

A COMPARATIVE STUDY OF PERSONNEL POLICIES
AND THE RATES OF EMPLOYEE TURNOVER IN
EIGHT SELECTED DEPARTMENT STORES

A Thesis

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J.R.P.

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DEDICATION

This study is dedicated to my wife, Sylvia, whose wise counsel and stimulus to scholarship have contributed so greatly to the present study.

J.R.P.

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CHAPTER I

INTRODUCTION AND NEED FOR THE STUDY

I. INTRODUCTION

The principal thing a man is interested in is not, necessarily, how much money he makes. There are other factors quite as important as money which must be considered if worker satisfaction is to be achieved.

The results of a poll, conducted by Fortune magazine, indicated that one of the principal reasons for lack of job satisfaction was that workers felt they were not being treated fairly. This outranked job security and compensation as a factor of discontent.¹

According to Roger M. Bellows, one of the symptoms of dissatisfaction, which is perhaps more susceptible of measurement than other manifestations, is employee turnover.² The study of employee turnover helps describe the complex, dynamic properties of employee satisfaction and dissatisfaction.³ Turnover is found to be an indication

¹"Fortune Survey," Fortune, XXXV (June, 1947), pp. 5 et passim.

²Roger M. Bellows, Psychology of Personnel in Business and Industry (Englewood Cliffs, N. J.: Prentice-Hall, Inc. 1954), p. 52.

³Ibid., p. 70.

of internal unrest and may be evidenced in unsatisfactory relations among employees or between management and employees or in poor production and sales records.⁴

O. P. Robinson has said that a certain amount of employee turnover is desirable and necessary in any business organization.⁵ Exactly what this amount of turnover should be is difficult to determine. The desirable percentage of turnover probably varies in different types of industries. Robinson further stated that turnover due to controllable causes, may be classified as excessive turnover. Such turnover is unnecessary and costly in employee morale and in personnel and indirect expense.⁶

According to Aspley and Whitmore, company policy can be assumed to be a basic factor in employee turnover. They state that:

... In searching for reasons for what may seem to be a high labor turnover, a place to begin is with the company policy so far as it concerns recognition of the individual--in other words, the way human beings are being treated.⁷

⁴Thomas J. Luck, Personnel Audit and Appraisal (New York: Hill Book Co., Inc., 1955), p. 17.

⁵O. Preston Robinson, Retail Personnel Relations (New York: Prentice-Hall, Inc., 1940), p. 369.

⁶Ibid., p. 370.

⁷J. C. Aspley and Eugene Whitmore (eds.), The Handbook of Industrial Relations (Chicago: The Dartnell Corp., 1952), p. 732.

Thus, one of the important symptoms of worker dissatisfaction, which has many causes, is excessive employee turnover. In the analysis and study of turnover, a place to begin can be with company personnel policies or the way employees are being treated.

Some of the policies which may have an influence on the turnover rate, as listed by Aspley and Whitmore, include: basic wage rates; working rules and regulations; holiday and vacation policies; wage and salary adjustment policies; promotion policies; disciplinary policies; policies governing discharge of employees; working conditions; and employee or job security.⁸

The basic policies which govern a company's relations with its employees vary by industry and organization. Labor conditions, a company's profit position, prevailing market for labor, and many other conditions are influencing factors in the establishment of rules and policies.⁹

II. NEED FOR THE STUDY

O. P. Robinson wrote that:

Lack of standardization in the method of calculating employee turnover has made it difficult to accumulate reliable statistics as to its extent. Not many retail stores keep accurate records of turnover. Even where

⁸Ibid., p. 734.

⁹Ibid., p. 734.

such records are kept, the methods employed to calculate the turnover vary so widely that a comparison of statistics would be meaningless.¹⁰

Although more is known today than when his book was written in 1940, there is still too little knowledge of employee turnover in retail stores. A survey of the Readers' Guide, the Bulletin of the Public Affairs Information Service, and the card catalogue in the William Allen White Library of the Kansas State Teachers College, Emporia, Kansas, and the Washburn University of Topeka Library, revealed few studies of turnover in the retail field.

It is difficult to determine the real reasons for employee turnover. Excuses or reasons which reflect no discredit on the supervisor are often shown on termination reports.¹¹ Sometimes the real reasons are not known by either the employee or the employer.¹²

It appears that little information is available on turnover and the reasons for turnover in retail stores; and there seems to be a difficulty in determining the real reasons for turnover from either the employee or the employer. Therefore, not only is there a need for further study in

¹⁰Robinson, op. cit., p. 356.

¹¹Aspley and Whitmore, op. cit., p. 734.

¹²Bellows, op. cit., p. 52.

this area, but attempts should be made to develop various types of approach to the problem.

Since several writers believed that personnel policies have a relationship to, or are a basic factor in turnover, a method should be developed that would show what policies, if any, affect turnover and to what extent, or if there is any relationship between various policies and the rate of turnover.

CHAPTER II

THE PROBLEM

I. STATEMENT OF THE PROBLEM

The purpose of this study was (1) to develop a method of studying employee turnover and personnel policies and their relationship to each other; (2) to study these relationships in selected retail stores--to show what existed in actual instances; (3) to attempt to determine whether this information might have general significance; and (4) for the benefit of persons contemplating entering the retail field, to show some of the policies and problems common to this type of industry.

II. QUESTIONS PERTAINING TO THE STUDY

The study will attempt to answer the questions:

1. What is the rate of employee turnover for each store for the last twelve months?
2. What are the personnel policies of each store?
3. What is the relationship, if any, between the existence or non-existence of the various personnel policies and the rates of employee turnover for the stores in each city studied?
4. Are there similarities between the relationships for the different cities?
5. How do these findings compare with the reasons for employee turnover found in other studies?

III. DEFINITIONS OF TERMS USED

As an aid to the reader of this study, the following terms are defined as used in this study:

Personnel policies. Personnel policies are defined as consistent courses of action in the management of employee-employer relationships. These courses of action were limited to those believed effective in minimizing employee turnover in the type of industry studied. They were limited to the phases of personnel administration to which standard decisions or procedures of operation could apply.

Employee turnover. Employee turnover is defined as the number of employees separated from the pay roll during a given twelve-month period who were actually replaced.

Rate of employee turnover. The rate of employee turnover, expressed in per cent, is defined as the ratio of the total number of employee replacements to the average number on the pay roll during the given twelve months period. (In a hypothetical case, if the average number on the pay roll was five and the total number of replacements was ten, the rate of employee turnover, expressed in per cent, would be $10/5 = 2.00$ or 200%.)

Average number on the pay roll. The average number on the pay roll was computed by adding the monthly pay roll figures for the given twelve-month period and dividing by twelve. The average used was that of regular full-time employees only. Temporary and part-time employees were not included.

Department store. A department store is defined as a general-merchandise store with twenty-five or more employees.

IV. DELIMITATIONS

The study was made of eight department stores in the state of Kansas. They were selected as to the convenience of the writer of this study and did not represent a random sample. All stores in Emporia and Topeka, which could be classified as department stores, were included in the study.

Employees or previous employees were not contacted to determine the reasons for terminations. Information on employee turnover and personnel policies was obtained from the store managers and/or personnel managers.

The study was limited to turnover during a twelve-month period and to full-time employees only. The study will attempt to show the relationship of the total rates of turnover to the various policies. It will not attempt to

show the relationship of the turnover of each type of employee to the policies. It will however, show a breakdown of the total turnover for each store for the twelve-month period by job type or classification. The purpose is to show whether the turnover in any store could be attributed to any of these particular types or classifications.

The study shows only relationships between a limited number of policies and the rates of turnover. The personnel policies compared were those which were believed to be effective in minimizing employee turnover, based on a survey of the literature. The policies were further limited to the phases of personnel administration to which standard decisions or procedures of operation could apply.

V. PROCEDURE

In attempting to make a study of personnel policies and employee turnover, the procedure was to first make a survey of the literature on those subjects. The purpose was to find the methods others had used in making their studies and in presenting their findings. Also, to aid in making a new approach to the problem, literature on comparative studies of other problems as well as on statistical methods of comparison was surveyed. Card catalogues in the William Allen White Library of the Kansas State Teachers College and the Washburn University of Topeka

Library, were examined. The Readers' Guide and the Bulletin of the Public Affairs Information Service were carefully surveyed.

VI. OTHER STUDIES OF TURNOVER

A survey of the literature on employee turnover revealed five important studies, made within the last seven years. Brief explanations and the findings of these other studies are shown in the following pages.

Dr. Wayne L. McNaughton of the University of California's Graduate School of Business Administration, conducted a study of turnover at an aircraft factory with more than 10,000 employees.¹

In this study, a survey team questioned workers who had already left their jobs. The team found that most workers had given polite excuses rather than real reasons upon departure. The researchers found that workers left for internal reasons such as poor supervision, poor conditions, or no future. The outstanding reason for leaving was poor supervision; and the study team recommended a supervisory training program to reduce employee turnover.

¹"Poor Supervision Makes Workers Quit--Though They Won't Say So," Business Week, No. 1412 (September 22, 1956), 105.

A study on worker resignations in a large Midwest company was made by the University of Michigan's Institute for Social Research.²

The researchers tested 2,680 employees of the company, waited several months for some of them to resign, then measured those who left and those who stayed as to how the job satisfied their wants for: recognition, achievement, autonomy, affiliation, and assessment.

They found that the fulfillment of needs for recognition; for autonomy; for achievement or feeling that one is doing important work; and for assessment or believing that one is being evaluated by fair expectations, are significantly related to continuing in the employ of the organization which provides satisfaction of these needs.

