivistic culture:* A culture that emphasizes the needs of the group over those of the individual (Gunsoy et al., 2015).

*Defendants:* Individuals charged with a crime but not convicted of a crime (Defendant, n.d).

*Evidence-based:* Programs that have produced positive results based on research evidence (Walker, Lyon, & Trupin, 2017).

*Embeddedness:* The venue of the family categorization (Gubrium & Holstein, 2012). The level of connection an individual has to an organization or family.

*Family embeddedness:* The inclusion of the family concerning decision making, outcomes at work, and a component of social support (Welsh, Kim, Memili, & Kaciak, 2014).

*Individualistic culture:* A culture that stresses the needs of the individual over those of the group (Zhang, Reyma, Qian, & Yu, 2008).

*Lateral violence:* Violence that occurs between coworkers, which can influence non-retention of employees (Embree & White, 2010).

*Non-retention:* A discontinuation from employment (Cattani, Ferriani, & Frederiksen, 2011).

*Offenders:* Individuals convicted of a crime and under supervision of a criminal justice agency (Offender, n.d.; Peterson, Skeem, Kennealy, Bray, & Zvonkovic, 2014).

*Presentence report:* An investigative report submitted to the judge by the presentence officer about an individual who has been found guilty by a jury, judge, or has

pled guilty to a crime. The presentence report is given to the judge before sentencing, and the information contained in the report assists the judge in determining the defendant's sentence (Converse, 2012).

*Retention*: A process of keeping employees and persuading them not to work for another company (Collin, 2009).

*Retention rate*: The percentage of employees who remain in a job (Gächter, Savage, & Torlgler, 2013).

*United States Probation and Pretrial Services Officers (USPPSOs)*: Law enforcement officers who supervise offenders on probation or parole and defendants released from jail pending trial. USPPSOs also generate presentence reports to help the court administer justice impartially (U.S. Probation and Pretrial Services, n.d.).

### **Theoretical Framework**

The theoretical framework for the study was Hofstede's cultural dimension theory (Schneider, Gruman, & Coutts, 2005). This approach enabled me to explore how values in the workforce are influenced by individuals' culture. Hofstede's cultural dimension theory identifies the following cultural influences: power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, long-term versus short-term orientation, indulgence, and restraint (Hofstede, 2011). Power distance refers to how employees and their families expect management to distribute job tasks (Hofstede, 2011). For example, some employees may expect supervisors to assign job duties, whereas other employees expect managers to specify assignments for the person designated to perform

the task. Uncertainty avoidance refers to how employees respond to their futures when they are in an unstructured work environment (Hofstede, 2011). For example, some employees may not function well when family financial status is uncertain due to a lack of job security. Additionally, masculinity versus femininity refers to how culture influences values in the workforce according to gender (Hofstede, 2011). For instance, more women have reported choosing family over work, whereas more men have reported choosing work over family (Hofstede, 2011). Long-term versus short-term orientation refers to how employees simultaneously strive toward maintaining a relationship with their culture and deal with daily challenges at work (Hofstede, 2011). For instance, some employees maintain their religious practices by taking off a day from work to observe Good Friday. Finally, indulgence versus restraint refers to how happy or restrained an employee is at work (Hofstede, 2011). For instance, in an indulgence culture, employees believe the incorporation of leisure activities, such as exercising, are important. Conversely, in a restraint culture, employees think leisure time is not essential.

Individualism and collectivism is focused on the relationship between individuals and the group (Schneider et al., 2005). Addressing individualism and collectivism means addressing the fact that individuals make decisions according to their cultural values and preferences (Schneider et al., 2005). Individualism and collectivism may also influence individuals' choice of their social framework (Hofstede, 2011). For example, employees with collectivistic values generally prefer to maximize group goals. Employees with individualistic values generally prefer to maximize their personal goals and objectives.

Hofstede's cultural dimension theory related to the study approach and research questions because it allowed for the exploration of values that may influence the retention decisions of probation officers.

### **Nature of Study**

This cross-sectional, quantitative study was conducted to predict the relationships among individualistic values, collectivistic values, retention intent, and family embeddedness. Cross-sectional quantitative research was appropriate for this study because it enabled me to examine behavioral intent (Barron & Kenny, 1986). The study included one mediator variable, family embeddedness, and two models. The study consisted of a cross-sectional quantitative design because the probation officers were studied at a specific time. The survey was disseminated to 1,742 federal probation officers working in combined offices to obtain a large enough sample. The responses from participants are stored anonymously, using an ID number rather than name, and the dataset saved on a password-protected computer. I obtained data from the participants using the following questionnaires, and the survey consisted of a combination of existing measures: the Individualistic Values Scales, Employee Retention Scale, the Global Measure of Job Embeddedness Scale and Auckland Individuals and Collectivism Scale.

Linear regression analysis was used to determine whether probation officers' individualistic values, collectivistic values, or family embeddedness predict retention intent. The Sobel test was used to analyze whether family embeddedness mediates the retention intent of federal probation officers who possessed either individualistic or

collectivistic values (Gkorezis, Panagiotou, & Theodorou, 2016). The mediation analyses using the Sobel test consisted of 68 probation and pretrial officers at most for a model with medium effect sizes (power = 0.8) for the predictor between mediator and IV, as well as a mediator with DV and less than 200 with medium effect sizes (Fritz & MacKinnon, 2007). The Sobel test was conducted and indicated that enough power existed for mediation analyses.

### **Assumptions**

For the purpose of this study, I assumed that federal probation officers' individualistic and collectivistic cultural values influenced their non-retention decisions. Thus, they may have departed from their place of employment because of a cultural conflict, rather than as a result of employers having selected the best-qualified employees (Gill, 2013; Walsh & Byrne, 2013). Research has suggested that a domino effect occurs because of probation officers' non-retention decisions. This study therefore also included the assumption that non-retention results in an unequal workforce (Buckmiller & Cramer, 2013); work, family, and cultural disconnect (Raeymaeckers & Dierckx, 2013); detachment (Whannell & Whannell, 2015); and reduction in work performance (Dee & Wyckoff, 2013).

This study also included the assumption that family embeddedness influences employees' non-retention decisions. Although researchers have indicated that social inclusion is insufficient in terms of alleviating non-retention, some employers do use social inclusion as a tool to retain staff (Clark & Polesel, 2013; Medsker et al., 2016).

However, for the purpose of this study, I assumed that if the social inclusion policy at the probation offices were expanded to include family members (family embeddedness), probation officers might remain at their jobs because their families will be happy with their employment, and their job satisfaction levels will increase (Buckmiller & Cramer, 2013). However, clear findings on the influence of individualistic and collectivistic values on probation officers' non-retention do not exist.

### **Scope and Delimitations**

The population of this study included probation and pretrial service officers and specialists working in bifurcated probation offices with dual roles located in the Southeast, West, Midwest, Southwest, and Northeast regions of the United States. Supervisors and support staff were excluded. Potential participants had access to a computer, were permanent employees, and agreed to participate and complete the survey. They were also under the age of 57, spoke English (primary language), had no employment extension, possessed a master's or bachelor's degree, and worked in bifurcated probation offices. The USPPSO chiefs and supervisors, newly hired employees, and nonprobation officers were excluded from the study.

I employed Hofstede's cultural dimension theory as the framework for this study to focus on the non-retention of probation officers. I addressed the six dimensions in Hofstede's cultural theory: power distance, individualism versus collectivism, uncertainty avoidance, indulgence versus restraint, long-term orientation versus short-term orientation, and gender (Yeganeh, 2013).

### **Limitations**

Because this was a cross-sectional quantitative study, generalization and validity were concerns. There may have been a low survey response rate from probation officers, which may impact the generalizability of the results. There was also no way of determining whether the sample of probation and pretrial services officers represented all probation officers in the United States. Further, probation officers may not have completed the survey in its entirety, which may have impact construct validity regarding the mediator, family embeddedness, and the dependent variable, non-retention. Because the study was administrated online, there was also no way to guarantee that the intended participants filled out the survey. Additionally, the questionnaires were administrated only once to the probation officers; therefore, test–retest did not occur, which can lead to issues with the reliability of the study.

### **Significance of the Study**

The results from this study may lead to improved job training and evaluating the types of employer–employee services provided in the workplace. The information from the findings may provide further guidance on how to address job retention. The current research regarding the influence of family embeddedness and collectivistic and individualistic values on job retention of probation officers serve as the basis for future research and encourage others to explore various aspects of family embeddedness. Therefore, the aim of this study was to prompt researchers to broaden the evidence-based practice concept to include family embeddedness and its impact on employees' non-



retention. The cultural differences and perceptions of probation officers in America were explored in order to justify the relevance of family embeddedness to retention as well as to clarify the relative impact of family embeddedness on social and organizational links.

### **Summary**

Non-retention is an issue that has negatively impacted organizations in terms of both image and ability to provide services to stakeholders in the community. To combat non-retention, employees have initiated programs and conducted research. However, non-retention remains a significant issue that is prevalent in many job fields, especially probation offices. In Chapter 1, I identified the gap in the literature, introduced the study, and identified prior research and findings related to non-retention. I also addressed the research questions, variables, and hypotheses. Chapter 1 also included Hofstede's cultural dimension theory, the framework for this study. Chapter 2 includes an exploration of the literature on non-retention in various organizations and companies.

## Chapter 2: Literature Review

### **Introduction**

There is an increasing rate of non-retention among probation officers. Seventeen percent of probation officers in Texas departed their employment in 2004, 20% in 2005, and 24% in 2006 (Lee & Beto, 2008). The repercussions from the reduction in the number of probation officers affects the safety of the offenders supervised, the community, and fellow officers (Lewis et al., 2013) as well as increases recidivism rates among previous offenders (Andretta et al., 2014). When officers leave an agency without notice, their assigned cases are distributed among the remaining officers until replacements are hired. The departure of officers may result in lack of supervision based on the ratio of offenders to officers, which can lead to additional crimes. Additionally, the federal probation office spends more than \$5,000 to train one probation officer. Given the impact of non-retention, it was important to identify the factors that affect retention, which can be individual-specific, agency-specific, or society-specific. Therefore, the focus of this literature review was to identify factors that predict non-retention of employees and demonstrate the need to determine whether individualistic/collectivistic values or family embeddedness predict retention intent. This chapter includes the literature review strategy, a discussion of the theoretical foundation, and a review of the literature related to retention. The chapter concludes with a summary.

### **Literature Review Strategy**

For the literature review, I examined literature on retention published between 2012 and 2017 by searching Science Direct, Google, and ProQuest databases using the search term *non-retention* in combination with the following search terms: *individual factors* (1,384), *organizational factors* (421), *societal factors* (392), *Hofstede cultural dimension theory* (35), *individualistic culture values* (50), *collectivistic culture values* (82), *culture values* (759), and *family embeddedness* (15). I identified a total of 3,138 sources for review, then selected the following subtopics: employees (20), job (34), health (79), social (163), job satisfaction (61), state probation office (100), federal probation office (80), women (209), teacher (17), and employee non-retention research (20). Further, I used the search term *retention* in combination with the following terms: *organizational factors* (128), *collectivistic culture values* (50), *family embeddedness* (27), *retention rates* (20), *societal factors* (35), *individualistic culture values* (31), *culture values* (18), and *Hofstede's culture dimensions theory* (470). Of 779 total resources, I selected the following subtopics for review: organization (122), family (5), job (17), health (16), research (2), social (110), women (18), teacher (2), employee (42), and job satisfaction (94). Using these search strategies, I identified factors associated with non-retention of employees, including probation officers.

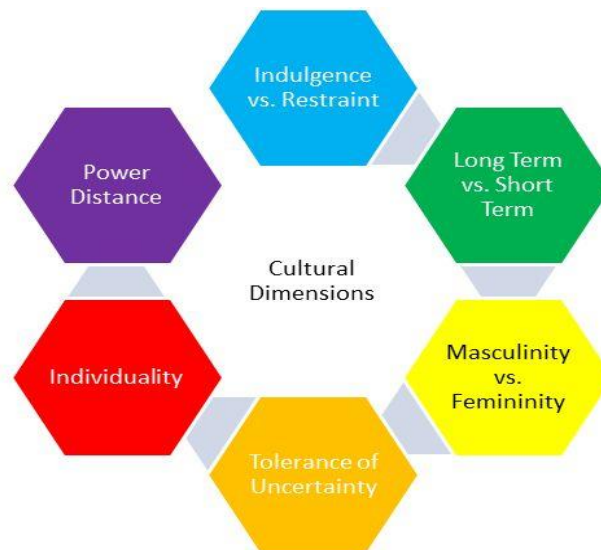
This literature review includes research on individual, organizational, and societal factors related to employee non-retention. I also explore Hofstede's cultural dimension theory to demonstrate how the components of the theory can assist in identifying and

reducing non-retention in employees. Lastly, I determine a gap in the literature to justify the need for the expansion of retention studies, which comprise family embeddedness and individualistic and collectivistic values.

## Theoretical Foundation

### Hofstede's Cultural Dimensions Theory

Hofstede's cultural dimensions theory is based on six dimensions: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term orientation versus short-term orientation, and indulgence versus restraint (Yeganeh, 2013; see Figure 1). Because this study addressed the retention intent among probation officers, I focused on power distance, individualism versus collectivism, uncertainty avoidance, and indulgence versus restraint.



*Figure 1.* Cultural dimensions.

Power distance exists within culture specifically and society more broadly (Kolesnik, 2013), and it is the degree to which less powerful members of society accept

the distribution of power unequally (Dimba & Rugimbana, 2013). For instance, in agencies where employers recruit employees, power distance is significant within the hierarchy of the organization. This power distance is measured through the Power Distance Index. Research has noted that the higher the Power Distance Index value, the more likely for probation officers to face burnout and workplace exhaustion (Auh, Menguc, Spyropoulou, & Wang, 2016).

The second dimension presented by Hofstede is individualism versus collectivism. According to this dimension, individualism plays an integral role in social frameworks that are integrated in an organization (Alam & Talib, 2016). Similarly, in organizations where emotional relatedness, integrity, harmony, and collaboration are rarely present, probation officers are more likely to act in an individualistic and selfish manner. On the other hand, the structural control and hierarchy promoted in collectivist culture may reduce the rate of non-retention among probation officers by continuously informing officers how polices promote the company and benefit the employees (Meng, Yang, & Liu, 2016).