Boris Blai, Jr., Civilian Director of the Philadelphia Quartermaster Depot, listed eleven possible causes of turnover:

1. Inadequate selection and assignment methods.
2. Inadequate information about the job or the qualifications needed to fill vacant jobs satisfactorily.
3. Unsatisfactory working conditions or surroundings.
4. Lack of opportunity for advancement.

²"Why Workers Walk Out," Nation's Business, XLIV October, 1956), 100-103.

5. Inadequate or poor supervision.
6. An inadequate or unsound wage classification structure.
7. Failure to provide a well-organized and realistic training program.
8. Delays in acting upon grievances or grievance machinery that is ineffective or cumbersome.
9. Monotony of repetitive operations.
10. Lack of facilities and services, such as adequate rest rooms, rest periods, and other health and safety provisions.
11. Poor community facilities such as housing, shopping, banking, child care, and recreation.

Ewan Clague, the U. S. Commissioner of Labor Statistics, called attention to the fact that people are not changing jobs as much as they used to. He cited several likely causes:

1. Union emphasis on seniority rights, which are ordinarily lost when a worker changes jobs.
2. The proliferation of pension, health, and welfare plans, whose benefits are seldom transferable from company to company.
3. Higher unemployment benefits, including those provided in guaranteed-annual-wage plans, all of which are lost by a worker who quits.
4. The increasing proportion of workers in large companies--in which a dissatisfied worker can often transfer to another department instead of quitting.

³Boris Blai, Jr., "Worker Turnover Bites into Profits," Personnel Journal, XXXI (March, 1953), 367-372.

5. The increasing proportion of older, less restless workers in the labor force.⁴

In October 1958, Fortune magazine listed four of the same reasons (1, 2, 4 and 5) pointed out by Clague as to why people are not changing jobs as much as they used to.⁵

This survey revealed that several studies approached the problem of the reasons for terminations either by obtaining them from the employers' termination reports or from the terminated employee himself.

No comparative studies were found of personnel policies and employee turnover although various policies, or lack of policies, were given as the reasons for much of the turnover.

⁴"Nobody Quits," Fortune, LV (March, 1957), 233.

⁵"Why Workers Stay Put," Fortune, LVIII (October, 1958), 199-202.

CHAPTER III

SOURCES OF INFORMATION AND METHODS USED

In making this study, three problems had to be resolved: (1) the stores to be studied had to be selected, (2) methods had to be devised to obtain the information, and (3) methods had to be formulated to show the findings of the study. This chapter is devoted to these problems.

I. SOURCES OF INFORMATION

All stores in Emporia and Topeka which could be classified as department stores were used in this study. The selection of cities was made on the basis of the convenience of the writer of this study. Under these conditions, three stores in Emporia and five stores in Topeka were selected. Due to the confidential nature of some of the information used in the study, the names of the Emporia stores were designated as A, B, and C and those in Topeka as D, E, F, G, and H.

Information on personnel policies was obtained verbally from the managers or personnel managers. Employee turnover data were compiled by the managers or personnel managers from their records. This information on policies and turnover was that which applied to a twelve month period. The period selected was from April 1, 1958, through March 31, 1959, inclusive. This was the twelve month

period that preceded April 1, 1959, the date on which the first store manager was interviewed.

Information on other studies of turnover was obtained from books, periodicals, and other literature.

II. METHODS USED IN OBTAINING INFORMATION

The method used to obtain data on employee turnover was to first construct a questionnaire using the distribution of types of jobs in department stores given by O. P. Robinson as an outline.¹ The questionnaire asked for the average number of employees in each type of job and the turnover in each type of job. The questionnaire also asked for a designation as to the sex of the employees. The content of the questionnaire was first discussed with the manager of store "B," which resulted in a few minor revisions being made in the final form.² Interviews were arranged with the managers or personnel managers of the various stores and the questionnaires presented to them. The requested information was then filled in by the managers or personnel managers from their records in the presence of the writer.

¹O. Preston Robinson, Retail Personnel Relations (New York: Prentice-Hall, Inc., 1940), pp. 68-69.

²See sample "Questionnaire," Appendix A, pages 63 and 64.

In order to obtain the personnel policies of the stores, it was first necessary to determine what policies were to be included in the study.

Robinson said that policies should be established in every phase of personnel administration to which standard decisions or procedures of operation could apply. He listed fifteen aspects of personnel work which he claimed should be controlled by definite policies.³ These aspects were used as an outline for a "structured interview" guide to aid in interviewing the managers and personnel managers of the various stores.

Thomas J. Luck's questionnaire for appraising personnel functions was used as a guide in constructing the individual questions.⁴

Aspley and Whitmore constructed a questionnaire designed to test a company's personnel policies. It was composed of questions on twenty-nine different possible causes of employee turnover as listed by the Chicago Association of Commerce.⁵ These questions were used as a criteria in attempting to select those questions in the

³Robinson, op. cit., pp. 27-31.

⁴Thomas J. Luck, Personnel Audit and Appraisal (New York: Hill Book Co., Inc., 1955), pp. 49-60.

⁵J. C. Aspley and Eugene Whitmore (eds.), The Handbook of Industrial Relations (Chicago: The Dartnell Corp., 1952), pp. 747-748.

constructed group which might be the most closely related to turnover. Five aspects were not included in Aspley's and Whitmore's questionnaire and were thus eliminated from the group. The remaining ten aspects and questions pertaining to them were presented to the candidate's committee chairman of the Kansas State Teachers College for inspection and criticism. After his suggestions were complied with, the structured interview form was used as the foundation for interviews with the managers and personnel managers of the various stores.⁶

Information on other studies of turnover was obtained by a survey of card catalogues and indexes as mentioned in the first part of this chapter.

III. METHODS USED IN MAKING COMPARISONS AND IN PRESENTING INFORMATION

The information collected in the study was first presented in tabular form. Turnover data were shown as totals in each job type for each store and in percentages of the average number of that job type employed.⁷ Personnel policies were shown by listing all policies of all stores and designating the stores having a particular policy by

⁶See sample "Structured Interview Guide," Appendix A, pages 65 and 66.

⁷See pages 24 to 27 and Appendix C, pages 71 and 72.

an "X."⁸ Other tables showed comparisons of correlations (explained in the following pages) and of the findings of this study compared with other studies of turnover.

According to Croxton and Cowden, if data were encountered which fell into a dichotomous classification on each axis, a correlation coefficient could be obtained by applying the product-moment formula. In other words, if data were arranged into a "2 x 2" table, that is with two columns and two rows, a modification of the product-moment formula could be applied to give a correlation coefficient.⁹ For example, the four values--a, b, c, and d--placed in a "2 x 2" table and totaled would appear as follows:

<u>Totals</u>		
a	b	a + b
c	d	c + d
<u>Total</u> a + c	b + d	N (a + b + c + d).

The correlation coefficient or "r," using an application of the product-moment formula, would be as follows:

$$r = \frac{(ad) - (cb)}{\sqrt{(a+b)(c+d)(a+c)(b+d)}}^*$$

⁸See Appendix D, pages 74 to 85.

⁹Frederick E. Croxton and D. J. Cowden, Applied General Statistics (New York: Prentice-Hall, Inc., 1955), pp. 480-481.

*Ibid., pp. 480-481.

Therefore, if the stores were classified as having either "high" or "low" turnover and the personnel policies as "Yes" the store had the policy or "No" the store did not have the policy, a dichotomous classification would result.

In order to classify the stores as having either high or low turnover, it was first necessary to define what was meant by high or low. One definition which could have been supplied, involved classifying a rate of turnover as being either above or below the mean rate for the particular city. However, store H of the Topeka stores had an exceptionally high rate of turnover (71 per cent). Since this rate was so much higher than the other rates in the same city, it suggested the possibility that it was caused partly by unusual circumstances.¹⁰ In any case, the mean rate for the Topeka stores would have been biased upward. Therefore, the median was used instead as the basis for the separation--that is, rates above the median were considered high and rates below were considered low. Since the number of stores in both groups were uneven, the "middle" rates were actually the medians. Therefore, these "middle" or median rates were placed in whichever group was the closest numerically, as shown on the following page.

¹⁰This possibility was confirmed after the interviewing had been completed. However, details could not be included without disclosing the identity of the store.

The Emporia stores were thus classified according to their respective rates of turnover into "high" and "low" groups as follows:

HIGH RATE

Store "C" with 26% turnover

LOW RATE

Store "B" with 15% turnover
Store "A" with 9% turnover

Store "B" was classed with store "A" in the "low" turnover group since 15% is nearer 9% than 26%.

The Topeka stores were similarly classified:

HIGH RATE

Store "H" with 71% turnover
Store "G" with 27% turnover

LOW RATE

Store "F" with 18% turnover
Store "E" with 17% turnover
Store "D" with 10% turnover

In applying this method to one of the personnel policies, store "A" and store "B", which used friends and relatives of employees as a source of labor supply, were classified as having "low" turnover and store "C," which did not use this source, was classified as having "high" turnover.¹¹

¹¹See Table X, Appendix D, page 74.

If this information were converted to a "2 x 2" table, it would become:

TABLE I
2 X 2 TABLE

Turnover	Policy		Total
	Yes	No	
High	0	1	1
Low	2	0	2
Total	2	1	3

Applying the formula:

$$r = \frac{(0)(0) - (2)(1)}{\sqrt{(0+1)(2+0)(0+2)(1+0)}} = -1.0$$

This indicated that the use of friends and relatives of employees as a source of labor supply, might be related to a low rate of turnover in the Emporia stores studied.

The method was then applied to all the personnel policies of the Emporia stores and to those of the Topeka stores. The result showed the following ranges of correlations (rounded to the nearest 10th) for the various policies:

Emporia stores	Topeka stores
±1.0	±1.0
	±0.7
	±0.6
±0.5	±0.4
	±0.2

Since the number of stores included in the study was small and the selection of them was not at random, the levels of significance were selected arbitrarily. The selections were: ± 1.0 for the Emporia stores and ± 0.7 for the Topeka stores. Correlations below these levels and their corresponding policies were either not shown or shown with a correlation of "N" to indicate no relationship.

As a matter of general interest to the reader of this study and for the benefit of anyone who might wish to make a similar study, a means for testing the significance of the correlations or relationships was shown in the appendix.¹² This method, known as the Chi Square Test (χ^2), gave a "p" value of more than .01, but less than .02 for the ± 0.7 correlation. In other words, this particular relationship would have occurred from one time in a hundred to two times in a hundred as a result of pure chance. However, as mentioned previously, the number of stores selected was small and not at random. Therefore, the probability shown was not asserted to be the true value.

¹²See Appendix B, pages 68 and 69.

CHAPTER IV

PRESENTATION OF FINDINGS

I. ANALYSIS OF EMPLOYEE TURNOVER

Professor Sumner Slichter of the Harvard Business School, writing in Nation's Business, said that:

--Management must dig below the surface of a company-wide turnover rate before it can begin to cope intelligently with the problems involved. You need to know not merely how many employees are quitting, but who is leaving and why.¹

Following this reasoning, the first part of this chapter was devoted to a breakdown and comparison of turnover by job categories with special emphasis on the stores having the highest rates of turnover. The remaining part shows the relationship of various personnel policies to the rates of turnover.

Rates of Turnover

The turnover, the per cent of turnover (to the nearest per cent), and the average number on the pay roll in each type of job are shown respectively in Tables II and III, pages 24 and 25; Tables IV and V, pages 26 and 27; and Tables VIII and IX, of Appendix C, pages 71 and 72.

¹Sumner Slichter, "Analysis of Worker Turnover Pays Off," Nation's Business, XLVI (January, 1958), 34.

TABLE II
EMPLOYEE TURNOVER: MEN

Type of Job	Stores							
	Emporia			Topeka				
	A	B	C	D	E	F	G	H
Executive	0	0	0	0	0	0	0	0
Junior executive	0	0		1			0	
Credits & collections					1		0	1
Accounting					0			
Personnel						0	0	
Mail & telephone					0			
Mechanics & repairmen (building)					0	2	1	
Protection-watchmen					0	2	1	
Cleaners, janitors & porters	0	0	0	0	0	1	1	0
Advertising			0		0	0		
Display	0				0	0	0	1
Receiving & marking	0			0	2	0	0	0
Delivery			2		1	0	1	
Alterations & workrooms							0	
Warehouses	0						0	0
Department managers	0	0		1	1			3
Salesmen	1	0		0	5		0	6
Stockclerks, etc.						0		
Mechanics & servicemen	1				4	0	0	4
Totals Each Store	2	0	2	2	11	5	4	15
Totals Each City	4			37				

NOTE: This table should be read as follows: The Emporia store A had a turnover of one salesman during the given twelve-month period.

TABLE III
EMPLOYEE TURNOVER: WOMEN

Type of Job	Stores							
	Emporia			Topeka				
	A	B	C	D	E	F	G	H
Executive			1			0	0	
Junior executive						1		
Credits & collections	0		1		3	0	1	3
Accounting	1		1	1	2	0	0	2
Personnel					0			
Mail & telephone	0				0	1	0	1
Adjustments						0		
Elevator operators						2	4	
Cleaners, janitors & porters						2		
Advertising				0	0	0	1	
Display		0					0	
Receiving & marking	0	0	0	0		1	0	2
Cashiers & wrappers		2	1		1	2		
Alterations & workrooms		0	0	0	1	5	2	0
Warehouses					1			
Other					4			
Department managers	0				1			1
Saleswomen	0	2	5	0	8	30	45	20
Stockclerks, etc.	1							
Mechanics & service								0
Totals Each Store	2	4	9	1	24	44	53	29
Totals Each City	15			151				

NOTE: This table should be read as follows: The Emporia store A had a turnover of one woman in accounting during the given twelve-month period.

TABLE IV
PER CENT OF TURNOVER: MEN

Type of Job	Stores							
	Emporia					Topeka		
	A	B	C	D	E	F	G	H
Executive	0	0	0	0	0	0	0	0
Junior executive	0	0		100			0	
Credits & collections					10		0	100
Accounting					0			
Personnel						0	0	
Mail & telephone					0			
Mechanics & repairmen (building)					0	67	50	
Protection-watchmen					0	67	25	
Cleaners, janitors & porters	0	0	0	0	0	50	25	0
Advertising			0		0	0		
Display	0				0	0	0	100
Receiving & marking	0			0	33	0	0	0
Delivery			200		17	0	50	
Alterations & workrooms							0	
Warehouses	0						0	0
Department managers	0	0		33	3			38
Salesmen	33	0	0	0	11		0	100
Stockclerks, etc.						0		
Mechanics & servicemen	20				20	0		100
Totals (% Turnover) Each Store	9	0	29	20	9	15	10	60
Totals Each City		10				16		

NOTE: This table should be read as follows: The Emporia store A had a turnover rate of thirty-three per cent for men in sales during the given twelve-month period.

TABLE V
PER CENT OF TURNOVER: WOMEN

Type of Job	Stores								
	Emporia			Topeka					
	A	B	C	D	E	F	G	H	
Executive			100			0	0		
Junior executive						33			
Credits & collections	0		100		150	0	25	43	
Accounting	20		25	25	25	0	0	67	
Personnel					0				
Mail & telephone	0				0	20	0	100	
Adjustments						0			
Elevator operators						50	100		
Cleaners, janitors & porters						50			
Advertising				0	0	0	33		
Display		0					0		
Receiving & marking	0	0	0	0		33	0	100	
Cashiers & wrappers		100	100		25	40			
Alterations & workrooms		0	0	0	25	50	40	0	
Warehouses					33				
Other					20				
Department managers	0				10				
Saleswomen	0	17	20	0	24	16	35	200	
Stockclerks, etc.	100								
Mechanics & servicewomen								0	
Totals (% Turnover) Each Store	9	24	26	5	28	19	31	78	
Totals Each City		20			27				

NOTE: This table should be read as follows: The Emporia store A had a turnover rate of twenty per cent for women in accounting during the given twelve-month period.

The total rates of turnover (to the nearest per cent) for the stores in the two cities were as follows:

Emporia		Topeka	
Store A	-- 9%	Store D	-- 10%
" B	-- 15%	" E	-- 17%
" C	-- 26%	" F	-- 18%
		" G	-- 27%
		" H	-- 71%

Employee turnover in the Emporia stores. Table II, page 24, and Table IV, page 26, show that the turnover of men in the Emporia stores was limited to two job categories in store A, none in store B, and one in store C. The high turnover store--C--had a turnover of 2 deliverymen (200 per cent).

Table III, page 25, and Table V, page 27, show that the turnover of women in the Emporia stores was found in two categories in store A, two in store B, and five in store C. The high turnover store--C--had a turnover of 1 executive (100 per cent), 1 in credits and collections (100 per cent), 1 in accounting (25 per cent), 1 cashier or wrapper (100 per cent), and 5 sales women (20 per cent). Turnover was thus found in both unskilled and skilled positions or positions requiring some degree of training.

Employee turnover in the Topeka stores. Table II, page 24, and Table IV, page 26, show that the turnover of

men was found in two job categories in store D, six in store E, three in store F, four in store G, and five in store H.

The high turnover store--G--had a turnover of 1 building mechanic or repairman (50 per cent), 1 watchman (25 per cent), 1 janitor or porter (25 per cent), and 1 in delivery (50 per cent). The high turnover store--H--had a turnover of 1 in credits and collections (100 per cent), 1 in display (100 per cent), 4 mechanics or servicemen (100 per cent), 3 department managers (38 per cent), and 6 salesmen (100 per cent).

The turnover of women, as shown in Table III, page 25, and Table V, page 27, was found in one job category in store D, eight in store E, eight in store F, five in store G, and six in store H.

The high turnover store--G--had a turnover of 1 in credits and collections (25 per cent), 4 elevator operators (100 per cent), 1 in advertising (33 per cent), 2 in alterations (40 per cent), and 45 saleswomen (35 per cent). The high turnover store--H--had a turnover of 3 in credits and collections (43 per cent), 2 in accounting (67 per cent), 1 handling the mail and telephone (100 per cent), 2 in receiving and marking (100 per cent), 1 department manager (9 per cent), and 20 saleswomen (200 per cent). Turnover was thus found in both unskilled and skilled categories or categories requiring some degree of training.

Comparisons of Rates of Turnover

A number of comparisons of these rates of turnover could be made. However, it was not within the scope of this study to include more than those which were believed to be the most meaningful. The following comparisons were selected on this basis.

The rate of turnover for men compared to the rate for women. Tables II, III, IV, V, VIII, and IX, pages 24, 25, 26, 27, and Appendix C, pages 71 and 72, show that a total of 39 men were employed in the Emporia stores with a turnover of 4, or approximately 10 per cent; and a total of 75 women were employed with a turnover of 15, or 20 per cent. The rate of turnover was, thus, greater for women than for men in the Emporia stores. Two of the stores (A and B) showed higher rates of turnover for women than for men; and one store (C) had a higher rate for men. However, this store employed only 7 men including 1 as a deliveryman. The total turnover of men (2) was attributed to this one position and amounted to 200 per cent.