The masculinity versus femininity dimension is the adherence of an organization to gender roles (Adkisson, 2014). For some probation officers, the influence of gender roles or stereotypes may not significantly impact retention levels. However, this dimension may determine perceptions of strength and emotion associated with employees' gender and impact the performance of their job duties. These factors can also determine how rapidly officers experience burnout.

The fourth dimension, uncertainty avoidance, is the degree to which members of the society feel uncomfortable about uncertainty and ambiguity (Shao, Rupp, Skarlicki, & Jones, 2013). For some employees, uncertainty avoidance is significant because of exposure to emotional instability, mood swings, and behavioral uncertainty from fellow employees and management at their places of employment. The fifth dimension, long-term orientation versus short-term orientation, is how the public organizes present and future objectives in an unexpected way. Low social orders on this dimension depend on existing conditions and failure to embrace change, which causes problems for companies with a high turnover of product. On the other hand, high social orders within companies on this dimension energize development and interrupt social norms. The sixth dimension is indulgence versus restraint, which consists of how much society's values are satisfied as opposed to indulgence, which represents the social standards that control probation officers' behavior.

### **Literature Review Related to Key Concepts**

#### **Retention Rates**

Retention rate is the percentage of employees who remained in a job after being hired for 1 year (Gächter et al., 2013). Retention rates continue to influence the workforce, as 30% of federal workers were expected to leave the workforce through retirement in 2017 (Dye & Lapter, 2013). Approximately 95,923 federal employees left the workforce in 2017 (Ogrisko, 2018). The cost to the federal government was approximately 65 billion dollars because of recruitment costs, service reduction, and

training-related expenses due to low retention (Selden, Schimmoeller, & Thompson, 2013). Taxpayers absorb costs related to employee productivity, training, and advertisement precipitated by retention rates. Data from the Bureau of Labor Statistics also revealed that, in September 2016, employers hired overall 62.7 million individuals overall and 60.1 million employees left their jobs. Since 2008, retention has decreased, which also results in the loss of managerial skills. Company investments are lost when trained employees leave, which impacts recruitment and training-related expenditures as well as quality of service (Cross & Day, 2015; Jennex, 2013). This loss of investments demonstrates that retention rates impact future non-retention, which influences the workforce.

Non-retention is when employees depart companies and agencies (Mohsin, Lengler, & Kumar, 2013). Employers' expenditures increase as financial resources are required to train new employees (Lambert et al., 2012). The time employers spend training employees causes delays to office projects due to knowledge deficiency among recently hired employees (Lambert et al., 2012). Because of this, job performance is hindered, stress levels are increased, and employee morale is decreased within the organization. Further, financial resources allocated to one department for specific tasks within the organization must be assigned to another department. Non-retention affects employees' skillsets and quality and can contribute to a disconnect between employees and their peers, resulting in an unequal workforce (Buckmiller & Cramer, 2013; Walsh & Byrne, 2013)). Further, non-retention may be a consequence of selecting the best-

qualified employees, because if the employees are well qualified, they may seek another job (Gill, 2013). Therefore, it is important to understand how individual factors such as motivation, wages and incentives, job satisfaction, and sense of recognition influence probation officers' non-retention decisions as related to employment.

### **Individual Factors**

**Motivation.** Motivation influences employees' performance and productivity (Ertas, 2015). Employees cannot manage their development if they are not motivated. Additionally, a gap between employees' efforts and organizational goals may contribute to non-retention. Therefore, it is important to address how motivation influences employee non-retention (Tanwas & Prasad, 2016). As such, I explored the following factors of motivation that influence employee non-retention: work–family conflict, education, employment advancement, and personality. These factors influence how employees react to different situations as well as non-retention, thereby impacting work productivity and the work environment. For instance, when employees exit their jobs, their duties are transferred to the remaining employees at the company. The large workload might contribute to employees' health-related concerns and conflicts that result in non-retention (Aslaniyan & Moghaddam, 2013; Jung & Yoon 2015b).

Work–family conflicts and cultural dissension influence employees' non-retention decisions. For example, when there is a disagreement in an employee's family or cultural differences, the employee may become emotionally exhausted, which affects the employee's physical health and workforce values and contributes to non-retention



(Raeymaeckers & Dierckx, 2013). Consequently, employee non-retention impedes work output, which produces an unequal workforce and a work environment that is nonrepresentative of the population served. To alleviate this problem, some employers have implemented social inclusion policies (Clark & Polesel, 2013). However, these policies have not been sufficient to alleviate non-retention decisions (Medsket, 2016). Therefore, it is important to explore other factors that can influence retention such as employment advancement, which includes education.

Education can be used to acquire skills needed to advance within an organization, which impacts non-retention (Relf, 2016). The more educated employees are, the more likely they will strive to advance, even if leaving the organization is necessary to achieve that aim (Coetzee & Stoltz, 2015). Additionally, educational training is a requirement for new employees to attain the skills required to execute their jobs, but a lack of job-related instruction due to limited resources increases the quantity of job-related mistakes, which prolongs work tasks and leads to non-retention because of a decrease in motivation (Ahmed, Butt, & Taqi, 2014). Moreover, the lack of educational training hinders employees' advancement opportunities, which also influences non-retention. The shortage of skilled employees caused by non-retention impacts companies' ability to remain competitive (Boswell, Gardner, & Wang, 2016). The loss of productive employees, expertise, and positive employee relationships also negatively affects organizational growth and education, which influences non-retention decisions (Ghosh, 2014).

Employees' personalities are also important components that influenced staff non-retention (Spagnoil & Caetano, 2012). Employees' personalities have been linked to frequent absences from a job (Eckhardt, Laumer, Maier, & Weitzel, 2016). Employees' personalities also help determine their suitability for a work environment, both of which influence their non-retention decisions (Aldwar & Bahaugopan, 2013).

Research has assessed probation officers' personalities according to the Big Five Personality Traits: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Almandeel, 2017). Probation officers with the openness to experience personality trait adapt to transitions within the work environment (Hussain & Chaman, 2016). Probation officers with the conscientiousness trait are cautious and reliable (Sood & Puri, 2016). Probation officers who possess the extraversion trait concentrate more on external goals (Berglund, Sevä, & Strandh, 2016). Probation officers with the agreeableness trait are more collaborative and altruistic (Gonzalez-Mulé, DeGeest, Kiersch, & Mount, 2013). Finally, probation officers who possess the neuroticism trait are irritable and defiant and tend to possess avoidant personality (Almandeel, 2017).

Further, probation officers with antisocial personalities are manipulative and display impulsive behavior, whereas those with narcissistic personalities desire admiration from others regarding their work. On the other hand, probation officers with dependent personalities are more likely to play a caring role. However, probation officers who exhibit a borderline personality have unpredictable mood swings that may impact

non-retention. Additionally, probation officers who possess avoidant personalities are more likely to leave due to their lack of comfort in performing job tasks and inability to address work-related issues. Thus, employees who suffer from avoidant personality are often disconnected from their jobs (Whannell & Whannell, 2015). The detachments these affect their work experiences, ambitions, and levels of job commitment, which prompt non-retention (Whannell & Whannell, 2015). Employees with no emotional commitment to the organization who have preexisting opposing work values tend to leave the organization (Whannell & Whannell, 2015).

The non-retention of employees creates a work environment where employees' negative experiences and low self-worth (Whannell & Whannell, 2015) might result in disgruntled employees sabotaging their work (Chi, Tsai, & Tseng, 2013). Moreover, non-retention that occurs as a result of probation officers' negative personality can hinder agency goals and damage the organization's image, which impacts the job satisfaction of other probation officers. The remaining probation officers' health, job satisfaction, and career advancement are then impeded (Aslaniyan & Moghaddam, 2013; Yoon, 2015). Thus, hostile work environments develop and organizational growth stagnate, which may affect other employees' non-retention decisions (Shore, 2013).

**Wages and incentives.** Employee remuneration programs have also been reported to influence non-retention (Ledford, 2014). Paid vacation and tuition assistance programs offered by companies motivate employees with educational aspiration to change their work schedules and maintain practices that benefit the organization but does

not guarantee the employee will remain at the job. Remuneration undertakings have been frequently utilized by employers as an incentive to retain employees (Ledford, 2014). A budgetary reward, such as cash, is a money-related prize that serves as a financial incentive and acknowledgment for high productivity. However, as Xavier (2014) has reported, offering employees money is not the solution to hiring potential employees and keeping skilled employees.

Compensation is rewarding employees for their work (Gupta & Shaw, 2013). Compensation can take multiple forms, including earned leave. However, for the purposes of this study, I focused on how financial compensation in the form of wages, salaries, and bonuses influence non-retention. The lack of a financial reward program has been identified as one factor that can contribute to employee non-retention (Jin & Huang, 2014). As such, companies began to initiate financial rewards programs to influence employee non-retention. However, financial compensation has not been sufficient to motivate employees to remain at their place of employment (Jin & Huang, 2014). This indicated that non-money motivators were more effective in the long-term on non-retention than monetary incentives (Dzurainin & Stuart, 2012). Furthermore, the employee salary level, in conjunction with other incentives offered by the employer, influenced non-retention levels if the compensation has been competitive, even though money-related prizes have not been essential to retaining employees (Chen, Yang, Gao, Liu, & Gieter, 2015). Thus, the salary compensation level appears to be less pertinent to retention than pay increases and procedures implemented for wage distribution. As such,

employees' knowledge regarding policies and how to acquire pay increases influence non-retention. Once an employee achieved a certain compensation level, the employee's career, supervisory support, work, and family adjustment become important to that employee (Long, Ajagbe, & Kowang, 2014). However, sporadic company acknowledgments appear to influence employee non-retention. Conversely, when employees receive non-monetary prizes, the employee's current wages and compensation appear to increase job satisfaction and reduce the probability of non-retention because employees are happier with the non-monetary prizes.

**Job satisfaction and responsibilities.** Low job satisfaction can lead to non-retention of probation officers. Employees' workloads and organizational constraints can hinder their ability to manage work demands, which increased dissatisfaction and could lead to employee non-retention (Yang et al., 2012). Job dissatisfaction and longer work hour requirements impact employees' physical wellbeing. Low levels of job satisfaction influenced employees' morale and motivation, and thereby contributing to non-retention (Yang et al., 2012). Additionally, work pressure, personal health, and financial incentives are possible factors that contributed to employees' job satisfaction and non-retention (Allen, 2013). Moreover, employees' job contentment influenced motivation, and negative feedback influenced non-retention (Dee & Wyckoff, 2013). Thus, job satisfaction impacted employees' person-organization fit (Chen et al., 2015). When probation officers encounter inconsequential pay scales, being overlooked for career advancement, deficiency in job accountability, and unscrupulous delegation, the

employees' job satisfaction levels decline. The level of employee job satisfaction affects non-retention decisions, and in turn impacted the service provided to the stakeholders (Chen et al., 2015). Hence, person-organization fit, which can become an issue for both probation officers and the organization, is affected by job satisfaction.

Poor employee-organization fit can hinder an employees' ability to perform required job tasks at the job, which can lead to nonconformity and increase the level of non-retention, which is precipitated by employees' job satisfaction being undermined (Osibanjo & Adeniji, 2013). Hagel, Horn, and Owens (2012) found that non-retention has been an option among some employees, and employees' personal issues have been linked to job satisfaction. The level of job satisfaction might have impact employees' neuroticism, which affected the delivery of services to stakeholders, as well as employee non-retention (et al., 2013). Employees with low job satisfaction reported performing their job duties gradually, prolonging their lunch breaks, sabotaging events, and blaming others for their mistakes (Jung & Yoon, 2015a), which negatively impacted agency goals and output (Raman, Sambasivan, & Kumar, 2016). The inappropriate behavior displayed due to employees' low levels of job satisfaction was mentally and physically exhausting for others at the company (Raman et al., 2016). The negative behavior probation officers display can also influence coworkers' non-retention decisions. This negative behavior could impact employees' health, as they often already work long hours and have been subject to unreasonable work demands, which attributed to an increase in employee non-retention (Raman et al., 2016). As a result, the workload increases for the remaining

employees, which could prompt other employees' non-retention decisions (Smith, Wareham, & Lambert, 2014). However, (Altinoz, Cakiroglu, & Cop, 2012; Raman et al., 2016) argued that non-retention is due to the level of employees' satisfaction with their employment.

Job satisfaction enhances the probability of an employee embracing compensation and promotional opportunities within an organization. However, when non-retention occurred, the employees' job satisfaction and performance suffered, which impacted the agency's reputation and financial resources (De Menese, 2012). Even employees who exceeded the work output requirements can encounter organizational difficulties that prompted them to ponder whether to continue with the organization (Tnay, Othman, Siong, & Lim, 2013). As such, employers' high-performance requirements when client-staff ratio are not sufficient demotivate employees and increase employee non-retention. Furthermore, when employers focus on talented employees, the less talented employees can become daunted and question whether they should remain at the organization, which impacted the organization's stability and work drive of the less talented employees (Gacia et al., 2015). Furthermore, when probation officers do not view their undertakings as a learning process, they may not want to leave. Overall, highly talented employees appeared to feel more included, satisfied, and committed to the organization than less-talented employees (Hsiao, Auld, & Ma, 2015). As such, personal development and career advancement influence non-retention.

**Personal and career development.** Personal and career development influence non-retention. Education is an avenue for probation officers to secure the skills necessary to acquire a job and advance within an organization. The educational level of the employees and their career goals influenced non-retention (Medsker et al., 2016). Further, a lack of job-related training increased the number of job-related mistakes (Ahmed et al., 2014), which extended the time employees take to perform various job tasks. Due to non-retention, employees' work tasks become strenuous, which decreased employee's motivation (Ahmed et al., 2014). For instance, probation officers' motivation impacts their willingness to meet their performance standards which hinders their ability to obtain a promotion within the organization.