These tables also show that a total of 228 men were employed in the Topeka stores with a turnover of 37, or approximately 16 per cent; and a total of 552 women were employed with a turnover of 151, or approximately 27 per cent.

Further analysis of Tables IV and V, pages 26 and 27, shows that the turnover of men in the high Emporia store (C), which was found in only one category, was in an unskilled category. In Topeka, the turnover of men in one of the high turnover stores (G), was also found only in unskilled categories. This was not the case for the other high Topeka store (H) in which the turnover of men was found in both skilled and unskilled categories. However, as mentioned in the footnote on page 19, the turnover in this store may have been affected by unusual circumstances.

The turnover of women in the high Emporia store (C) and the high Topeka stores (G and H) was found to be in both skilled and unskilled categories.

It was apparent then, that generally, the turnover of women was not limited to any particular job type or category, while the turnover of men was found to be higher in the unskilled than in the skilled categories.

General Conclusions

From the analysis on the preceding pages, several generalizations could be made. For example:

1. There is less turnover of men in skilled jobs or jobs requiring special training than in unskilled jobs. Women, on the other hand, are apparently less affected by the type of job--that is, they are terminated from skilled and unskilled positions in nearly the same proportions.
2. There is a higher rate of turnover among women than among men.

3. A high rate of turnover for saleswomen is common to most department stores.

4. Larger cities tend to have a higher rate of turnover for both men and women employees than smaller cities.

The differences in the rates of turnover of men and women might be explained by the notion that men are generally considered the "breadwinner" and would be, therefore, less inclined to leave a good job, but might leave for a better one. Women, on the other hand, might leave for marriage and family reasons regardless of the job.

The high rates of turnover of saleswomen might be due to the possibility that women going into this type of work, do not for some reason intend to make it a career. For instance, they might work because they have nothing else to occupy their time, or they might wish to pay some of the family debts. Also, due to the fact that most positions of this type are on a commission basis, the amount of pay might be uncertain, thus leading to dissatisfaction. Possible solutions might then be in improvements in pre-selection interviewing and/or better pre-selection information.

The availability of other employment might explain the higher rate of turnover in larger cities.

II. CORRELATIONS OF PERSONNEL POLICIES WITH THE RATES OF TURNOVER

Table VI, pages 34 to 36, shows the correlations of the various personnel policies, shown in Appendix D,

pages 74 to 85, with the rates of turnover. As explained in Chapter III, page 20, the stores were first classified as having either high or low turnover. These classifications were then correlated with the existence or non-existence of the various policies. Correlations for the Emporia stores of less than ± 1.0 , were either not shown or shown as "N" for no relationship. Correlations of less than ± 0.7 for the Topeka stores, were not shown or shown as "N." "N" was used when a correlation was shown for one city, but no corresponding one could be shown for the other. (See "significance level," Chapter III, page 21.)

Other policies related to turnover in many instances would be the reciprocal of those shown. For example, if a policy of using friends and relatives of employees as a source of labor supply, was related to low turnover; the reciprocal or the policy of not using this source, would result in a positive correlation--that is it would show a relationship to high turnover. (See correlation method described on page 18.) Whether or not this would apply in every case might be a debatable question, and would probably require further interviewing and study. (See "Recommendations," page 56.)

TABLE VI

CORRELATIONS OF PERSONNEL POLICIES
WITH THE RATES OF TURNOVER

Personnel Policies	Values of r	
	Emporia	Topeka
I. Sources of labor supply		
A. Sources of labor supply used:		
2. Friends and relatives of employees	-1.0	N
4. Local schools and colleges	N	-1.0
II. Selection of applicants		
A. Requirements as to age, education, health, sex, and marital status:		
1. Minimum hiring age: sixteen	+1.0	N
10. No definite maximum hiring age limit	N	-0.7
11. No minimum formal education	N	-0.7
12. Minimum high school education	N	+0.7
13. Require new employees to be in good health	N	+0.7
18. No general preferences as to sex	-1.0	N
19. Hire mostly female employees	+1.0	N
III. Introduction of the new employee to his job		
B. Information on company history, policies, and products		
1. Is given, the new employee	-1.0	N
2. Information on policies and products only, given the new employee	+1.0	N
IV. Training		
A. Types of training programs:		
5. Assistant manager and/or junior executive training	N	+0.7

NOTE: This table should be read as follows: The policy of using friends and relatives of employees as a source of labor supply, had a correlation of minus one, point, zero, with the rates of employee turnover in the Emporia stores.

TABLE VI (continued)

Personnel Policies	Values of r	
	Emporia	Topeka
B. Persons giving and receiving training		
1. Training given by sponsors	-1.0	N
7. Training supervised by department managers	+1.0	N
9. Training supervised by manager	-1.0	N
C. Training methods used and time spent in training:		
5. Personal conferences	+1.0	+0.7
6. Sponsor system	-1.0	N
9. Training period: two months	+1.0	N
13. Length of training period: indefinite	N	+0.7
D. Outside educational pursuits on the part of employees		
1. Are encouraged by company	-1.0	-0.7
V. Employee ratings and follow-up		
A. Merit rating plans in operation:		
1. For all employees	-1.0	N
VI. Employee representation and suggestions		
A. Suggestion systems and awards:		
1. Suggestion system in operation	N	+0.7
VII. Health, safety, and benefit activities		
A. Services available:		
1. Group insurance	-1.0	N
4. Employee publications	-1.0	N
B. First aid:		
1. Facilities and personnel available to administer	-1.0	N
2. Facilities only, available	+1.0	N
E. Employee privileges:		
3. Shopping time given on various occasions	N	+0.7
4. Rest periods given	N	-0.7
VIII. Job studies		
A. Studies of the duties performed and the qualifications required on each job:		
3. A complete study made for only a few positions	+1.0	N

TABLE VI (continued)

Personnel Policies	Values of r	
	Emporia	Topeka
X. Wage levels and labor conditions		
A. Wage levels in relation to community		
2. Set at the prevailing levels or above	-1.0	N
3. Set at the prevailing levels	+1.0	N
C. Wage incentive plans in operation:		
1. Incentive plan	-1.0	N
D. Working hours:		
1. Women: 40 hr. 5 day week	N	-0.7
2. Women: 40 hr. 5½ day week	N	+1.0
5. Men: 40 hr. 5½ day week	+1.0	+1.0
E. Overtime payment and how determined:		
1. All employees except executives receive payment for overtime work	N	+1.0

Relationships found in the Emporia Stores. The personnel policies found to have a relationship to low turnover in the Emporia stores and their possible meanings are as follows:

1. The use of friends and relatives of employees as a source of labor supply. Employees hired from this source would probably have some knowledge of job requirements and working conditions prior to their employment. This suggests that employees with this prior knowledge might be less likely to terminate because they didn't like the job or the company.

2. No general preferences as to sex in the selection of applicants. This would probably allow greater freedom in the selection and assignment of applicants than where there were preferences. Selection and assignment could then be made more on the basis of an applicant's qualifications and abilities, thus tending to reduce terminations for a lack of these qualities.

3. Giving information on company history, policies, and products to the new employee. This might tend to help an employee become better acquainted with the company, thus giving him a sense of loyalty to or belonging to the company.

4. Training given by sponsors or the use of the sponsor system of training. This means that particular persons were designated to give training to employees, which might ensure that they were given the required training. Well trained employees probably would stay on the job longer than those not so well trained. (See item 7, page 12.)

5. Training supervised by manager. This could indicate that training programs were considered of such importance as to be part of the manager's responsibility. The extent and quality of training might, therefore, be better than where this responsibility was delegated.

6. The policy of encouraging outside educational pursuits. This would permit the use of additional training facilities, thus adding to the quality of a training program. Well trained employees seem to stay on the job as shown in 4 and 5 above.

7. The operation of a merit rating plan for all employees. This would be a means of showing an employee how he was doing on the job and that he was being evaluated fairly. It could thus give an employee recognition for proficiency on the job. (In another study this was also found to be related to turnover, see page 11.)

8. The provision of group insurance. This would be a fringe benefit which an employee might lose if his employment were terminated.

9. The provision of employee publications. This could tend to promote good employee-employer communications and help the employee feel he belonged to the organization.

10. The provision of facilities and personnel to administer first aid. This would be a provision for the health and safety of the employees and could also indicate to them that management was concerned with their welfare.

11. Wage levels set at the prevailing levels or above. This would indicate that management was competing with other employers. Employees, therefore, would probably not be likely to leave for higher wages (for similar work) in the same city.

12. The operation of a wage incentive plan. This could provide a monetary award for proficiency. An employee might, therefore, be less likely to leave because he felt he was not being paid for his efforts.

Policies found to have a relationship to high turnover and their possible meanings in these same stores are as follows:

1. A minimum hiring age of sixteen. Young workers may be more likely to be separated from a job than older workers. There would probably be a number of reasons. For instance, young workers, with little or no work experience or prior knowledge of job requirements, might become dissatisfied after learning the true nature of the job. Also, they might have taken a job to earn a specific amount of money such as for school, with no intention of making it a career.

2. The policy of hiring mostly female employees. This is in line with the analysis made in the first part of this chapter where women were found to have a higher rate of turnover than men. (See pages 30 and 31.)

3. The policy of giving information on policies and products only, to the new employee (no information given on company history). This is similar to number 3, page 37, except that in this case the employee would not become so well acquainted with the company and, therefore, might not have the same sense of loyalty or belonging.

4. Training supervised by department managers. This would indicate that training was not given the importance as in stores where the manager supervised the training. The extent and quality of training might, therefore, be less. (See policy number 5 "training supervised by manager," page 37.)

5. The personal conference as a method of training. This relationship may mean that this method was relied upon too heavily--that other methods of training should be used as well. Also, this method might not have much value if it did not include attempts to show or demonstrate how a job was to be done. In either case, training might be inadequate.

6. A training period of two months. This was perhaps too short a period, at least for some positions. Training in many cases might need to be continuous.

7. The policy of providing first aid facilities only (no personnel to administer). This is similar to number 10, page 38, except that it indicates the employer is not quite so concerned with the welfare of the employee.

8. Wage levels set at the prevailing levels. This suggests that wages were no higher than in other stores--that an employee could make as much and possibly more in some other store in the same city. In any case, there would seem to be little assurance that an employee could not leave to make a higher wage.

9. Job studies made for only a few positions. It would be difficult to determine the meaning of this relationship without further study. Table X, page 82, Appendix D, shows that of the stores in the low turnover

group, no studies had been made in one, while in the other, several studies had been made. This would suggest that it was better to have no studies than studies for just a few positions, although the correlation was too small to show this. (See "significance level," Chapter III, page 21.)

10. A forty-hour, five and one-half day, week for men.² Table X, Appendix D, page 84, shows that the two stores which had the lower rates of turnover, also had longer working hours. Several inferences could be made from this. For instance, it could be inferred that male employees favored longer working hours, (which is not probable), or that the number of working hours is not necessarily related to the rate of turnover for men. The real meaning would be difficult to determine without further investigation.

From an analysis of the preceding relationships, the following suggestions could be made in regards to policies which might have a tendency to reduce turnover in the Emporia stores:

1. The use of friends and relatives of employees as an additional source of labor supply.
2. Flexible requirements as to the minimum hiring age and as to sex in the selection of applicants.
3. An organized orientation and training program for all employees under the supervision of the manager. This program should utilize outside educational facilities and should employ a variety of methods including the sponsor system.
4. Wages set at average levels or above.
5. Some type of merit rating plans and incentive plans in operation.
6. The provision of first aid facilities and the training of personnel to administer the first aid.
7. The provision of group insurance.
8. Some type of an employee publication provided.

²The working day was apparently less than eight hours.

Relationships found in the Topeka stores. The personnel policies found to have a relationship to low turnover in the Topeka stores and their possible meanings are as follows:

1. The use of local schools and colleges as a source of labor supply. This could permit a department store to hire employees who might not be available through other sources such as employment agencies, because they had not considered entering this type of work. With more applicants a store could more easily select the required number of suitable employees. Also, a store which regularly hired from this source might be able to induce some students to prepare for this type of work. The selection of employees was believed by another writer to be an important factor in turnover. (See item 1, page 11.)
2. No definite maximum hiring age limit. This could permit the hiring of well qualified older workers who might be less restless and, therefore, less likely to terminate. Another writer believed that older workers were less likely to leave the job. (See page 13.)
3. No minimum formal education requirement in the selection of applicants. This would permit the hiring of otherwise well qualified workers who might desire this type of work. Also, they might be less likely to terminate in that the lack of a formal education might hinder them in obtaining other employment.
4. An assistant manager and/or junior executive training program. This could indicate that there were opportunities for advancement and that the people in management might be better trained than where such a program did not exist. Both of these factors were found in other studies to be related to turnover. (See page 11.)
5. The policy of encouraging outside educational pursuits. This would permit the use of additional training facilities. As stated previously, well trained employees seem to stay on the job. (See item 6, page 37.)
6. The allowance of rest periods. This policy could contribute to the maintenance of high morale and even to efficiency. Employees with high morale would probably be less likely to terminate.

7. A forty-hour, five day, work week for women. A short work week could be especially beneficial to married women with family obligations, who might not be able to work otherwise. It could also be a factor in morale as in 6 above.

Policies found to have a relationship to high turnover and their possible meanings in these same stores are as follows:

1. The requirement of a minimum high school education in the selection of applicants. This could prevent the hiring of otherwise well qualified workers who might desire this type of work. Also, these workers might be less likely to terminate in that the lack of a formal education might hinder them in obtaining other employment.

2. Requiring new employees to be in good health. This could mean that rigid requirements might prevent the hiring of otherwise well qualified workers as in 1 above. A physical handicap might not hinder performance in some types of jobs.

3. The use of the personal conference as a method of training. This was the same relationship found for the Emporia stores. (See policy 5, page 39.) As pointed out in that section, it may mean that this method was relied upon too heavily--that other methods of training should be used as well. Also, this method might have little value if it did not include attempts to show or demonstrate how a job was to be done.

4. The training period of indefinite length. This could be an indication that a training program was not well planned. Training might, therefore, be insufficient or inadequate. As stated previously, poorly trained employees might be more inclined to terminate.

5. Time off for shopping. This policy in itself may not be actually related to a high rate of turnover. There is a possibility that this policy would benefit mostly female employees, who have a high rate of turnover anyway (see page 30), and would, therefore, have little effect upon male employees. Further investigation would be necessary before the real meaning could be determined.

6. The forty-hour, five and one-half day, work week for women. This was probably too long a work week. The shorter (5 day) week was related to low turnover. (See policy 7, page 42.) In this case it might tend to lower morale or be considered an unattractive working condition where it was in effect.

7. The operation of an employee suggestion system. Upon examination of Table X, Appendix D, page 80, it can be seen that stores G and H, which had suggestion systems in operation and were in the high turnover group, did not give awards for suggestions. Store E, which also had a suggestion system, but gave awards, was in the low turnover group. This suggested that the attachment of awards to a suggestion system might alter its relationship to turnover. Further study would be necessary to discern the true meaning.

8. The forty-hour, five and one-half day, work week for men. Table X, Appendix D, page 84, shows that of the three stores in the low group, one had a shorter work week and two a longer work week. This was similar to the relationship found for the Emporia stores and was likewise unclear as to meaning. (See policy 10, page 40.)

9. All employees except executives receive payment for overtime work. It could not be established, however, that a particular overtime payment policy was related to low turnover, as each of the three stores in the low group had a different policy. (See Table X, Appendix D, page 84.) This was, therefore, another case in which it would be difficult to discern the meaning of a relationship without further investigation.

From an analysis of the preceding relationships, the following suggestions could be made in regards to policies which might have a tendency to reduce turnover in the Topeka stores:

1. The use of local schools and colleges as an additional source of labor supply.
2. Flexible maximum hiring age limits in the selection of applicants.

3. Flexible minimum standards for health and education in the selection of applicants.

4. An organized orientation and training program for all employees including junior executives. This program should utilize outside educational facilities and should employ a variety of methods.

5. Allowance of rest periods.

6. A forty-hour, five day, work week for women.

Comparison of the relationships found in the Emporia stores with those found in the Topeka stores. Table VI, pages 34 to 36, shows that the correlations found in the Emporia stores were similar to those found in the Topeka stores in only three instances as follows:

1. The use of personal conferences as a method of training was related to high turnover.

2. The policy of encouraging outside educational pursuits was related to low turnover.

3. The forty-hour, five and one-half day, work week for men was related to high turnover.

The first two policies would pertain to training programs, as previously explained. The third policy, however, would require more investigation before the meaning could be determined as explained in policy 10, page 40, and policy 8, page 43.

General conclusions. The study indicated that the causes of turnover in Emporia and the causes in Topeka are not the same in most instances. However, from an analysis of these studies, the following suggestions could be made

in regards to policies which might have a tendency to reduce turnover in any department store:

1. An organized orientation and training program for all employees. This program should utilize outside educational facilities and should employ a variety of methods.

2. The policy of hiring men rather than women for skilled positions or positions requiring special training, where possible.

In this study, thirty-six personnel policies were found to have some relationship to turnover in one or both of the cities studied. Suggestions were made as to the possible meanings of thirty of these policies. The meanings of six policies, however, would be difficult to determine without further study. (See "Recommendations," page 56.) These six policies requiring further investigation are as follows:

1. The personal conference as a method of training.
2. Job studies.
3. Working hours (men).
4. Time off for shopping.
5. Suggestion systems.
6. Overtime payment policies.

CHAPTER V

COMPARISON OF THE FINDINGS WITH THOSE FOUND IN OTHER STUDIES

The purpose of this chapter was to compare the findings of this study--that is the personnel policies which were related to turnover--with the relationships or causes of turnover as found in other studies or as expounded by other writers.

Table VII, page 47, shows a composite of all the factors found in the other studies (shown in Chapter II, pages 10 to 13), with an indication of which ones were similar to those found in the present study. The first column shows these factors, while the second column shows the section or sections of the structured interview form, shown in Appendix A, pages 65 and 66, containing the questions which are believed to be the most closely concerned with these factors. The third column, taken from the table of correlations (see Chapter IV, pages 34 to 36), shows whether a relationship was found in either of the cities studied. The following discussion takes up each of these factors in numerical order.

1. Part VII of Table VI, pages 34 to 36, shows that certain facilities and services were related to turnover in Emporia, while certain privileges were related in Topeka.