Thus, employment advancement opportunities influenced non-retention decisions and resulted in disparities across gender in terms of job performance (Genao, 2014). Retention decisions by male employees have been influenced by factors such as emotional, financial, and social needs of their children (Genao, 2014). Consequently, some men's non-retention decisions were influenced by their children's financial needs; however, prior researchers noted no differences between custodial parents, levels of influence, or age (Von Hippel, Kalokerinos, & Henry, 2013). Thus, the fact remains that the availability of employment advancement opportunities influenced men's non-retention decisions more, and thus resulted in continued disparity in gender performances (Genao, 2014). The disparity may contribute to an imbalance in the number of employees at the agency which can equate to the organizational makeup not representing the



population it serves may cause a deficit in profit which may reduce the number of employees' work hours and impact non-retention. Furthermore, the disproportionate number of men and women in the workforce has been linked to non-retention and disconnection between employees and their peers (Buckmiller & Cramer, 2013). On the other hand, some employers concluded that non-retention was the consequence of selecting the best-qualified employees (Gill, 2013). This type of non-retention affects the organization and the employees' perceived benefits.

Employees benefit by experiencing more satisfaction about their capacity to accomplish results at work and by assuming responsibility for their careers. Thus, the organization benefits from having employees with more abilities, which increases profitability. The employees pay attention to employers that give preparatory and expert development training. As such, when companies fail to offer training programs, male and female employees' commitment to the company dissipates, and employees exit the company when there is a new opportunity.

**Sense of recognition.** Employee recognition programs influence employee non-retention, as lack of commendation and recognition of employees regarding their accomplishments decreased employees' devotion and influenced non-retention (You et al., 2013). Consequently, probation officers' work productivity suffers. Organizations that fail to organize probation officers' recognition programs fail to create a positive organizational culture, which may have influenced non-retention (You et al., 2013). Probation officers' who felt unappreciated at work reported feeling less confident in their

ability to contribute to the organizational objectives, which has influenced their non-retention decisions (Kwon, Farndale, & Park, 2016). When an organization's goals do not include probation officer recognition exercises, probation officers' commitment to the agency decreases. Thus, the number of probation officers contemplating leaving the agency increases. Additionally, non-significant recognition programs within the organization influenced employees' departure from the organization and promoted non-retention (Ali & Kid, 2015).

Hence, if employee recognition programs lack structure, clarity, and consistency from management, an increased rate of job resentment and non-retention occurred (De Menese, 2012). For example, a probation officer may become resentful of her employer because she was unaware of the purpose of the recognition program as a result of poor management. However, poor management, in isolation, does not appear to have been a factor in employee recognition programs and non-retention (De Menese, 2012).

However, non-retention of employees results in an unqualified workforce and employee-agency disconnect. When employees feel disconnected from the agency, absences from work and tardiness increased (Leary, Green, Denson, Schoenfeld, Henley, & Langford, 2013). Although other factors, such as employee drug use, transportation, and credit scores, may influence non-retention of probation officers, education appears to have a more significant influence on employee non-retention. For example, employees with no emotional commitment to the organization or job or who have preexisting negative work values tend to exit the organization more frequently. Hence, non-retention of employees

created a work environment in which employees' negative experiences and low self-worth (Whannell & Whannell, 2015) resulted in disgruntled employees sabotaging job tasks (Chi et al., 2013). Thus, non-retention occurs as a result of employees' negative personalities, which hinders agency goals, damages the organization's image, and impacts employees' job satisfaction.

### **Organizational Factors**

Organizational factors also influence non-retention. Ideally, management collaborated with employees to accomplish organizational goals in an efficient manner (Donia & Sirsly, 2016). Managers assume a huge role in employees' commitment levels and non-retention decisions. Management tools directly affected employee non-retention (Ahammad, Tarba, Liu, & Glaister, 2016). For example, training methods that consist of micromanaging employees may have influenced employee non-retention. Employees' relationships with management also influenced retention (Benton, 2016). Managers who fail to respect and value their employees' competency and focus on outcome have influenced employees' decisions to leave an organization (Ahammad, Tarb, Liu, Glister, & Cooper, 2016).

Organizational factors such as culture and individualistic and collectivistic cultural values also influenced non-retention (Yang, 2015). Employee non-retention disrupted the cohesiveness of organizational culture (Mohamed, Singh, Iranij, & Darwish, 2013). Hancock, Allen, and Soelber (2017) have suggested that no relationship exists between collectivistic and organizational non-retention. However, the limited

research in the area of collectivistic impacts on organizational non-retention. This research addressed the gap in literature regarding collectivistic values and organization.

Discretionary salary progression pay scales may influence non-retention as well. Some employees are faced with compensation disparities because their salaries were not commensurate with those of their counterparts who performed the same tasks (Balsam, Irani, & Yin, 2012). Some probation officers are forced to comply with the subjective performance-based programs to receive a pay raise. These subjective, performance-based programs allowed management to determine the amount of the pay raise and if an employee's work performance deserved a pay raise (Balsam et al., 2012). Uncertainty brought about by merit-based raise salary increases may influence non-retention within the organizational culture.

In short, compensation, job security, work environment, training, and program developments impact non-retention in organizations when cohesiveness dissipates. When the organizational culture and values fail to mesh with individuals' values, non-retention occurs. If the organization's culture conflicts with the individuals' individualistic (self-advancement) or collectivistic (family) cultural values, employee non-retention may occur.

**Family embeddedness and relativeness.** Employees may have difficulties balancing work with their private lives, and disagreements at home can influence work performance (Powell & Eddleston, 2013). Many organizations have initiated hotlines, programs, or even programming to guarantee that family strife does not diminish the

quality and efficiency of employees' work (Powell & Eddleston, 2013). Many other variables exist that may apply to an organization, and the importance of these components may likewise change inside that organization.

The lack of work-life adjustment approaches may increase work and family-life conflict in companies. Work and family-life conflict may result in an increase in the stress levels of probation officers, decrease concentration and motivation at work, and increase dissension between family and work commitments (Peter, 2013). For probation officers, strategies implemented with a family component might increase staff commitment, resulting in lower turnover (Powell & Eddleston, 2013). Moreover, managers that implement creative approaches to increase an organization's competitive leeway in the probation agencies may find that addressing work and life adjustment may offer an efficient solution.

### **Impact of Retention Rates on Non-retention**

Employee retention rates are influenced by agencies' mission and policies (Pike & Graunkes, 2015). As such, retention rates affected recruitment, quality of new employees, and the performance of the remaining employees on the job (Sutanto & Kurniawan, 2016). Retention rates also affected the level of employee staffing, type of employee staffing, and the number of financial resources utilized by agencies to hire staff (Dye & Lapter, 2013). The hiring of untrained staff and losing trained staff impacted the quality of critical skills employees have and organizational knowledge seasoned trained employees possess (Dye & Lapter, 2013). This may result in probation officers having

skill gaps that hinder their ability to perform specific job-related tasks. Lowered retention rates can thus produce a domino effect within an organization.

Subsequently, retention rates affected remaining employees' morale, relationships on the job, and beliefs regarding job security (Sutanto & Kurniawan, 2016). Retention rates also impacted the level of job security, career flexibility within an organization, and family events (Cross & Day, 2015). Employees report an inability to attend events related to their religion and culture because of work obligations, which influenced their non-retention decisions (Buckmiller & Cramer, 2013). Furthermore, retention rates have also influenced by a lack of rewards, respect, and positive work environment (West, 2013), combined with family responsibility and cultural isolation (Cross & Day, 2015). Hence, retention rates impact the functionality of the organization. Stress levels, the caliber of employees, and employers' selection processes also influenced retention rates (Walsh & Byrne, 2013).

Incidentally, economic fluctuations and the length of time employees are employed have been omitted from consideration in this study because the study focused on whether individualistic and collectivistic values predict non-retention, even though research has identified economic fluctuation as one of the factors that contributes to non-retention and low productivity. The number of hours employees work in excess of their normal 40 hours per week may become mentally and physically stressful for the employees and contributed to their non-retention decisions (Jia & Maloney, 2015).

Whereas, part-time employees who work less than 40 hours per week had low retention

rates compared to full-time employees (Jia & Maloney, 2015). Retention rates influenced the way agencies provided services to their stakeholders. Gächter et al. (2013) have contended that the percentage of employees remaining in jobs were relevant to organizational outcomes, proliferation, capital, and image. Hence, high employee retention has been linked to positive organizational outcomes and growth (Hanif & Yufei, 2013). As such, companies strive to maintain a high level of employee retention. However, maintaining high employee retention has been a constant struggle for many companies, as noted by the Bureau of Labor Statistics.

The lack of employee retention may result in probation officers having skill gaps within the company, which hinders their ability to perform specific job-related tasks. Since 2008, the loss of managerial skills overall appears to have resulted from employee non-retention. Company investments are lost when trained employees leave. The loss in investment impacts recruitment, training-related expenditures, and the quality of service provided to stakeholders (Jennex, 2013; Kwon & Rupp, 2013). This suggests that retention rates impact non-retention, which is an issue that needs to be addressed, as non-retention affects every facet of the workforce.

### **Societal Factors**

Culture and community involvement are societal factors that influence non-retention. Hofstede's cultural dimension theory is useful in identifying values that influence employee non-retention regarding individual culture, lack of community involvement, and in-group collectivism. Cultural factors consist of individual values that

are acquired from employees' environments. When employees' values and duties conflicted with the organization's policies, non-retention occurred, and the organizational culture was impacted (Zeitlin et al., 2014). Organizational culture consists of values, beliefs, and practices of an organization. When the organization's culture conflicted with employees' values, employees have become frustrated, demotivated, and left the organization (Mohamed, Singh, Iranij, & Darwish, 2013). The organizational culture affected coworkers' cohesiveness, their desire to mentor other employees, and the stabilization of work relationships (Nalliah & Allareddy, 2016). Non-retention of employees affected the employees, the agency's practices, and the agency's ability to provide quality services (Mohamed et al., 2013).

When senior employees exited an agency, the agency lost valuable knowledge, incurred additional training costs, and new employees' performance levels were low (Cegarra-Leiva, Sanchez-Vidal, & Cegarra-Navarro, 2012). The departure of senior employees appears to influence organizational cultures. Organizational cultures that embrace individualistic values discourage probation officers from asking for programs that focus on work-life balance. Organizations in which indulgent work-life balance programs have not been allowed prevented employees from executing their job tasks, which impacted their behavior and perception of the organization (Liu, Cai, Li, & Shi, 2012). Employees' commitment levels and connections to the company resulted in the development of a non-mobile workforce (Song, Lee, Lee, & Song, 2015), employees located in a central location. Because of this, extensive costs have been incurred to



replace experienced employees, and the remaining employees are not motivated to exceed minimum performance standards (Osibanjo & Adeniji, 2013; Spencer, Gevrek, Chambers, & Bowden, 2016). As a result, the organization spent more on advertising fees and endured both financial and non-financial implications, which resulted from hiring the wrong employees and finding the right employees (Osibanjo & Adeniji, 2013). Hiring probation officers who fail to mesh with the agency contributes to employee discord which may result in lateral violence.

Lateral violence consists of physical violence or verbal abuse from colleagues, which contributes to non-retention. Lateral violence may occur when probation officers are performing their job tasks in a hostile work environment. Non-standard work schedules, such as employees being forced to work weekends, contributed to lateral violence and low retention (Martin et al., 2012). Pressure from family members, employers, and friends (normative and affective forces) have also been suggested as factors that influenced lateral violence and non-retention decisions (Martin et al., 2012). However, no researcher has yet conducted a linear study on employee non-retention to determine if family members influence non-retention.

Poor management within an organization contributed to non-retention of employees and negatively affected the services provided to the customer (Brown, 2013). Supervisors' management styles were also potential contributors to non-retention (Brown, 2013). Professionalism had no impact on non-retention (Hargreaves, 2016). However, cultural factors are essential to non-retention. The frequency of hiring and

training new staff caused companies to incur higher costs and contributed to miscommunication and decreased organizational viability (Ghosh, 2014). This hinders communication between employees and management (Ghosh, 2014), which caused dissatisfaction among employees and resulted in lack of staff cohesion, career paths, and commitment (Mohsin, Lengler, & Kumar, 2013). This also impacts organizational culture.

### **Impact of Organizational Culture as a Collective Influence**

The inability of employees to fit within their organizational roles led to non-retention (Astakhova, 2016). In this context, if employees failed to bond with the organization's norms and values, non-retention occurred (Astakhova, 2016). Because probation officers' positions are potentially sensitive, probation officers who do not possess emotional intelligence and psychological strength are more apt to demonstrate poor job performance and decisions, which may contribute to non-retention.

In this regard, poor fit between personal qualities and the workplace produced contrary psychological consequences; however, significant and positive psychological outcomes have been caused by a solid match (Ozcelik & Findikli, 2014). Specific individual attributes probation officers possess may influence psychological changes and employee adaptation to certain workplace qualities. This fit-driven psychological adjustment influences non-retention decisions. The two most significant attitudinal precursors of non-retention has been job satisfaction and organizational commitment (Matz et al., 2014). Furthermore, meta-analysis results indicated that being strongly fit

predicted satisfaction and commitment (Swider & Zimmerman, 2014). Moreover, appropriateness likewise predicted deliberate non-retention (Wang & Seifert, 2017), through probation officers' attitudes (Astakhova et al., 2014). Use of the fit perspective is instructive when evaluating job performance, too. For example, job performance included the evaluation of individuals' personality attributes to the positions held (Gowan, 2014). Reasonable clarification is needed on how probation officers' response to job performance evaluations, which parallels the turnover dynamic as no research address the issue. This study clarified the gap regarding poor job performance and retention.