TABLE VII
COMPARISON OF FINDINGS
WITH OTHER STUDIES

Factors affecting turnover as found in other studies or as expounded by other writers	Section of interview guide (Appendix A) designed to disclose factors	Cities, E & T (Emporia and Topeka), in which a relationship was found
1. Facilities, services and privileges	VII	E & T
2. Grievance procedure	VI	NONE
3. Monotony of repetitive operations	NONE	NONE
4. Job studies	VIII	E
5. Older workers in the labor force	II	T
6. Opportunities for advancement	IV	T
7. Pension, health, and welfare plans	VII	E
8. Quality of selection and assignment methods	I, II, & III	E & T
9. Quality of supervision	IV	E & T
10. Seniority system	X	NONE
11. Training programs	IV	E & T
12. Transfers within the company	IX	NONE
13. Wage structure	X	E
14. Working conditions	X	E & T
15. Achievement	V, VI, & X	E & T
16. Assessment	V & VIII	E
17. Autonomy	VIII	E
18. Recognition	V, VI, & X	E

NOTE: This table should be read as follows:

(1.) Facilities, services, and privileges were factors found in other studies to be related to turnover. Questions designed to disclose these factors, were included in Section VII of the structured interview guide. These factors were found to have some relationship to turnover in both the Emporia and Topeka stores.

2. No relationship was found for policies, which would have included grievance procedure, shown under Part VI of the interview form (see Appendix A, page 65).

3. Questions on the monotony of repetitive operations were not included in the interview guide.

4. Referring again to the table of correlations (see Chapter IV, pages 34 to 36), job studies were found to be related to turnover only to the extent that a complete study made for a few positions was related to high turnover in Emporia.

5. The policy of no definite hiring age limit, which could result in the presence of older workers in the labor force, was related to low turnover in the Topeka stores.

6. Opportunities for advancement were related to turnover to the extent that the existence of an assistant manager and/or junior executive training program was related to low turnover in the Topeka stores.

7. Pension, health, and welfare plans were related to turnover to the extent that the existence of group insurance, employee publications, and first aid facilities and personnel, were related to low turnover in the Emporia stores.

8. Selection and assignment methods (which would include the sources of labor supply; the selection requirements as to age, education, health, sex and marital status; and the giving of information on company history, products and policies) were related to turnover in both Emporia and Topeka.

9. The quality of supervision was related to turnover in both cities, to the extent that types of training programs, the persons giving and receiving training, and training methods, were related to turnover.

10. No relationship was found for seniority, although two stores used the seniority system (see Appendix D, page 84).

11. Training programs were related to turnover as to types in Topeka and as to the persons giving and receiving training in Emporia. Training methods and the time spent in training, were related in both cities (see Table VI, pages 34 to 36).

12. Transfers within a company were not found to be related in either city (see Appendix D, page 83).

13. Table VI, pages 34 to 36, shows that wages were related to turnover in the Emporia stores.

14. Working conditions, limited to working hours, were related to turnover in the Topeka stores and to an indeterminate extent in the Emporia stores.

The remaining four factors--achievement, assessment, autonomy and recognition--are somewhat abstractive terms and thus involve a number of factors or elements. Some of these elements were believed by the writer of this study to be the personnel policies shown in the various sections of Table X, Appendix D, pages 74 to 85, and the table of correlations, pages 34 to 36. This belief was derived from a study of the definitions of these terms. However, no assertion was made that this was more than a supposition.

Reference is again made to Table VI, pages 34 to 36.

15. Achievement, the need of the employee to feel that he has done something worthwhile, was believed to involve merit rating plans which were related to turnover in Emporia. It was also believed to involve suggestion systems and awards which were related to turnover in Topeka, and wage incentive plans which were related to turnover in Emporia.

16. Assessment, the need to feel that the standard for judging behavior and performance is reasonable and just, was believed to involve merit rating plans and job studies, which were related to turnover in Emporia.

17. Autonomy, the need of the employee to feel he has power over his own actions and that there is an area where he has prime responsibility, was believed to involve job studies, which were related to turnover in Emporia.

18. Recognition, the need to feel that achievements are made known to others, was believed to involve merit rating plans which were related to turnover in Emporia, suggestion systems and awards which were related to turnover in Topeka, and wage incentive plans related to turnover in Emporia.

Thus, the questions in the structured interview used in this study disclosed, in varying degrees, seventeen of the eighteen factors affecting turnover as found in other studies. Six of the factors were found to be related to turnover in both cities, while six were related only in Emporia and two only in Topeka. Three factors were not found to be related in either city.

As shown above, most of the factors found to be related to turnover in other studies, were also found to be related, in varying degrees, in one or both of the cities studied. It is pointed out, however, that the relationships of many additional factors to turnover were found in the present study. For example, Table VI, pages 34 to 36, shows the relationships of specific factors such as the selection requirements as to age, education, health, and sex; the sources of labor supply; and methods of training.

This might suggest that there were more factors related to turnover in department stores than in some

other types of industry. However, it is probable that more factors were investigated in the present study than in the other studies listed.

Q. The purpose of this study was to determine the effect of various personnel policies on the productivity of the workers in the textile industry.

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CHAPTER VI

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

I. SUMMARY

One of the important symptoms of employee dissatisfaction was believed by several writers to be shown in employee turnover. The suggestion was made that a place to begin in the study of turnover could be with personnel policies. It was, therefore, the purpose of this study to show the relationship of various personnel policies to the rates of employee turnover in eight selected department stores (three in Emporia and five in Topeka).

The method used was first to construct questions concerning various personnel policies which were believed to have some relationship to turnover. These questions were then used as a guide in interviewing the managers and/or personnel managers of the selected stores to determine the various policies in effect. Questions were also constructed to aid in obtaining the turnover and average number on the pay roll in each of the various types of jobs.

The collected information was first shown in tabular form. The stores were next classified as having either high or low rates of total turnover in the particular city. The stores were further classified as either having or not having a particular personnel policy. A correlation was

then computed to show the relationship between these two classifications for each of the personnel policies found in all of the stores. Correlations above a certain significance level for each city were shown in tabular form.

The aforementioned findings were then compared with the findings of other studies of turnover and also shown in tabular form.

The study revealed that there was a higher rate of turnover among women than among men in both the Emporia and Topeka stores. The turnover of both men and women was found to be greater in the Topeka stores than in the Emporia stores. It was also found that there was similarity of turnover as to type of job in only a few cases in comparing the high turnover store in Emporia with the high turnover stores in Topeka. However, there seemed to be less turnover among men in positions requiring some degree of skill or special training than in less skilled positions. Women, on the other hand, were apparently terminated from skilled and unskilled positions in nearly the same proportions.

The study showed that twenty-five personnel policies in such areas as selection; training; employee ratings; health, safety, and benefit activities; and wage and labor conditions were found to be related to turnover in the Emporia stores. Eighteen personnel policies in such areas as selection; training; health, safety, and benefit activities; and labor conditions were found to be related

to turnover in the Topeka stores. The relationships found in the Emporia stores were similar to those found in the Topeka stores in only three instances.

In other studies, eighteen factors were found to be related to turnover. Fourteen of these factors were found to be related, in varying degrees, to turnover in one or both of the cities studied. However, a number of additional factors related to turnover, were also found in the present study.

II. CONCLUSIONS

The present study revealed that there is a lack of information on turnover and its causes in the retailing industry and especially in department stores. This study may have provided some insight into these causes in that it may have investigated more factors and revealed more factors related to turnover than other recent studies. (See "Other Studies of Turnover," Chapter II, pages 10 to 13.)

In the present study, thirty-six personnel policies were found to have some relationship to turnover. However, in most cases, these relationships were not the same in both cities studied. This could indicate that there were other factors (possibly in the composition of the population or the availability of other employment) that had an

influence on the rates of turnover. In any case, it indicated that turnover is caused not by a few factors, but by many factors, some of which may be complex and difficult to determine.

In other studies of turnover, the problem was often approached by questioning the employees or previous employees, or by examining termination reports. According to Aspley and Whitmore, it might be doubtful if these sources would reveal the true causes.¹ In any case, the persons questioned might have a tendency to give answers which would absolve any one from blame.

The present study may have eliminated some of this bias. That is, the questions asked the store managers in this study might have been less likely to have resulted in biased answers. The main reason would be that the questions merely called for impersonal facts, most of which were either common knowledge among employees or could have been obtained from outside sources such as other store managers, friends and relatives of employees, or from some employment agencies. Also, the managers of the eight stores studied voiced no objections to any of the interview questions.

However, it must be pointed out that the study was not without deficiencies. For instance, the fact that only eight stores were studied, would probably limit the

¹See Chapter I, page 4.

predictive value of the findings from a statistical standpoint. Also, only a limited number of other studies of turnover were found and compared with the present study. This could suggest that a study, similar to the present study, might have been found if a more exhaustive search had been conducted, and if it had also been conducted in additional libraries.

In a number of instances the factors found to be related to turnover were difficult to explain. Further study or a different type of investigation might have revealed some of the meanings.

Suggestions for overcoming these deficiencies are made in the following section.

III. RECOMMENDATIONS

It is recommended that:

1. Studies be made of the relationship of various personnel policies to the rates of turnover for particular job types or categories. This might answer the question whether some policies affect turnover to a different extent in one job category than in another.

2. Further analysis and investigation be made of the relationships found in the present study. This analysis and investigation might disclose the possible meanings of a number of relationships not explained in the study. It might also show the relationship of the reciprocal of various policies to turnover, as described on page 33. It could result in a reconstruction of the interview questions used and/or in an improvement in the methods of investigation and study used.

3. Studies of turnover be made in department stores, by using other methods of investigation such as by

questioning previous employees and/or employees presently on the job. This could permit a comparison and an evaluation of the present methods and other methods to be made.

4. An exhaustive library study be made of turnover in department stores. As mentioned in Chapter I, page 4, few studies of turnover in this type of industry have been made. A resulting collection of such studies could be of value to anyone engaged in this type of industry or to anyone contemplating making a similar study.

5. Studies be made of other larger groups of department stores selected by random or some other type of sampling method. If such a larger study of this type could be made, a lower level of significance could be established.² By the use of the various correlations, a list of the comparative values of various personnel policies as factors affecting turnover could be constructed. Applying these values as a guide, a store manager with a high rate of turnover might be able to place in effect the combination of personnel policies which would bring the greatest reduction in turnover for the least expense.

6. Studies of turnover be made in other types of industry using the present or other methods. As in 3 above, this could also permit a comparison and an evaluation of the present study and other studies to be made. In addition, it could contribute to the store of knowledge of turnover and its causes.

²For instance this could mean that personnel policies, which had a correlation such as ± 0.5 or even below with the rate of turnover, were also related to turnover. Policies with this low a correlation were not shown in the present study, because such relationships would probably exist only by chance. As an example: if one of the two low turnover stores in Emporia (A) had a particular policy and the other low store (B) as well as the high store did not have the policy, the policy would probably be related to low turnover only by chance. (See Appendix B, page 68.)

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APPENDIXES

WILEY

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96	97	98	99	100

APPENDIX A
SPECIMEN FORMS

QUESTIONNAIRE: EMPLOYEE TURNOVER

TYPE OF JOB	AVERAGE NO. ON PAY ROLL		TURNOVER	
	MEN	WOMEN	MEN	WOMEN
I. ADMINISTRATIVE				
A. Executive (merchandise managers, buyers, nonselling department heads, others.)	—	—	—	—
B. Junior executive (assistant buyers, section managers, nonselling department assistants, others.)	—	—	—	—
C. Credits and collections	—	—	—	—
D. Accounting	—	—	—	—
E. Personnel	—	—	—	—
F. Mail and telephone	—	—	—	—
G. Adjustments	—	—	—	—
II. MAINTENANCE (building)				
A. Elevator operators	—	—	—	—
B. Mechanics and repairmen	—	—	—	—
C. Protection-watchmen	—	—	—	—
D. Cleaners, janitors, and porters	—	—	—	—
III. PUBLICITY				
A. Advertising	—	—	—	—
B. Display	—	—	—	—

QUESTIONNAIRE: EMPLOYEE TURNOVER (continued)

TYPE OF JOB	AVERAGE NO. ON PAY ROLL		TURNOVER	
	MEN	WOMEN	MEN	WOMEN
IV. TRAFFIC				
A. Receiving and marking	—	—	—	—
B. Delivery	—	—	—	—
V. MISCELLANEOUS				
A. Cashiers and wrappers	—	—	—	—
B. Alterations and workrooms	—	—	—	—
C. Warehouses	—	—	—	—
D. Other	—	—	—	—
VI. SELLING				
A. Department managers	—	—	—	—
B. Salespeople	—	—	—	—
C. Sponsors	—	—	—	—
D. Stockclerks, etc.	—	—	—	—
E. Mechanics and servicemen	—	—	—	—
TOTALS	—	—	—	—

Period Covered: April 1, 1958 through March 31, 1959, inclusive

STRUCTURED INTERVIEW GUIDE

I. THE SOURCES OF LABOR SUPPLY

- A. What sources of labor supply are used?

II. SELECTION OF APPLICANTS

- A. What are the requirements as to age, education, health, sex, and marital status?
- B. Are preplacement physical examinations given?
- C. What selection tests are used? For what positions?

III. INTRODUCTION OF THE NEW EMPLOYEE TO HIS JOB

- A. Are unpleasant features of the job explained to the new employee?
- B. Is information on company history, policies, and products given the new employee?
- C. Is the new employee given information concerning wages, upgrading, incentives, and insurance programs?
- D. Is the new employee instructed as to job requirements and operations?

IV. TRAINING

- A. What types of training programs do you have?
- B. Who receives and who gives the training?
- C. What training methods are used and how much time is spent in training?
- D. Does the company encourage any outside educational pursuits on the part of the employees?

V. EMPLOYEE RATINGS AND FOLLOW-UP

- A. Is there a merit-rating plan in operation? For all employees?
- B. How often are employees rated?
- C. Are the merit-rating results discussed with employees to aid in improvements and in making promotions and wage increases?

VI. EMPLOYEE REPRESENTATION AND SUGGESTIONS

- A. Do you have a suggestion system? Are awards given?
- B. Does the suggestion plan let the employee know why his suggestion was not accepted?

STRUCTURED INTERVIEW GUIDE (continued)

- C. Do you have a program that allows employees to help solve company problems?
- D. Are specific persons available to discuss personal and work problems?

VII. HEALTH, SAFETY, AND BENEFIT ACTIVITIES

- A. Does the company have the following services:

1. Group insurance?	6. Credit union?
2. Retirement plan?	7. Social and/or athletic program?
3. Savings plan?	8. Safety program?
4. Employee publications?	
5. Hospitalization plan?	
- B. Are facilities and personnel available to administer first aid?
- C. What sick benefits are given? (as sick leave, etc.)
- D. Is air conditioning provided? For all work areas?
- E. What employee privileges, such as discounts and shopping time, are given?

VIII. JOB STUDIES

- A. Has a complete study of the duties performed and the qualifications required on each job been made? Once or more often?
- B. Are wage scales established according to these job studies?

IX. TERMINATION OF EMPLOYMENT

- A. Are exit interviews given?
- B. Is an attempt made to retain valuable employees through transferring or changing to part-time work?

X. WAGE LEVELS AND LABOR CONDITIONS

- A. Are wages set at the prevailing levels in the community, or above or below them?
- B. Do you have an established wage increase plan so that employees may receive increases for:

1. Length of service?	3. Merit?	5. Reclassification?
2. Seniority?	4. Upgrading	
- C. Do you have a wage incentive plan and/or commission plan in operation?
- D. What are the working hours?
- E. Is payment made for overtime work? For which employees? How is it determined?

CHI SQUARE ANALYSIS

The method of Chi Square is used to test the hypothesis that there is no association in the relationship between two variables. The

test is based on the probability that the χ^2 value is less than or equal to the given value. If this probability is small, the null hypothesis is rejected, implying that there

APPENDIX B
CHI SQUARE ANALYSIS

table

CHI SQUARE ANALYSIS

The method of Chi Square (χ^2) was used to test a null hypothesis. This null hypothesis was that if there is zero association in the universe between two classifications or variables, then successive samplings will yield χ^2 values which will distribute themselves in a determinable manner, thus permitting one to specify the probability of obtaining by chance a χ^2 value as large as any given or obtained value. When this probability is small, the null hypothesis is rejected, and its rejection implies that there is a real association.¹

McNemar pointed out that the use of χ^2 , when any one frequency was less than five, was questionable. He, therefore, recommended that a correction factor be applied to such cases. He included this factor in the following formula for use with "2 x 2" tables:

$$\chi^2 = \frac{N (ad - bc) - N/2}{(a + b)(c + d)(a + c)(b + d)}^2 *$$

The values would be obtained from a "2 x 2" table as described in Chapter III., page 18.

¹Quinn McNemar, Psychological Statistics (New York: John Wiley and Sons, Inc., 1955), pp. 220-23.

²Ibid., pp. 230-31.

As an example, policy "10" of Part II, Appendix D, page 75, "no definite maximum hiring age limit," had a -0.7 correlation with the rate of turnover. The χ^2 value, using the formula, was found to be 5.868 (rounded to the nearest even thousandth). In referring to a distribution of χ^2 table, this value gave a "p" value of between .01 and .02 with one degree of freedom.²

²Ibid., pp. 386-87.

TABLE VIII
 AVERAGE NUMBER OF MEN ON
 THE PAY ROLL

Type of Job	Stores							
	Emporia			Topeka				
	A	B	C	D	E	F	G	H
Executive	1	1	3	1	1	14	9	1
Junior executive.	1	1		1			3	
Credits & collections					10		1	1
Accounting.					2			
Personnel						1	1	
Mail & telephone.					1			
Mechanics & repairmen (building).					1	3	2	
Protection-watchmen					1	3	4	
Cleaners, janitors & porters	1	1	2	1	1	2	4	1
Advertising			1		1	1		
Display	1				2	3	2	1
Receiving & marking	1			1	6	1	4	2
Delivery.			1		6	1	2	
Alterations & workrooms							3	
Warehouses.	1						1	1
Department managers	9	3		3	29			8
Salesmen.	3	3		3	37		1	6
Stockclerks, etc.						3		
Mechanics & servicemen.	5				20	2	2	4
Totals Each Store	23	9	7	10	118	34	41	25
Totals Each City		39				228		

NOTE: This table should be read as follows: The Emporia store A had an average of one male executive on the pay roll during the given twelve-month period.

TABLE IX
AVERAGE NUMBER OF WOMEN ON
THE PAY ROLL

Type of Job	Stores							
	Emporia			Topeka				
	A	B	C	D	E	F	G	H
Executive			1			6	15	
Junior executive.						3		
Credits & collections	3		1		2	3	4	7
Accounting.	5		4	4	8	6	6	3
Personnel					1			
Mail & telephone.	1				1	5	3	1
Adjustments						2		
Elevator operators.						4	4	
Cleaners, janitors & porters						4		
Advertising				1	1	1	3	
Display		1					1	
Receiving & marking	2	1	1	1		3	3	2
Cashiers & wrappers		2	1		4	5		
Alterations & workrooms		1	2	2	4	10	5	1
Warehouses.					3			
Other					20			
Department managers	8				10			11
Saleswomen.	3	12	25	12	33	185	127	10
Stockclerks, etc.	1							
Mechanics & servicemen.								2
Totals Each Store	23	17	35	20	87	237	171	37
Totals Each City		75				552		

NOTE: This table should be read as follows: The Emporia store A had an average of three women employed in credits and collections during the given twelve-month period.