### **Collectivism and Non-retention**

Collectivism is a cultural measurement related to how much individuals in the culture have their conduct molded by in-group objectives and standards (Aktas, 2014). There is considerable variation in the level to which individuals inside a culture are representatives of "group-first" mindset. The group-first mindset frequently depicts the culture at both the collectivist and individualistic levels. Researchers have acknowledged that some employees living in extremely collectivist cultures are more individualistic than collectivistic in nature. At the individual level, collectivism has been described as employees' inclination to satisfy the necessities of the group rather than the individual (Aktas, 2014). The number of employees within the agency and shared interests among the employees promoted cooperation (Endrawes, 2013). In this manner, employees who are high in collectivism, group oriented, reported being satisfied with collaborative work (Endrawes, 2013) and organizing of in-group activities amicably (Shahzad, A., Siddiqui,

& Zakaria, 2014), since such person-organization fit functioned as a reliable indicator of satisfaction and commitment (Shahzad et al., 2014).

In terms of job performance, collectivistic conduct is likely a component of agency performance evaluations. Research has shown that collectivists working to reproduce collectivist cultures exhibited more collaborative conduct than do individualists in these cultures (Endrainers, 2013). Furthermore, researchers have suggested that collectivists' ideology regarding their commitment to group members yielded greater motivation (Yang, Zhou, & Zhang, 2015).

Individual factors—such as job task performance, work-life conflict, education, employment advancement, personality, and job advancement—influence how employees interact with and respond to various situations that influence employee non-retention, thereby impacting productivity and the work environment.

### **Hofstede's Dimensions and their Impacts**

**Collectivist dimension.** Communities vary based on the level of significance they place on group relatedness or association. In some communities, individuals form a solid bond, with their in-groups emphasizing a somewhat abnormal state of group relatedness known as collectivism. Other communities permit individuals to cultivate a certain level of independence and have a free relationship with their in-groups, thereby emphasizing the low level of group relatedness known as individualism. However, the term individualism is misleading, because nobody can be completely alone. Probation officers are generally collectivistic in nature in light of their involvement in social correctional

and collectivist activities because they work toward achieving the agency goals. However, probation officers tend to be different, due to their collectivistic nature, than other employees because of their connection to in-groups. Similar to the concept of power distance, collectivism acknowledges distance in power; however, group relatedness is only about the relationship between individuals and their in-groups. When individuals work in groups or join projects, they should not necessarily be labelled as collectivists, because there is no relationship between the in-group and an individual inside the group. Consequently, without an in-group setting, it is difficult to determine whether an individual is individualistic or collectivistic in nature. Similarly, characteristics such as independence, flexibility, and defiance, do not indicate individualistic status.

Concordance connects to the collectivistic together by demonstrating a solid group relatedness and eagerness to perform an agency request. Some employees viewed group relatedness as discourteous and undesirable (Marcus & Le, 2013). Furthermore, in a group setting, some collectivist employees have viewed themselves as components of a group (Kanan & Mula, 2015). Kanan (2014) have suggested there is more value in giving collectivist probation officers a chance to frame and represent the group because they work better together, which might impact non-retention. The second specification for group relatedness is respect (Vitell, Nwachukwu, & Barnes, 2013). The craving for respect has been considered very important to group relatedness, because the lack of respect has been identified as a sign of disgrace and loss of cohesiveness (Vitell et al.,

2013). Respect also functions as social capital, because it could be lost, gained, or established, and is the foundation for self-esteem (Vitell et al., 2013). Self-esteem has been described as the means by which interdependence is viewed by the general public (Marcus & Le, 2013).

Interdependence is displayed by employees according to their level of contribution to the agency and group (Marcus & Le, 2013). However, numerous organizations calculate purchasing power according to the employee's family individual income, even though multiple collectivistic families usually pooled their resources together (Marcus & Le, 2013), as they tended to trust each other.

Trust consists of two components: influence-based trust and perception-based trust which impacted the employees' interaction with coworkers and performance on the job. Influence-based trust appears to be more connected with collectivism, while perception-based trust relates to individualism. This clarifies why some probation officers that possess collectivistic values and a competitive attitude are assigned to certain in-group by the employer. The employee will more likely act in the interest of the in-group. Reliable uncertainty avoidance served to enhance the probation officers' learning process by informing them of the organizational goals, assignments, and strict timetables (Vitell et al., 2013).

**Uncertainty avoidance.** Following rules and standards are the best ways to overcome uncertainty. Kanan (2014) have suggested uncertainty avoidance significance constitutes rules imposed by society to deal with ambiguity and the unknown. For

instance, institutional practices concentrated on precise directions, laws, organized rules, or standardized procedures (Kanan, 2014). Institutional rules define how appointments with clients are scheduled and documented, and social rules govern probation officers' behaviors. Social rules consisted of values, rules of morality, and thought processes (Saad, Cleveland, & Ho, 2015) and contributed to employees' reliable uncertainty. On a personal level, reliable uncertainty avoidance tended to focus on the total Truth (Vitell et al., 2013). The search for the ultimate Truth prompted accomplishment on the part of the probation officers regarding their reasoning and intellectual belief systems (Vitell et al., 2013).

### **Summary**

In summary, employee retention is an ongoing problem that organizations face, which impacts the ability of an organization to expand and provide services to its stakeholders. Consequently, employee retention rates impact knowledge, caliber of employees, morale, and work productivity. Therefore, for the purposes of this literature review, I addressed individual factors, organizational factors, and societal factors that affect non-retention, and identified these as factors that influence the non-retention of probation officers. Although organizations do implement programs to improve retention, non-retention rates continue to fluctuate. To address this issue, the aim of this proposed research is to address a lacuna in existing research in terms of individual culture values. The findings of this study indicated whether individualistic and collectivistic values predict retention intent of probation officers and if family embeddedness mediates

retention-intent. Prior research identified factors that influence non-retention; however, there has been only nominal research conducted on family embeddedness, and no extant research has determined if family embeddedness mediates retention intent. The findings of this study serves as a foundation from which other researchers can gain a better understanding of family embeddedness and the relationship between family embeddedness and employee retention. The results of this study enables other scholars to expand upon the literature related to family embeddedness and retention intention to include other job sectors and may assist in the development of programs to increase employee job retention.



## Chapter 3: Research Method

### **Introduction**

The purpose of this study was to address a gap in the literature by determining whether family embeddedness influences retention intent of probation officers who possess collectivistic values (focus on benefitting the group) compared to probation officers who possess individualistic values (focus on maximizing individual benefit). I employed two models for listing the variables pertinent to this study. The first mediation model illustrated the relationship between collectivistic values and retention intent, and the second mediation model illustrated the relationship between individualistic values and retention intent. Employers' knowledge regarding factors that predict the retention intent of probation officers may impact the hiring process of probation officers, add to current literature, enhance community protection, improve training styles, and serve as the foundation for probation agencies to develop appropriate programs to retain officers. This chapter includes the research design, description of participants, the instruments used for data collection, and methodology.

### **Research Design and Rationale**

A cross-sectional, quantitative study was appropriate for this study because the design allowed data to be collected from the entire study population of probation officers once as well as the determination of relationships between the following variables: individualistic values, collectivistic values, and retention intent. Additionally, the survey instruments used did not require observation, as the survey was administered through

SurveyMonkey. I determined that a longitudinal study would not be appropriate for the purpose of this study because it would require participants to be observed multiple times (Sedgwick, 2014), which would not be cost-effective or time efficient.

## **Methodology**

### **Population**

The participants in the study were USPPSOs. The U.S. Department of Justice Federal Law Enforcement survey of federal law enforcement officers noted that, as of September 2008, there were 4,696 full-time employees with power to arrest in the Administrative Office of U.S. Courts: 46.2% female, 0.6 % Native American, 14.3% Black/African American, 1.8 % Asian, and 16.5% Hispanic (Reaves, 2012). The USPPSOs were drawn from separate districts in the Southeast, West, Midwest, Southwest, and Northeast regions of the United States so that a large enough sample could be established. The specific states and sample sizes included 64 from Arkansas, 113 from Alabama, 427 from Florida, 83 from Kentucky, 97 from Virginia, 54 from Oregon, 115 from Michigan, 158 from Ohio, 54 from Kansas, 70 from Colorado, and 408 from New York. Thus, the target population included approximately 1,742 probation and pretrial services officers.

I conducted power analysis for an F-test and linear regression in G-Power to determine an appropriate sample size using an alpha of 0.05, a power of 0.80, and a medium effect size 0.15. The number of test predictors was two, and the total number of predictors was three. The power analysis using two test predictors yielded a

recommended sample size of 68. Thus, the sample size consisted of at least 68 probation officers to minimize Type II errors. Additionally, the mediation analysis consisted of 68 probation and pretrial services officers with medium effect size effect sizes (G-Power = 0.8) to determine the predictor between the mediator and IV as well as the mediator with DV, and less than 200 with medium effect sizes (Fritz & MacKinnon, 2007).

### **Sampling and Sampling Procedures**

I employed a convenience sampling strategy to recruit participants for this study. The district and participants remained anonymous. I sent an informational e-mail to both partners (individuals who agreed to help with recruitment), and they forwarded a mass e-mail to the probation officers in the study districts. I used SurveyMonkey to design and deliver the survey, which included an attachment with the information sheet for the prospective participants. The information sheet provided directions on how to complete and submit the survey through the secured and encrypted connection. The sheet also stated the criteria for participating in the study. Therefore, when a person agreed to participate in the study and click the link, they indicated that they met the criteria to participate in the study:

- Employed as a federal probation officer or probation specialist;
- Had at least 3 years of work experience as a federal probation officer;
- Self-identified as a permanent probation officer; and
- Self-identified that they may be assigned dual roles and worked in bifurcated probation offices. This separated them from officers who performed one role.

The exclusion criteria for this study were:

- Probation and pretrial services officers, chiefs, and supervisors;
- Federal probation officers who were hired within the last 2 years; and
- Employees whose job title was not probation and pretrial services officer.

### **Procedure for Recruiting Participants**

The target population consisted of USPPSOs with at least 3 years' employment as a probation officer, who currently work in bifurcated offices, and performed dual roles (probation officers, pretrial officers, or presentence officers). The USPPSOs were drawn from Arkansas, Alabama, Florida, Kentucky, Louisiana Virginia, Michigan, Ohio, Kansas, Colorado, and New York based on their office locations in the South, Midwest, Northeast, and South regions of the United States. The following probation offices were invited to participate in the study: Eastern District of Arkansas, Western District of Arkansas, Southern District of Alabama, Middle District of Alabama, Southern District of Florida, Northern District of Florida, Eastern District of Kentucky, Western District of Kentucky, Eastern District of Louisiana, Western District of Louisiana, Middle District of Louisiana, Eastern District of Virginia, Western District of Virginia, Southern District of Virginia, Western District of Michigan, Eastern District of Michigan, Southern District of Ohio, Northern District of Ohio, District of Kansas, District of Colorado, and Western District of New York.

The invitation letter was sent to the Federal Probation and Pretrial Services Association and a chief probation officer, which explained the study and listed the criteria

potential participants had to meet to participate in the study. A chief probation officer and the Federal Probation and Pretrial Services Association sent a mass e-mail to the districts. The four surveys identified in Appendices A,B, D, and E were copied within SurveyMonkey. I accessed the Collect Response section of SurveyMonkey and redacted the IP addresses and ensured that officers' responses were anonymous. I also changed the settings to prevent the website from storing participants' e-mail addresses. Before the start of the study, I administered a beta survey to myself using SurveyMonkey to ensure the survey contained the proper questions and that there were no interruptions in the delivery of the instruments. A fellow student reviewed my responses as a researcher to determine the accuracy of the questions. After the beta test, no adjustments were needed. Permission to use the survey instruments was obtained (see Appendices A, B, D, and E). Permission to modify the Employee Retention Scale was also provided (see Appendix C).

Next, e-mail invitations were sent by two partners (individuals from two different agencies). A flyer was uploaded to Facebook inviting federal probation officers who met the study criteria to participate in this study. Those who were interested and met the criteria to participate in the study clicked on the link attached to SurveyMonkey to access the survey. They clicked "Yes" on the button to proceed, which was an indication that the officers agreed to participate in the study. The two partners also delivered the informed consent form to the participants, which had a link attached to SurveyMonkey that invited them to participate in the study. All parties were informed about the context of the study,

that the study was voluntary, and the rationale for the study to promote voluntary participation.

### **Instrumentation**

**Individualistic Values Scale.** The Individualistic Values Scale (Simons, Whitbeck, Conger, & Melby, 1990) was designed to identify values that are important in parenting decisions of spouses. The eight items listed on the scale were taken from Braithwaite and Laws' Values Inventory (1983), which was adopted from Rokeach's Value Survey (Braithwaite & Law, 1985). The Individualistic Value Scale differs from the Rokeach's Value Scale because the Rokeach's Value Scale contained a more extensive list of values and responses and ranked the responses according to values as opposed to according to importance. I administered the individualistic rating scale electronically to ascertain information on probation officers' values, self-concept, and life choices using this instrument. The possible responses range from *strongly reject* to *strongly accept*. The eight items are identified initially based on face validity to measure the construct (values) of the officers. In the original study, Cronbach's alpha was .62 for mothers and .81 for fathers; therefore, the instrument reliability regarding fathers was achieved (Simons et al., 1990). The construct validity supported the findings that parents who experience positive parenting during their childhood believe parenting is necessary for a child's development (Simons et al., 1990).

The Individualistic Values Scale has also previously been used to measure values of married managers and professionals (Ng & Feldman, 2012). Wai, Li, and Hamamura

(2010) also utilized the Individualistic Values Scale to ascertain the effect of endorsed values and normative culture values on employees' job satisfaction. Additionally, Peltokorpi, Allen, and Froese (2015) used an online survey with a Likert-scale at a private firm in Tokyo to measure working adults' intent to leave between 2010 to 2011. The only concerns with the scale include self-reporting and whether participants were motivated by extrinsic rewards (Weigold, Weigold, & Russell, 2013).

I selected the Individualistic Values Scale instrument designed by Simons et al., (1990) because the instrument can be used to measure the decision-making of officers and is easy to score, can be sent to the same participants at the same time, and has potential for replication. Further, this instrument enabled me to assess which values guide probation officers in organizing their lives. The officers were asked to indicate the extent to which values impact their lives on a 5-point scale, ranging from *I strongly reject* to *I strongly accept*. Questions 1 through 8 in the Individualistic Values scale allowed me to ascertain probation officers' values in terms of economics, wealth, and ambition regarding retention intent.

**Employee Retention Scale.** The Employee Retention scale was created by Witt and Kamar (2003a) to measure the effect of office ideology on the relationship between perceptions of organizational politics and manager-rated retention. The scale measures the variables related to retention (Witt & Kamar, 2003a). This 5-question rating scale was designed to assess the probability that workers at a distribution service would remain with the organization, using a 5-point Likert scale range (1 = *Strongly Disagree* to 5 =

*Strongly Agree*). Construct was measured by appreciation and stimulation (Sharma & Misra, 2015). Internal reliability was  $\alpha .89$ , and the exploratory factor analysis identified the variable and the strong unidimension of the scale. Reliability was determined sufficient because Cronbach's alpha was  $.903$  for 18 items were administrated to 410 employees.

Researchers have used the Employee Retention Scale in various disciplines to look at factors related to retention. For example, Andrews, Witt, and Kamar (2003b) used the Employee Retention Scale as an instrument during their exploration of the impact of ideology on retention decisions, managers, and quality of work. Similarly, Babu and Raj (2013) employed the Employee Retention Scale in a survey of 300 managers; 30 of the managers were selected from 10 companies at an IT company to determine if childcare correlated with retention. A 5-point Likert Scale was used to measure statements in the questionnaire; reliability and internal consistency were determined to be  $\alpha .967$  and results showed that work-life balance is significant (Babu & Raj, 2013).

The Employee Retention Scale was selected in the current study to determine the probation officers' likelihood of leaving at the agency. For the purpose of this study, I used three questions from the Employee Retention Scale to assess probation officers' dissatisfaction with work regarding job non-retention intent, conflicts, and disputes. For example, Question 2 on the Employee Retention scale reads: "[Employee name] has indicated an intention to leave or to quit his or her job." This question determined the officers' intent to depart from the agency.



**Global Measure of Job Embeddedness Scale.** The Global Measure of Job Embeddedness scale was designed by Cross, Bennett, Jero, and Burnifield (2007) to measure employee attitudes, job involvement, organizational commitment, and environmental fit. The instrument assessed the extent to which employees were attached to and engaged in their jobs (Cross et al., 2007). The instrument consists of seven items, and participants note the levels of agreement with each item on a 5-point scale (5 = *strongly agree*). In the initial assessment, the participants consisted of nurses and drug rehabilitation counselors (Cross et al., 2007). The Cronbach's alpha was .88, and the correlation range was from 60 to 75. The internal consistency was .70. Thus, construct validity was not evident during the pilot study (Cross et al., 2007). A second study conducted by Cross et al. included participants from a caregiving organization, and the factor structure of the global job embeddedness scale was assessed via confirmatory factor analysis with maximum likelihood estimation (Cross et al., 2007). The Cronbach's alpha internal consistency was .89, and reliability was determined (Cross et al., 2007).

Previous studies have indicated the successful use of the Global Measures of Job Embeddedness Scale. Sharma and Misra (2015) utilized the scale on 420 nurses from the United States, who participated in the study online. The job embeddedness construct had an average of 71.06%, which indicated "yes" to the question "I am too caught up in the organization to leave" and suggested adequate convergence and reliability of .94. Further, DiRenzo et al. (2017) employed the scale to measure embeddedness in U.S. Marine Corp Reservists and identified a correlation between embeddedness and reenlistment with the

question “I am tightly connected to the USMC.” However, due to the study being a self-report, causal inferences regarding the relationship were limited. Larkin, Brasel, and Pines (2013) also utilized the scale to measure college students’ levels of embeddedness as well as employees’ intent to stay. The findings indicated a positive relationship between fit, organizational commitment and intent to stay, and organizational commitment and embeddedness; however, embeddedness was not found to be a significant predictor for intent to stay or leave (Larkin et al., 2013). Though there was a lack of standards for measuring variables among the many that may influence retention, the correlating variables enhance the validity of the measurement and technique, and reliability was determined (Larkin et al., 2013).

I selected the Global Measure of Job Embeddedness scale for this study because the instrument measures attachments to organizations. I employed Global Measure of Job Embeddedness scale to assess probation officers’ attachment to the organization. Participants noted their level of agreement with each item on a 5-point scale (5 = *strongly agree*).

**Auckland Individualism and Collectivism Scale.** The Auckland Individualism and Collectivism Scale was created by Shulruf, Hattie, and Dixon (2007) to assess the collectivism and individualism of 206 New Zealand undergraduate students studying education and visual arts in Auckland, New Zealand. The meta-analysis study included three dimensions of individualism—responsibility, uniqueness, and competitiveness—and two dimensions of collectivism: advice, closeness, and harmony (Shulruf et al.,

2007). The alpha levels were .77 for advice, .71 harmony, .62 closeness, .78 for competitiveness, .76 for uniqueness, and .73 for responsibility (Shulruf et al., 2007). Reliability and validity were ascertained (Pambo, Truchot, & Ansel, 2017; Shulruf et al., 2007), though the instrument could not be used to distinguish between cultures (Shulruf et al., 2007).

Further, Shulruf et al. (2011) studied 1,166 students from 15 to 45 in five different countries (New Zealand, Portugal, People's Republic of China, Italy, and Romania). A confirmatory factor analysis was conducted, and reliability was  $\alpha .75 \geq$  for participants in all countries. Face validity was achieved as the questions were obtained from previous measurements for collectivism and individualism to validate and identify ways of interpreting scores of individualism and collectivism. Response bias was checked and determined (raw score: Root Mean Square Error of Approximation [RMSEA] 0.68,  $\chi^2/df = 2.46$  and standardized score RMSEA was .08 and confirmatory factor analysis was acceptable). The model fit was good, and the Auckland Individualism and Collectivistic Scale structure was determined as stable with high reliability (Shulruf et al., 2011). The Auckland Individualism and Collectivistic Scale provided a reliable cluster analysis, determined reliability across ethnic groups, and identified the proportion of individualism or collectivism (Shulruf et al., 2011).

Györkös et al. (2013) conducted a meta-analysis of 1,403 working individuals from Switzerland and 583 from South Africa to investigate the psychometric properties of the Auckland Individualism and Collectivism Scale. Internal validity was an issue, and

less-educated working individuals were excluded from the study (Györkös et al., 2013). However, a similar construct of individualism and collectivism was identified during the study of individuals working in Switzerland and South Africa (Györkös et al., 2013). The internal reliability for the study of individuals working in Switzerland was .75 and .73. The internal reliability of the study of the individuals working in South Africa was .78 and .84. The reliability of the ASIC on working individuals in Switzerland and South Africa lacked enough consistency (Györkös et al., 2013). The comparative fit and Tucker Lewis Index values were between .83 and .86, whereas the RMSEA was below .08 for Switzerland and South Africa. Three errors covaried in Switzerland, associated with index above 40. However, the study conducted by Györkös et al. could be replicated, which enhances its appropriateness for generalization. Responsibility was measured as “I define myself as a complete person.” Collective values were measured with the question: “I consult my family before making an important decision.” To address harmony, the study included the question: “I sacrifice my self-interest for the benefit of group.” The questions were scored on a 6-point Likert Scale (1 = *never*; 6 = *always*).

Hagger, Rentzealas, and Kocj (2014) used the Auckland Individualism and Collectivism Scale to study British and Chinese male adults and assess individualistic and collectivistic norms across cultures; Rubin, Rubin, and Seibold (2010) used the scale to justify the use of the Collectivism-Individual scale to study group cohesiveness in elite net ball players in Britain and China. Therefore, the Auckland Individualism and

Collectivism Scale has been confirmed as reliable in studying cross-cultural groups (Hagger et al., 2014).

The Auckland Individualism and Collectivism Scale instrument is thus appropriate to measure collectivistic values due to its face and item validity. I chose to use this instrument because of its ability to measure individualistic and collectivist values probation officers possess. For the purposes of this study, I used use 30 items from the Auckland Individualistic and Collectivistic Scale to assess the impact of family and group opinions on probation officers' decisions, including the question: "I sacrifice my self-interest for the benefit of my group."

The survey instrument for this study was constructed using questions from the instruments mentioned throughout this section. Questions in the survey identified all variables of the proposed research; therefore, content and sampling validity was established. Concurrent validity was previously determined in the Individualistic Scale because the Individualistic Scale was adapted from and correlated with Braithwaite and Law (1983). Therefore, concurrent validity was not an issue when using the survey instrument. Additionally, time was not be a factor when using the instrument because each survey took approximately 10 minutes to complete.

### **Data Analysis Plan**

I tested the first four hypotheses using linear regression. I used the Statistical Package for the Social Science (SPSS) version 24 to analyze the data. I also utilized SPSS version 24 to detect coding errors and missing data. I utilized the frequency

analysis to determine missing data and SPSS' predetermine validation rules to detect coding errors. SPSS output indicated if the data was missing or imputed incorrectly, which indicated an error existed. Incomplete surveys were discarded.

I also used linear regression to predict the relationship between: independent variable (collectivistic values) and dependent variable (retention intent) of federal probation officers in Hypothesis 1; independent variable (collectivistic values) and dependent variable (family embeddedness) in Hypothesis 2; independent variable (retention intent) and dependent variable (family embeddedness) in Hypothesis 3; and an independent variable (individualistic values) and dependent variable (family embeddedness) in Hypothesis 4.

Linear regression contained four principal assumptions. The first assumption was that there needs to be linearity and additivity for the relationship between the dependent variable (retention-intent and family embeddedness) and the independent variable (collectivistic values or individualistic values). Linearity and additivity referred to the following three assumptions: expected value of the dependent variable is a straight-line function of each independent variable, the slope of that line was independent of other variables, and the effects of the conflicting independent variables on the expected value of the dependent variable are additive. The outcome of errors was unrelated to other variables in the study. The constant variance of errors was unrelated to time, predictions, or any independent variables, and consistency between outcomes of variables existed. The fourth assumption referred to the normal distribution of errors. If any of these

assumptions were violated, such as nonlinear relationships between the dependent variable and the independent variables, then confidence intervals and scientific insights yielded by a linear regression model might offer misleading information or findings.

To test for full mediation, I used a three-step approach, as recommended by Judd and Kenny (1981). However, I used the first three steps and addressed the first four hypotheses. First, the effect of collectivistic values (independent variable) on retention-intent (dependent variable), and the effect of individualistic values (independent variable) on retention intent (dependent variable) must be significant. Second, the effect of collectivistic values (independent variable) on family embeddedness (mediating variable), and the effect of family embeddedness (mediating variable) on retention intent (dependent variable) must be significant. Third, the effect of family embeddedness on retention intent (dependent variable) controlled for (independent variable) individualistic values must be significant, and the effect of family embeddedness on retention intent (dependent variable) controlled for (independent variable) collectivistic values must be significant.

Research Question 1: Does a federal probation officer's collectivistic values (independent variable) predict retention intent (dependent variable)?

$H_01$ : A federal probation officer's collectivistic values (independent variable) do not predict retention intent (dependent variable).

$H_{11}$ : A federal probation officer's collectivistic values (IV) do predict retention intent (dependent variable).

Research Question 2: Does a federal probation officer's collectivistic values (independent variable) predict family embeddedness (dependent variable)?

$H_02$ : A federal probation officer's collectivistic values (independent variable) do not predict family embeddedness (dependent variable).

$H_12$ : A federal probation officer's collectivistic values (independent variable) do predict family embeddedness (dependent variable).

Research Question 3: Does a federal probation officer's individualistic values (independent variable) predict retention intent (dependent variable)?

$H_03$ : A federal probation officer's individualistic values (independent variable) do not predict retention intent (dependent variable).

$H_13$ : A federal probation officer's individualistic values (independent variable) do predict retention intent (dependent variable).

Research Question 4: Does a federal probation officer's individualistic values (independent variable) predict family embeddedness (dependent variable)?

$H_04$ : A federal probation officer's individualistic values (independent variable) do not predict family embeddedness (dependent variable).

$H_14$ : A federal probation officer's individualistic values (independent variable) do predict family embeddedness (dependent variable).

Research Question 5: Does a probation officer's family embeddedness mediate the relationship between a collectivistic value (independent variable) and retention intent (dependent variable)?



*H<sub>05</sub>*: A federal probation officer's family embeddedness does not mediate the relationship between collectivistic values (independent variable) and retention intent (dependent variable).

*H<sub>15</sub>*: A federal probation officer's family embeddedness does mediate the relationship between collectivistic values (independent variable) and retention intent (dependent variable).

Research Question 6: Does a federal probation officer's family embeddedness mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable)?

*H<sub>06</sub>*: A federal probation officer's family embeddedness does not mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable).

*H<sub>16</sub>*: A federal probation officer's family embeddedness does mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable).

Research Questions 5 and 6 tests for mediation (see Figures 2 and 3). In the first model, I tested for mediation of family embeddedness on the relationship between collectivist values and retention-intent. In the second model, I tested for mediation of family embeddedness on the relationship between individualistic values and retention intent. I used Sobel tests to assess hypotheses 5 and 6. Hypothesis 5 determined whether collectivistic values (independent variable) and retention intention (dependent variable)

are mediated by family embeddedness. Hypothesis 6 determined whether individualistic values (independent variable) and retention intent (dependent variable) are mediated by family embeddedness.

In order for family embeddedness to mediate an effect, the following must occur:

(a) the effect of individualistic values (independent variable) on retention intent (dependent variable) controlled for family embeddedness (mediating variable) must be smaller than the effect of individualistic values (independent variable) on retention intent (dependent variable); and (b) effect of collectivistic values (independent variable) on retention intent (dependent variable) controlled for family embeddedness (mediating variable) must be smaller than the effect of collectivistic values (independent variable) on retention intent (dependent variable).

I used a mediation model to show the relationship between the independent variable and the dependent variable. For instance, a mediation model determined if the mediator variable affects the relationship between the independent variable and the dependent variable. In this study, the two independent variables were collectivistic values and individualistic values. The dependent variable was retention intent. Family embeddedness was the mediator variable in each model. The first model determined if family embeddedness mediated the relationship between collectivistic values and retention intent. The second model determined if family embeddedness mediated the relationship between individualistic values and retention intent.

I used linear regression to measure if probation officers' individualistic values, collectivistic values, and family embeddedness predicted retention intent. I measured the dependent variable, retention intent, and determine normal distribution. Figures 2 and 3 identify the two mediator variables.

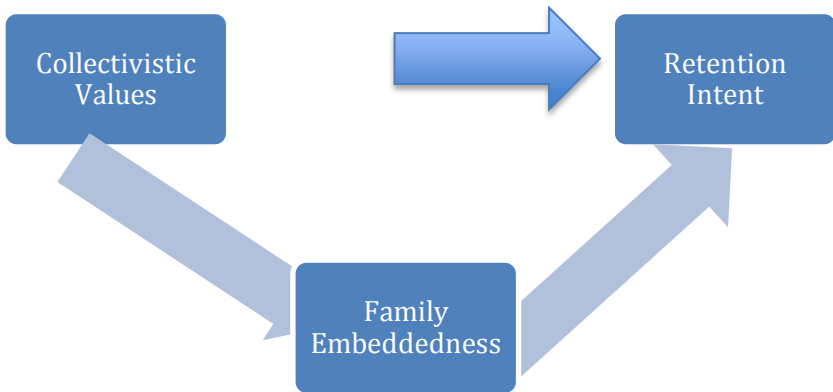


Figure 2. The proposed relationship between collectivistic values and retention intent.

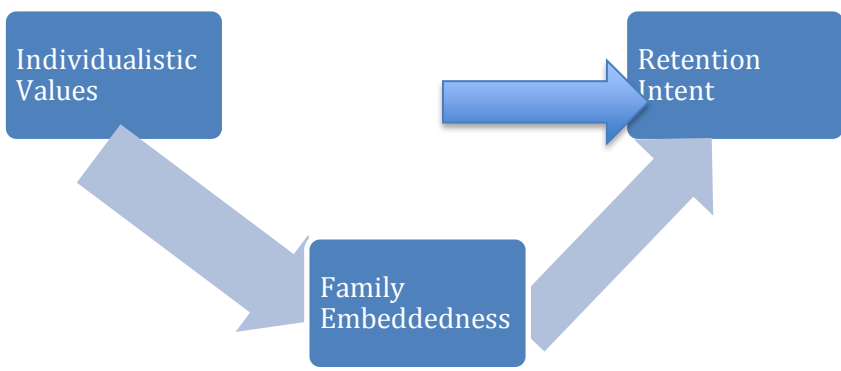


Figure 3. The proposed relationship between individualistic values and retention intent.

### **Threats to Validity**

The most prevalent concern regarding this study's validity was reliability: Can this study on probation officers be replicated by another researcher and produce the same results? Given the geographical location, job tasks, and retention rates, obtaining access to the probation officers was a challenge. However, I administered the survey through the Internet, which allowed me access to officers in different regions of the United States simultaneously. External validity was another concern: can the results be generalized to all probation officers? To increase external validity, the questions contained in the survey related to all probation officers, and the sample size was large enough for the results to be generalized to all probation officers, thereby reducing Type II errors. To minimize social bias, I informed the participants that the study was voluntary and of the purpose of the study, that participation was anonymous, and that IP addresses or email addresses would not be tracked or stored. I reduced sampling bias by selecting a large enough sample drawn from different regions; therefore, generalization and replication would be possible.

### **Ethical Considerations**

Institutional Review Board (IRB) approval was obtained and an ethical course was completed prior to conducting this study. Walden University's IRB approval number was 02-28-19-0014683. The agreement to gain access to participants and materials on survey, to modify the survey questions, and information regarding data confidentiality are provided in Appendices A, C, D, E, and F. An invitation letter was emailed to the Federal Probation and Pretrial Services Association and a chief U.S. probation officer requesting

recruitment assistance in sending out invitations to the study districts for probation officers to participate in the study. Once authorization was obtained, the informed consent form was emailed to the Federal Probation and Pretrial Services Association and a U.S. Probation and Pretrial Services Office with a link to SurveyMonkey.com. The informed consent form informed the prospective participants of my identity, contact information, the purpose and benefit of the study, and anonymity of all participants. The informed consent form further informed participants that study participation was voluntary, no specific district would be identified in the study, only the researcher would have access to the data, and no IP addresses would be tracked. The participants agreed to participate in the study when they clicked the submit button. The participants could exit the survey at any time and erase their responses by clicking the back button. Data collection occurred for a maximum of 90 days. Once this dissertation is completed, a summary of the results would be available to the Federal Probation and Pretrial Services Association, Chief Probation Officers in the participating districts as well as the participants. The results of the study will be stored for five years in a locked box. After five years, the results would be shredded and all data deleted.

### **Summary**

To address the gap in extant literature, a cross-sectional, quantitative study was conducted to determine if individualistic or collectivistic values influence retention rates of probation officers. I assessed the independent and dependent variables using linear regression to determine if collectivistic values and individualistic values predict retention

intent of probation officers. I used the Sobel test to determine if family embeddedness mediates non-retention in probation officers with collectivistic and individualistic values. Chapter 4 includes the data, research findings, and tables related to the non-retention of probation officers.

## Chapter 4: Results

### Introduction

The purpose of the study was to determine whether family embeddedness influences the retention intent of probation officers who possess collectivistic values compared to individualistic values and whether family embeddedness mediates the relationship between collectivistic values, individualistic values, and retention intent. The variables were measured using four instruments (see Appendices B, C, E, and F). Hofstede's cultural dimension theory guided this study (Yeganeh, 2013). Two mediator models were analyzed with respect to the proposed relationship between collectivist values and retention intent and the relationship between individualistic values and retention intent. The data were collected from participants who completed a 10-minute online survey using SurveyMonkey. The following research questions and hypotheses were addressed:

Research Question 1: Does a federal probation officer's collectivistic values (independent variable) predict retention intent (dependent variable)?

$H_0$ 1: A federal probation officer's collectivistic values (independent variable) do not predict retention intent (dependent variable).

$H_1$ 1: A federal probation officer's collectivistic values (independent variable) do predict retention intent (dependent variable).

Research Question 2: Does a federal probation officer's collectivistic values (IV) predict family embeddedness (dependent variable)?

*H*<sub>0</sub>2: A federal probation officer's collectivistic values (independent variable) do not predict family embeddedness (dependent variable).

*H*<sub>1</sub>2: A federal probation officer's collectivistic values (independent variable) do predict family embeddedness (dependent variable).

Research Question 3: Does a federal probation officer's individualistic values (independent variable) predict retention intent (dependent variable)?

*H*<sub>0</sub>3: A federal probation officer's individualistic values (independent variable) do not predict retention intent (dependent variable).

*H*<sub>1</sub>3: A federal probation officer's individualistic values (independent variable) do predict retention intent (dependent variable).

Research Question 4: Does a federal probation officer's individualistic values (independent variable) predict family embeddedness (dependent variable)?

*H*<sub>0</sub>4: A federal probation officer's individualistic values (independent variable) do not predict family embeddedness (dependent variable).

*H*<sub>1</sub>4: A federal probation officer's individualistic values (independent variable) do predict family embeddedness (dependent variable).

Research Question 5: Does a probation officer's family embeddedness mediate the relationship between collectivistic values (independent variable) and retention intent (dependent variable)?



*H<sub>05</sub>*: A federal probation officer's family embeddedness does not mediate the relationship between collectivistic values (independent variable) and retention intent (dependent variable).

*H<sub>15</sub>*: A federal probation officer's family embeddedness does mediate the relationship between collectivistic values (independent variable) and retention intent (dependent variable).

Research Question 6: Does a federal probation officer's family embeddedness mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable)?

*H<sub>06</sub>*: A federal probation officer's family embeddedness does not mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable).

*H<sub>16</sub>*: A federal probation officer's family embeddedness does mediate the relationship between individualistic values (independent variable) and retention intent (dependent variable).

Hypotheses 1 through 4 were tested using linear regression. Hypotheses 5 and 6 were tested using the Sobel test. This chapter includes the data collection of the study, descriptive statistics, demographic statistics, inferential analysis, and a chapter summary.

### **Data Collection**

The data were collected over 8 weeks from February 28, 2019 through April 29, 2019. The sample was drawn from approximately 1,742 probation and pretrial services

officers in the Southeast, West, Midwest, Southwest, and Northwest United States. The participants consisted of male and female participants between the age of 50 and 57 and possessed either a master's or bachelor's degree. The participants identified themselves as Black, White, and Hispanic.

The data collection was met with some challenges. To begin, due to the low number of initial responses, the data collection plan was modified to recruit additional study participants, which extended the data collection period. Additionally, some of the surveys returned by participants contained missing data. Lastly, the initial data plan had no partner; however, the data plan was modified after I obtained IRB approval and two partners were added; the Federal Probation and Pretrial Services Association and a chief probation officer sent out a mass e-mail to recruit participants. I also uploaded the recruitment flyer to Facebook to recruit participants. Because the study was anonymous, the participants who completed the study were unknown; therefore, the person who qualified as a participant may not have been the same person who completed the study. The environments where the participants completed the study are also unknown, and the participants may have obtained assistance from others.

### **Data Cleaning**

The data were screened and cleaned. I used face prediction for missing data for 25% or less. If there was too much data, such as more than 25% on any single survey, I deleted that participant from the study. I was able to predict participants based on how the

participants answered similar questions. The survey that was completed in its entirety was used as the respondent stated.

### **Demographic Statistics**

As of September 2008, there were 4,696 full-time employees with power to arrest in the Administrative Office of U.S. Courts—14.3% Black, Caucasian 66.8%, and 16.5% Hispanic (Reaves, 2012). The participants in the current study worked in the Southeast, West, Midwest, Southwest, and Northwest United States. There were 22.9% Black, 62.9% Caucasian, and 11.4% Hispanic participants. There were no participants who identified as Asian. My study showed high to moderate validity because the percentage of the ethnicities in my study represented the majority of the federal probation officers in the United States. Table 1 displays the descriptive analysis for the study participants.

Table 1

#### *Frequencies of Gender, Ethnicity, Age, and Education (N = 85)*

Gender	Frequency	%
Male	29	42.6
Female	39	57.4
Ethnicity		
Black	16	22.9
Caucasian	44	62.9
Hispanic	8	11.4
Age		
25	2	2.9
30	8	11.8
35	12	17.6
40	14	20.6
45	15	22.1
50	16	23.5
55	1	1.5
Education level		
BA	25	35.7
MA	43	61.4

The number of participants who identified with collectivistic values was  $n = 18$  or 26.5% and individualistic values was  $n = 50$  or 73.5%. Individualistic values were prevalent among the participants. The results suggest that low retention can result in an unequal workforce which is confirmed by (Buckmiller & Cramer, 2013). Table 2 displays the frequency of categories in the individualistic scale for the sampled respondents. There are eight individualistic categories. The category “clever” was chosen by 42.9% of respondents, whereas “ambition” was only chosen by 1.4%. The categories “an exciting life,” “carefree,” “economic,” “independence,” “success,” and “wealth” were also chosen by respondents. Two participants did not complete the individualistic categories.

Table 2

*Frequency of Categories on the Individualistic Scale*

	Frequency	Percent	Valid Percent
	2	2.9	2.9
Ambition	1	1.4	1.4
An exciting life	2	2.9	2.9
Carefree	5	7.1	7.1
Clever	30	42.9	42.9
Economic	6	8.5	8.5
Independence	12	17.1	17.1
Success	8	11.4	11.4
Wealth	4	5.8	5.8
Total	70	100.0	100.0

**Descriptive Statistics**

Because this study was anonymous, I had no way to determine the number of individuals who read the flyer or did not participate in the study. However, I wrote the criteria to participate in the study on both the flyer and the informed consent form, which

was placed at beginning of the online survey. By clicking on the survey, participants indicated that they read, understood, and agreed to all the terms including the criteria to participate. There were 72 participants who completed all four surveys. Out of the 72 participants who completed all surveys, 15 participants were deleted because they had more than 25% of the data missing.

Table 4 displays the descriptive analysis for the study variables. The variable “individualistic values” had a mean and standard deviation of 0.71 and 0.455, respectively. The variable “collectivistic values” had a mean and standard deviation of 1.26 and 0.444, respectively. The variable “family embeddedness” had a mean and standard deviation of 14.9706 and 8.04460, respectively. Finally, the variable “retention intent” had a mean and standard deviation of 7.2647 and 2.83695, respectively. Based on the descriptive analysis, the variable “family embeddedness” depicted a higher spread than the individualistic values, collectivistic values and retention intent.

Table 3

*Descriptive Statistics of the Variables*

	<i>N</i>	Minimum	Maximum
Age	68	25	55
Individualistic Values	70	0	1
Collective Values	68	1	2
Family Embeddedness	68	3.00	30.00
Retention Intent	68	3.00	15.00
Valid <i>N</i> (list wise)	68		

## Results

### Inferential Analysis

In this section, linear regression analysis is presented to respond to the research questions because I determined the correlation between a categorical variable and a continuous variable. Linear regression was used instead of logistic regression. Logistic regression would have been used if the dependent variables in the study were dichotomous. I dummy coded the independent variables that were categorical.

The first research question was “Does a federal probation officer’s collectivistic values predict retention intent?” To respond to this question, “retention intent” was set as a function of collectivistic values and retention intent. The constant  $\beta_0 = 13.342$  (see Table 4) is the retention intent level when all explanatory variables are set equal to 0. The constant is statistically significant at 0.05 alpha levels ( $p < 0.010$ ). The variable “collectivistic values” has a negative coefficient of -1.963, which is statistically significant at 0.05 alpha levels ( $p = 0.022$ ). Additionally, the correlation level between “collectivistic values and retention intent” is ( $\rho = -.251$ ; see Table 4). In this case, there is an inverse relationship between the variables. Collectivistic values have a negative influence of 1.963 units on the retention intent among probation officers. In this case, the variable “collectivistic values” does not predict retention intent among federal probation officers.

Table 3

*Correlation between Collectivist Values and Retention Intent*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations
	B	Std. Error	Beta			
(Constant)	13.342	2.678		4.982	.000	
Collectivistic Values	-1.963	.838	-.308	-	.022	-.251
Family Embeddedness	-.047	.046	-.134	-	.311	-.005
				1.021		

a. Dependent Variable (Retention Intent)

The second research question was “Does a federal probation officer’s collectivistic values predicts family embeddedness?” Table 5 presents a linear model where “family embeddedness” is set as the DV and “collectivistic values” is set as the IV. The constant  $\beta_0=13.660$  is the family embeddedness level when the explanatory variable “collectivistic values” is set equal to 0. The constant is statistically significant at 0.05 alpha levels ( $p < 0.010$ ). The variable “collectivistic value” has a positive coefficient of 4.951, which is statistically significant at 0.05 alpha levels ( $p = 0.024$ ). The variable has a positive influence of 4.951 units on family embeddedness. Additionally, there is a positive correlation between “collectivistic values” and “family embeddedness” ( $\rho = 0.274$ ). In this case, the variable “collectivistic values” predicts family embeddedness among federal probation officers.

Table 4

*Relationship between Collectivistic Values and Family Embeddedness*

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Correlation		
	B	SD	Beta			Zero-order	Partial	Part
1 (constant)	13.660	1.103		12.390	.000			
Collectivistic values	4.951	2.143	.274	2.310	.024	.274	.274	.274

*Note.* Dependent Variable = Family Embeddedness

The third research question was “Does a federal probation officer’s individualistic values (IV) predict retention intent (DV)?” Extracting the values from Table 6, the equation is linearized. The constant  $\beta_0 = 7.531$  is the retention intent level when all explanatory variables are set equal to 0. The constant is statistically significant at 0.05 alpha levels ( $p < 0.010$ ). The variable “economic” has a negative coefficient of -0.420, which is not statistically significant at 0.05 alpha levels ( $p = 0.705$ ). One unit increase of “economic” has a negative influence of 0.420 units on the retention intent level. However, the effect is not statistically significant at 0.05 alpha levels. Moreover, the variable “success” has a negative coefficient of -0.031, which is not statistically significant at 0.05 alpha levels ( $p = 0.984$ ). One unit increase of the variable has a negative influence of 0.031 units on the retention intent level among probation officers. On the other hand, the variable “wealth” has a positive influence of 2.469 units on the retention intent level among probation officers; however, the effect is not statistically significant at 0.05 alpha levels ( $p = 0.410$ ). The variable “independence” has a negative influence of 0.865 units on the retention intent level; however, the effect is not statistically significant at 0.05 alpha levels ( $p = 0.350$ ). The variable “exciting” has a



negative influence of -1.531 units on the retention intent level among the probation officers; however, the effect is not statistically significant at 0.05 alpha levels ( $p = 0.391$ ). Finally, the variable “carefree” has a negative influence on the retention intent level of 0.198 units; however, the effect is not statistically significant at 0.05 alpha levels ( $p = 0.911$ ). Thus, a federal probation officer’s individualistic values does not predict retention intent.

Table 5

*Relationship Between Individualistic Values and Retention Intent*

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Correlation
	B	SD	Beta			
1 (Constant)	7.531	.518		14.530	.000	
Economic	-.420	1.106	-.051	-.380	.705	-.018
Success	-.031	1.555	-.003	-.020	.984	.023
Wealth	2.469	2.978	.106	.829	.410	.120
Independence	-.865	.918	-.127	-.942	.350	-.109
Exciting	-1.531	1.770	-.112	-.865	.391	-.095
Carefree	-.198	1.770	-.014	-.112	.911	.007

The fourth research question *Does a federal probation officer’s individualistic value predict family embeddedness?* Individualistic values were set as a function of six explanatory variables (family embeddedness categories): Economy, success, wealth, exciting, carefree, and clever. Extracting the values from Table 7, the equation is linearized. The constant  $\beta_0=16.333$  is the family embeddedness level when all explanatory variables are set equal to 0. The constant is statistically significant at 0.05 alpha levels ( $p<0.010$ ). The variable “economy” has a negative influence of 0.222 units on the family embeddedness level; however, the effect is not statistically significant at

0.05 alpha levels ( $p=0.948$ ). On the other hand, the variable “success” has a positive influence on family embeddedness of 2.417 units; however, the effect is not statistically significant at 0.05 alpha levels ( $p$ -value = 0.595). On the other hand, the variable “carefree” has a positive coefficient of 3.6667, which is not statistically significant at 0.05 alpha levels ( $p = 0.473$ ). One unit increase of the variable “carefree” has a positive influence of 3.6667 units on the family embeddedness among probation officers. The variable “wealth” has a negative influence of 11.333 units on family embeddedness; however, the effect is not statistically significant at 0.05 alpha levels ( $p = 0.177$ ). The variable “exciting” has a negative coefficient of -6.333, which is not statistically significant at 0.05 alpha levels ( $p = 0.217$ ). In this case, the category “exciting” has a negative influence of 6.333 units on the family embeddedness levels among probation officers. The variable “clever” has a negative coefficient of -2.177, which is not statistically significant at 0.05 alpha levels ( $p = 0.390$ ). In this case, one unit increase of the variable “clever” has negative influence of 2.177 units on the family embeddedness level among probation officers. Therefore, a federal probation officer’s individualistic values do not predict family embeddedness.

Table 6

*Relationship Between Individualistic Values and Family Embeddedness*

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Correlation
	B	SD	Beta			Zero-order
(Constant)	16.333	2.073		7.877	.000	
Economic	-.222	3.386	-.010	-.066	.948	.049
Success	2.417	4.519	.072	.535	.595	.115
Wealth	-11.333	8.294	-.173	-1.366	.177	-.157
Exciting	-6.333	5.079	-.165	-1.247	.217	-.139
Carefree	3.667	5.079	.095	.722	.473	.133
Clever	-2.177	2.513	-.137	-.866	.390	-.166

**Mediation Aspect**

To address research question five, *Does a probation officer's family embeddedness mediate the relationship between a collectivistic values (IV) and retention intent (DV)?* I examined whether federal probation officers' family embeddedness mediates the relationship between collectivistic values and retention intent. Table 8 displays ordinary least square (OLS) regression model used to estimate the effect of collectivistic values and family embeddedness on retention intention. A linear model is fitted. The fitted regression model was used to extract any association between the DV (retention) and the mediator (family embeddedness). The association level between the DV (retention intent) and the mediator (family embeddedness) is -0.126. Another vital coefficient required is the standard error of the coefficient of "family embeddedness," which is 0.046.

Similarly, the variable "family embeddedness" has a negative coefficient of 0.047, which is not statistically significant at 0.05 alpha levels ( $p= 0.311$ ). Additionally,

there is a negative correlation between “family embeddedness” and “retention intent” ( $\rho=-0.126$ ). In this case, the variable “collectivistic values” predicts retention intent among probation officers.

Table 7

*Collectivistic Values and Family Embeddedness Effect on Retention Intent*

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Correlation
	B	SD	Beta			
1 (Constant)	13.342	2.678		4.982	.000	
Collectivistic	-1.963	.838	-.308	-2.344	.022	-.251
Family Embeddedness	-.047	.046	-.134	-1.021	.311	-.005

*Note.* Dependent Variable = Retention intent

Table 9 displays the OLS regression model to estimate the effect of family embeddedness on collectivistic values. The variable “family embeddedness” has a significant positive impact of 0.015 units on the collectivistic values. The association between the IV (collectivistic values) and the mediator (family embeddedness) is 0.274, and the standard error of the coefficient of “family embeddedness” is 2.143 (see Table 5). The required values were entered into the Sobel online calculator to get the values for the Sobel test and its  $p$ -value. The Sobel test was used to determine if the mediator (family embeddedness) had an influence on the independent variables, and if the indirect effect of the mediator is significant (Fritz & MacKinnon, 2007). The Arion test was also used to compare the standard error of the regression coefficient for the IV (collectivistic values) and mediator (family embeddedness) and the mediator and the DV (individualistic values) without making any assumption (Aroian, 1947).

Table 8

*Effect of Family Embeddedness on Collectivistic Values*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	SD	Beta		
1 (Constant)	1.038	.111		9.357	.000
Family Embeddedness	.015	.007	.274	2.310	.024

*Note.* Dependent Variable = Collectivistic values

The Sobel test statistic is 0.12772, with an associated  $p$ -value of 0.89837.

Additionally, the Aroian test statistic is 0.11999 with a  $p$ -value of 0.90449, which is not statistically significant at 0.05 alpha levels. The calculated  $p$ -value is greater than 0.05 alpha levels that is the set alpha level for the test. In this case, the stated null hypothesis (presented in the introduction) is not rejected in favor of the alternative. Therefore, a federal probation officer's family embeddedness does not mediate the relationship between collectivistic values and retention intent.

Research Question 6 was "Does a federal probation officer's family embeddedness mediate the relationship between individualistic values and retention intent?" Table 10 displays OLS regression to estimate the effect of "family embeddedness" on individualistic values. Family embeddedness has a statistically significant negative influence of 0.015 units on individualistic values. The standard error for the variable "family embeddedness" was extracted. The standard error is 0.007. Table 10 provides the level of association between the mediator (family embeddedness) and individualistic values. The association level is 0.274 ( $R = 0.274$ ).

Table 9

*Family Embeddedness Effect on Individualistic Values*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	SD	Beta		
1 (Constant)	.962	.111		8.664	.000
Family Embeddedness	-.015	.007	-.274	-2.310	.024

*Note.* Dependent Variable = Individualistic Values

Table 11 displays the OLS regression to estimate the effect of “family embeddedness” and “individualistic values” on retention intent. The variables “individualistic values” and “family embeddedness” have a negative and statistically insignificant effect of 1.172 and 0.019 units, respectively, on retention intent among probation officers. The association between the mediator (family embeddedness) and retention is -0.054 and the standard error of “family embeddedness” is 0.045.

Table 10

*Family Embeddedness, Individualistic Values, Effect on Retention Intent*

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Correlation
	B	SD	Beta			
(Constant)	8.417	1.068		7.882	.000	
Individualistic Values	-1.172	.810	-.184	-1.446	.153	-.169
Family Embeddedness	-.019	.045	-.055	-.434	.666	-.005

*Note.* Dependent Variable = Retention intent

The Sobel test statistic is 1.19944, with an associated  $p$ -value of 0.23036 which is not significant. Additionally, the Aroian test statistic is 0.119905, which is not statistically significant at 0.05 alpha levels ( $p = 0.23051$ ). The calculated  $p$ -value is greater than 0.05 alpha levels that is the set alpha level for the test. In this case, the stated

null hypothesis (presented in the introduction) is not rejected in favor of the alternative. Therefore, federal probation officers' family embeddedness does not mediate the relationship between individualistic values.

### **Summary**

This chapter presented data collection procedure, demographic statistics, and statistical results. I conducted a linear regression cross sectional analyses to determine the relationship between individualistic and collectivistic values and retention intent. I conducted the Sobel test to determine if family embeddedness mediated retention intent in probation officers with individualistic or collectivistic values. The results showed that family embeddedness is not a mediator for probation officers that possessed individualistic or collectivistic values. Chapter 5 includes the interpretation of findings, social change implication, limitations, recommendation, and conclusion.

## Chapter 5: Discussion, Recommendations, Conclusion,

### **Introduction**

Probation officers leave their jobs at a high rate. To encourage employees to stay, employers have implemented social inclusion programs to increase employee retention (Hofhus et al., 2013). Though the issue of non-retention remains prevalent among federal probation officers, there has not been research focused on retention intent of probation officers. Thus, this study expanded the literature with the examination of probation officers' individualistic values, collectivistic values, and family embeddedness, providing information on if cultural values can predict retention intent.

This chapter includes the interpretation of findings on the influence of collectivistic and individualistic values on retention intent and the mediator (family embeddedness) on retention intent. The chapter also includes recommendations and findings from the study, how the theoretic framework was appropriate for this study, and how the research enhanced the current and body of literature on retention intent, family embeddedness, collectivist values, and individualistic values. This chapter also provides the implications for social change.

### **Interpretation of the Findings**

The purpose of this study was to determine if collectivistic or individualistic values predict retention intent and if family embeddedness was a mediator. Federal probation and pretrial services officers from five regions were invited to participate in this study to ensure the population sample was large enough for generalization and were



comparable to other research (Reaves, 2012). The findings were based on four dimensions of Hofstede's dimensions theory: individualism versus collectivism, power distance, uncertainty avoidance, and indulgence versus restraint (Yeganeh, 2013). The relationship between collectivistic values and retention intent were determined to be positive but not significant. Therefore, the findings suggested collectivistic values had some influence on predicting retention intent. This finding is supported by previous research such as Meng et al. (2016) and Kanan (2014). This result suggested that the more federal probation officers valued independence, the less likely they were to remain at their job. Perhaps, candidates selected should possess values consistent with being an overachiever.

To understand the relationship between collectivistic values and individualistic values, the following categories were listed and defined: economic, an exciting life, success, wealth, independence, ambition, carefree, and clever. *Economic* referred to federal probation officers' motivation to become economically well off, *an exciting life* referred to federal probation officers who were adventurous, *success* referred to federal probation officers who strive to excel in their positions, and *wealth* referred to federal probation officers with goals to become wealthy or well off (Simons et al., 1990). Additionally, *ambitious* referred to federal probation officers with aspirations to achieve success, *carefree* referred to federal probation officers with impulsive behavior, *clever* referred to federal probation officers that focused on outwitting and manipulation others,

and *independent* referred to federal probation officer who were self-sufficient and had difficulty accepting authority (Simons et al., 1990).

The results from the Individualistic Values Scale (Table 2) indicated that “clever,” “independence,” and “success” were values that guided federal probation officers’ retention intent decisions. “Economic” was of little importance to federal probation officers’ retention intent. Therefore, federal probation officers’ economic prosperity was not correlated to retention intent. Further, “wealth” had the highest beta coefficient for all categories, which indicated a relationship between wealth and retention intent, but the relationship was determined to be not significant (see Table 5). This finding suggested that some federal probation officers valued income to remain at their job. There was also a relationship between “excitement” and retention intent, which suggested that more federal probation officers valued excitement, the less likely they were to stay at their jobs, so some probation officers felt that the job tasks were redundant. “Carefree” had a beta and *p*-value of -.198 and =.911, respectively (see Table 5). This implied that when carefreeness was high, retention intent was low. There was a correlation between retention and carefreeness. Federal probation officers with a nonchalant attitude tended not to remain at their jobs. This implied that a significant trait for longevity of a federal probation officer was serious-mindedness. Out of all the categories, participants showed that wealth was most important for them (see Table 5).

The correlation between “economic” in the individualistic category and “family embeddedness” showed an inverse but insignificant relationship. This indicated that

economic prosperity was not a significant attribute for remaining in the position of federal probation officer. This result indicated that when a probation officer with individualistic values places importance on economic prosperity, that individual was less likely to retain the position of probation officers. The correlation of the success category and family embeddedness showed one of the highest beta-coefficient out of the eight categories. This showed a strong positive relationship but not a statistically significant one. This indicated that individuals who were family leaders do not value success.

The correlation of “wealth” and “family embeddedness” showed a strong inverse but not statistically significant relationship. This implied that when an individual has strong scores on the wealth category, that same individual would have a low score on the family embeddedness scale. This could possibly show that wealth was not more significant than having a family.

The correlation of “an exciting life” and “family embeddedness” showed a fairly strong inverse significant relationship. This was the second strongest inverse relationship out of the eight individual categories on the individualistic scale in this study. This suggested that probation officers who highly valued having excitement in their lives were less interested in remaining in the position of probation officer.

The correlation of “carefree” and “family embeddedness” showed the strongest positive relationship out of the seven categories on the individualistic scale used in this study. However, this finding was not statistically significant. This result indicated that individuals who value family embeddedness, carefree values were not important.

The correlation of “clever” and “family embeddedness” showed a fairly strong inverse relationship that was also not statistically significant. Because the definition of clever on the individualistic scale was being able to outsmart or take advantage of another person, individuals who score high on the clever scale would likely also score low. The beta and the  $p$ -value for the collectivistic variables were -1.963 and .022, respectively, and individualistic variables ( $B=-.047$ ,  $p=.311$ ) were not mediators for collectivistic values or retention intent. The results showed family embeddedness has an inverse relationship and is not statistically significant. However, the relationship between collectivistic values and the dependent variable (retention intent) was statistically significant; therefore, collectivistic values directly affect retention intent as noted by (Gonzalez-Mule et al., 2013).

The beta and the  $p$ -value for the individualistic variables were -1.172 and .153, respectively. When the mediator (family embeddedness) was added to the equation of the independent variable (individualistic values) and dependent variable (retention intent), the results showed an inverse relationship, and the relationship was not statistically significant ( $B=-.019$ ,  $p = .666$ ). When family embeddedness increased, retention decreased. This appeared to be practical, because probation officers likely to retain their job do not score high on the family embeddedness scale. This also reflected the fact that family embeddedness was not a mediator for individualistic values and retention intent. This could lead to the implication that individuals who score higher on the individualistic

scale rather the family embeddedness scale were more likely to remain in their position as a probation officer.

This study differs from previous studies because this study expanded the knowledge regarding retention intent by determining if probation officers' individualistic and culture values predicts retention intent. This study expanded the literature further because prior to adding the mediator, family embeddedness, collectivistic values predicted retention intent; however, once the mediator was added to the equation collectivist and individualistic values did no predict probation officers' retention intent. The findings from this study coincided with Hofstede's cultural dimension theory which emphasized the importance of identifying and understanding individualistic and collectivistic values and influence on decision making regarding retention intent (Migliore, 2011).

This study found that newly hired probation officers should possess individualistic values, if retaining probation officers at the agency is a priority. The finding from this study suggested serious mined federal probation officers' that possess individualistic values are less likely to leave the agency, which coincides with the conscientiousness trait (Astakhova, 2016; Sood & Puri, 2016). The findings from this study added to existing literature on retention intent by determining family embeddedness does not mediate retention intent in federal probation officers that possesses individualistic or collectivist values and collectivistic values predicts family embeddedness. This study found that federal probation officers' individualistic values did

not significantly influence retention intent, which slightly confirmed research finding regarding probation officers' individualistic values (Hancock et al., 2017). This study also found that monetary incentives are important to probation officers' retention intent decision, but not significant. This coincided with the notion that non-monetary awards to employees may influence retention decisions (Dzuranin & Stewart, 2012; Chen et al., 2015).

Even though studies indicated culture values influenced retention decisions (Raegmaecker & Diereckyn, 2013; and Yang, 2005), this study found that collectivistic nor individualistic values predicted federal probation officers' retention intent decisions. However, this study found collectivistic values predicted family embeddedness, which aligned with a study conduct by Marcus and Le (2013). This study also found that family embeddedness did not have a significant influence on probation officers' retention intent decisions which contradicted findings from a study conducted by (Martin et al., 2012).

### **Social Change Implication**

Based on this study findings, the development of an employment screening instrument that identifies prospective probation officers with individualistic values that coincided with the agency's goals and officers who desire career longevity will increase probation officers' retention. Chapter 2 indicated non-retention is a problem that is prevalent in all agencies. As such, the implication of positive social change occurs as the employment screening tool is expanded to all federal and state probation and correctional officers, managers, and supervisors to address low retention rates. After the employment

screening tool is developed, trained human resources employees should administer the screening instrument to the prospective candidates during the screening process. The candidates selected for an initial interview should be prescreened, indicate their intent to remain at the agency for a long period of time, and be evaluated to determine if they report values that align with the agency values. The employee screening instrument will prompt positive social change by reducing the number of current employees prematurely departing from the agencies and reduce the employers' financial cost associated with hiring and training new employees. Thus, experience probation officers will remain at their job, which will reduce training cost and enhance public safety. The experienced probation officers will be able to address the problems (drug, alcohol, and mental health) that individuals on supervision (defendants or offenders) and stakeholders (judges, correctional agencies, or lawyers), may have more efficiently and expeditiously than new hires. Positive change will occur as the experienced probation officers influence individuals through supervision (offenders and defendants) decision making, assisting in the reduction of recidivism, and protect the community. Social inclusion programs should be expanded to encompass family embeddedness to retain current officers that have collectivists values.

### **Limitations of the Study**

There were some limitations of the study that deserve consideration. To ensure that only participants who met the specific requirements participated in the study, all participants had to self-identify as federal probation and pretrial officers. Due to the

initial low response, a recruitment flyer was uploaded to Facebook. Additionally, the participants' identities were anonymous, so there was no way to ensure that the intended participants completed the study. Finally, there was no way of knowing the type of setting the participants completed the questionnaires in, and if that impacted their responses.

### **Recommendations**

This study serves as the foundation for the creation of a screening tool to identify candidates with longevity intentions, which may result in increasing retention intent and reducing money spent on training new staff. The modification, streamlining, and eliminating of unnecessary work that federal probation officers must perform may increase retention intent. This study should be replicated with a larger sample size to determine if the results of this study would be similar or different and to determine if a larger sample size would increase the statistical significance of family embeddedness and retention intent. Additionally, future research should focus on comparison between probation officers and court services officers from the different regions. A qualitative study should be conducted in order to acquire a deeper understanding of the lives of federal probation officers addressing career choice and retention intent. These findings also imply the need to explore and address the emotional needs of probation officers, such as lowering divorce rates and increasing family ties to increase retention intent. The development of programs to enhance the parent-child relationship and circumvent officer burnout should be explored as a viable option to retention intent.



## Conclusion

In conclusion, federal probation and pretrial services officers' retention intent can be addressed by developing an employee assessment instrument and administering the assessment to prospective candidates prior to them being hired. The findings from this study can be used by the Administrative Office of the U.S. Courts to create a screening instrument that would identify prospective candidates individualistic or collectivistic values, assess the likelihood the values the prospective candidates possesses would influence their retention intent, and the probability they would remain or leave the organization. The screening instrument would identify serious-minded individuals with values that coincide with agency goals. Even though the research findings in Table 4 suggested the probability of officers who possessed individualistic values were more likely to remain at their job, the probation offices consist of employees with collectivistic values, thus incorporating and sponsoring family inclusive activities may maintain or enhance retention intent for those officers with collectivistic values. Future research should explore whether individual or collectivistic values influence retention intent among employees in other federal and state correctional agencies to address employee turnover rates and retention intent rates. Identifying officers' retention intent would prevent currency and other resources from being utilized on training officers that would more than likely leave the organization. Hiring officers that score high in the individualistic category would reduce the revolving door of probation officers and create a more stable and proficient workforce that can protect the community, reduce agency

expenditures, and provide the necessary services to the stakeholder. High retention intent rate of probation officer would reduce employee low morale and performance.

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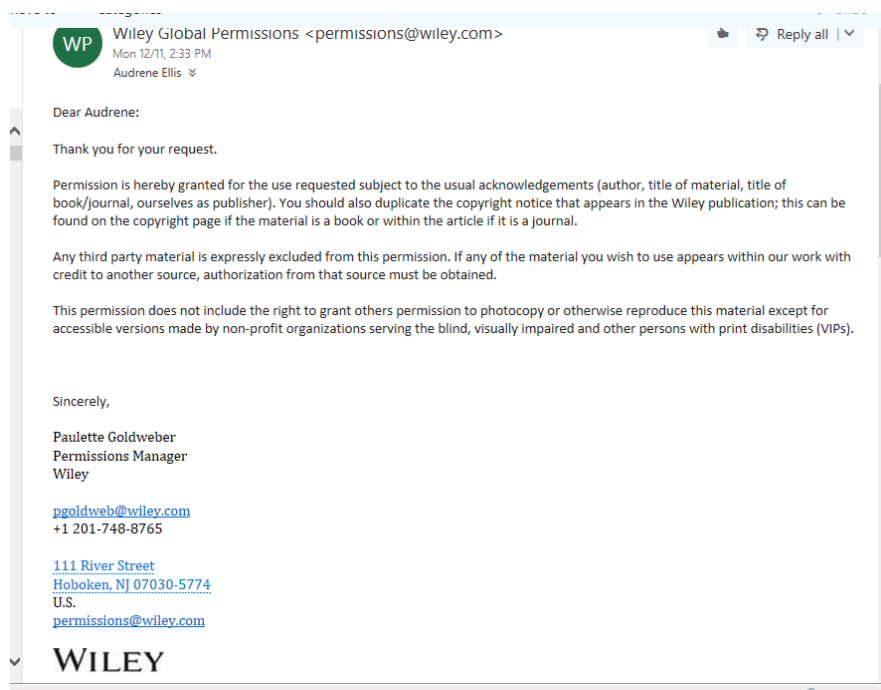
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## Appendix A: Permission for Individualistic Values Scale



## Appendix B: Employee Retention Scale

**Employee Retention Scale**

Version Attached: Full Test

Note: Test name created by PsycTESTS

## PsycTESTS Citation:

Andrews, M. C., Witt, L. A., & Kacmar, M. (2003). Employee Retention Scale [Database record]. Retrieved from

PsycTESTS. doi: <http://dx.doi.org/10.1037/t16458-000>

## Instrument Type:

Rating Scale

## Test Format:

Employee Retention Scale items are responded to on a Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

## Source:

Andrews, Martha C., Witt, L. A., & Kacmar, K. Michele. (2003). The interactive effects of organizational politics and exchange ideology on manager ratings of retention. *Journal of Vocational Behavior*, Vol 62(2), 357-369. doi:

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Questions four and five of the Employee Retention Scale were modified with the permission of the author, Andrews, Matthews, on January 17, 2019.

## Appendix C: Permission to Modify Employee Retention Scale

RE: Requesting Permission to modify questions four and five of the Employee Retention Scale

Andrews, Martha [REDACTED]

Reply all|

Mon 1/14, 11:21 AM

Audrene Ellis

Blue category

You replied on 1/17/2019 12:34 AM.

Good Morning Audrene,

Yes, you can change the items.

Warm regards,

Martha Andrews

Martha C. Andrews, Ph.D.

Chair, Department of Management

Coordinator, Minor in Entrepreneurship and Innovation

University of North Carolina Wilmington

**From:** Audrene Ellis [REDACTED]

**Sent:** Monday, January 14, 2019 1:49 AM

**To:** Andrews, Martha [REDACTED]

**Subject:** Requesting Permission to modify questions four and five of the Employee Retention Scale



## Appendix D: Global Measure of Job Embeddedness Scale

### **Global Measure of Job Embeddedness**

Version Attached: Full Test

Instrument Type: Test

Test Format: Participants indicate their level of agreement with each item on a 5-point scale (5 = strongly agree).

Source:

Crossley, Craig D., Bennett, Rebecca J., Jex, Steve M., & Burnfield, Jennifer L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*, Vol 92(4), 1031-1042. doi:10.1037/0021-9010.92.4.1031

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doi:10.1037/t02914-000

## Appendix E: Auckland Individuals and Collectivism Scale

### **Auckland Individualism and Collectivism Scale**

Version Attached: Full Test

Instrument Type: Rating Scale

Test Format: The 30 items are compiled into a questionnaire using six anchors as part of a frequency scale from never or almost never to always.

Source:

Shulruf, Boaz, Hattie, John, & Dixon, Robyn. (2007). Development of a new measurement tool for individualism and collectivism. *Journal of Psychoeducational Assessment*, Vol 25(4), 385-401. doi: 10.1177/0734282906298992, © 2007 by SAGE Publications. Reproduced by Permission of SAGE Publications.

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doi:10.1037/t11834-000

## Appendix F: Demographic Survey

**Gender**

Male \_\_\_\_

Female \_\_\_\_

**Ethnicity**

Black \_\_\_\_

Caucasian \_\_\_\_

Hispanic \_\_\_\_

Asian \_\_\_\_

Other \_\_\_\_

**Age**

25 – 30 \_\_\_\_

35 – 40 \_\_\_\_

45 – 50 \_\_\_\_

55 - 57 \_\_\_\_

**Educational Level**

Masters \_\_\_\_

Bachelor \_\_\_\_

Doctoral Degree \_\_\_\_

## Appendix G: NIH Certificate