TABLE X

PERSONNEL POLICIES FOLLOWED BY EIGHT
SELECTED DEPARTMENT STORES

Policies Followed by Stores	Stores							
	Emporia				Topeka			
	A	B	C	D	E	F	G	H
I. The sources of labor supply								
A. Sources of labor supply used:								
1. Advertisements	X				X	X	X	X
2. Friends and relatives of employees	X			X				
3. Letters of application		X	X	X	X			
4. Local schools and colleges			X	X	X			X
5. Public employment agencies	X	X	X	X	X	X	X	X
6. Walk-ins	X	X	X	X	X	X	X	X
II. Selection of applicants								
A. Requirements as to age, education, health, sex, and marital status:								
1. Minimum hiring age: 16				X				X
2. Minimum hiring age: 17	X					X		
3. Minimum hiring age: 18							X	X
4. No minimum hiring age limit		X		X				
5. Prefer to hire people in their mid or late 30's							X	

NOTE: This table should be read as follows: The policy of using advertisements as a source of labor supply, was followed in the Emporia store A.

TABLE X (continued)

	Stores									
	Emporia					Topeka				
	A	B	C	D	E	F	G	H		
Policies Followed by Stores										
B. Preplacement physical examinations										
1. Given all employees					X					
2. Not Given	X	X	X	X						
3. Given only to management trainees						X				X
C. Selection tests used and positions requiring:										
1. Electrical, mechanical, and refrigeration tests given to service personnel										X
2. Temperament and mental alertness tests given to all employees									X	
3. No tests used	X	X	X	X						
III. Introduction of the new employee to his job										
A. Unpleasant features of the job										
1. Are explained to the new employee									X	X
2. Are usually explained to the new employee									X	
B. Information on company history, policies, and products										
1. Is given the new employee									X	X
2. Information on policies and products only, given the new employees										X

TABLE X (continued)

Policies Followed by Stores	Stores													
	Emporia			Topeka										
	A	B	C	D	E	F	G	H						
C. Information concerning wages, upgrading, incentives, and insurance programs														
1. Is given the new employee . . .	X	X	X	X	X	X	X	X	X	X	X	X	X	X
D. Instruction as to job requirements and operations														
1. Is given the new employee . . .	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IV. Training														
A. Types of training programs:														
1. Initial or training for the job	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Job or training on the job . . .	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3. Promotional or training for the job ahead				X	X	X	X	X	X	X	X	X	X	X
4. Department manager and/or supervisor training				X	X	X	X	X	X	X	X	X	X	X
5. Assistant manager and/or junior executive training . . .				X	X	X	X	X	X	X	X	X	X	X
6. Manager and/or executive training				X	X	X	X	X	X	X	X	X	X	X
B. Persons giving and receiving training:														
1. Training given by other employees			X										X	
2. Training given by sponsors . . .	X	X	X											
3. Training given by department managers			X	X	X	X	X	X	X	X	X	X	X	X

TABLE X (continued)

Policies Followed by Stores	Stores									
	Emporia					Topeka				
	A	B	C	D	E	F	G	H		
4. Training given by personnel officer									X	
5. Training given by assistant manager				X	X					
6. Training given by manager	X									X
7. Department managers supervise training								X		
8. Personnel officer supervises training							X			
9. Manager supervises training		X	X		X					X
10. All personnel receive training	X	X	X				X	X		X
11. All personnel except maintenance employees receive training									X	
C. Training methods used and time spent in training:										
1. Training films			X				X	X		X
2. Training books and literature			X				X	X		X
3. Employee library								X		
4. Group conferences							X	X		X
5. Personal conferences										
6. Sponsor system			X							
7. On-the-job-training	X	X	X				X	X		X
8. Training period: minimum of thirty days									X	

TABLE X (continued)

Policies Followed by Stores	Stores							
	Emporia				Topeka			
	A	B	C	D	E	F	G	H
9. Training period: two months . . .			X					
10. Sales training: one year period		X		X				
11. Manager training: three year period				X				
12. Other training for an indefinite period.			X	X				
13. Length of training period: indefinite	X				X	X	X	X
D. Outside educational pursuits on the part of employees								
1. Are encouraged by company.	X			X				X
2. Are not encouraged					X			X
V. Employee ratings and follow up								
A. Merit rating plans in operation:								
1. For all employees.	X	X		X	X	X	X	X
2. For sales personnel only								
3. No plan in operation			X					
B. Frequency of ratings:								
1. Two times per year				X				X
2. One to three times per year.					X			X
3. Two to three times per year.			X					
4. Two to four times per year	X							
C. Merit rating results								
1. Are discussed with employees to aid in improvements and in making promotions and wage increases.	X	X		X	X	X	X	X

TABLE X (continued)

Policies Followed by Stores	Stores									
	Emporia					Topeka				
	A	B	C	D	E	F	G	H		
2. Are not discussed with employees								X		
VI. Employee representation and suggestions										
A. Suggestion systems and awards:										
1. Suggestion system in operation				X	X			X		X
2. No suggestion system in operation							X			
3. Awards are given.										
4. Awards are not given.										
B. Suggestions not accepted:										
1. Employee informed why not accepted.										X
2. Employee not informed why not accepted.							X			
C. Employee aid in the solution of company problems:										
1. Have program that allows employees to aid.							X	X	X	X
2. Do not have program that allows employees to aid										X
D. Personal and work problems:										
1. Specific persons are available to discuss with employees							X	X	X	X
VII. Health, safety, and benefit activities										
A. Services available:										
1. Group insurance							X	X	X	X

TABLE X (continued)

Policies Followed by Stores	Stores												
	Emporia			Topeka									
	A	B	C	D	E	F	G	H					
2. Retirement plan	X	X	X	X	X		X					X	X
3. Savings plan.		X	X	X	X		X						X
4. Employee publications	X	X	X	X	X								X
5. Hospitalization plan.	X	X	X	X	X								X
6. Meals served on premises.													X
7. Credit union.													X
8. Safety program.	X												X
B. First aid:													
1. Facilities and personnel available to administer	X	X	X	X	X								X
2. Facilities only, available.													
3. Facilities and personnel not available													X
C. Sick benefits:													
1. No authorized sick leave.	X			X	X								X
2. Job held for indefinite period.	X			X	X								X
3. Time off with pay for indefinite period													X
4. Up to ten weeks at full pay plus ten weeks at half pay within each 365 day period.													X
5. Full pay up to six months				X	X								X
D. Air conditioning													
1. Provided for all work areas	X	X	X	X	X								X
2. Not provided.													X

TABLE X (continued)

Policies Followed by Stores	Stores							
	Emporia				Topeka			
	A	B	C	D	E	F	G	H
3. Provided for all areas except receiving and service	X							
4. Provided for all areas except service					X			
E. Employee privileges:								
1. Discounts given employees and family		X		X		X	X	X
2. Discounts given employees	X							
3. Shopping time given on various occasions						X	X	X
4. Rest periods given		X		X	X			
VIII. Job studies								
A. Studies of the duties performed and the qualifications required on each job:								
1. A complete study has been made								X
2. Several complete studies have been made		X		X				
3. A complete study has been made for only a few positions								
4. No studies have been made	X				X		X	X
B. Wage scales								
1. Are established according to these studies		X		X				X

TABLE X (continued)

Policies Followed by Stores	Stores													
	Emporia			Topeka										
	A	B	C	D	E	F	G	H						
IX. Termination of employment			X											
A. Exit interviews														
1. Are given	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Are not always given.														
B. Attempts to retain valuable employees through transferring and/or changing to part time work:														
1. Attempts are made														
2. Attempts are occasionally made.	X			X	X	X	X	X	X	X	X	X	X	X
X. Wage levels and labor conditions														
A. Wage levels in relation to community														
1. Are set above the prevailing levels.								X						X
2. Are set at the prevailing levels or above	X	X							X					
3. Are set at the prevailing levels.										X				
4. Are set at the prevailing levels or slightly below.											X			
B. Wage increase plan provides increases for:														
1. Length of service									X					X
2. Seniority									X					X

TABLE X (continued)

Policies Followed by Stores	Stores												
	Emporia			Topeka									
	A	B	C	D	E	F	G	H					
3. Merit	X	X	X	X	X	X	X	X	X	X	X	X	X
4. Upgrading	X	X	X	X	X	X	X	X	X	X	X	X	X
5. Reclassification	X	X	X	X	X	X	X	X	X	X	X	X	X
C. Wage incentive plans and/or commission plans in operation:													
1. Incentive plan	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Commission plan	X	X	X	X	X	X	X	X	X	X	X	X	X
D. Working hours:													
1. Women 40 hr., 5 day week.	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Women 40 hr., 5½ day week													
3. Women 42 hr., 6 day week.													
4. Men 40 hr., 5 day week.													
5. Men 40 hr., 5½ day week													
6. Men 42 hr., 6 day week.													
7. Men 44½ hr., 5½ day week.	X	X	X	X	X	X	X	X	X	X	X	X	X
8. Men 48 hr., 5½ day week													
9. Men 48 hr., 6 day week.	X	X	X	X	X	X	X	X	X	X	X	X	X
E. Overtime payment and how determined:													
1. All employees except executives receive payment for overtime work	X	X	X	X	X	X	X	X	X	X	X	X	X
2. All employees except sales personnel receive payment for overtime work													
3. No payment for overtime work.													

TABLE X (continued)

Policies Followed by Stores	Stores							
	Emporia				Topeka			
	A	B	C	D	E	F	G	H
4. No overtime pay--equivalent time off given								X
5. Straight pay for overtime work			X					X
6. Time and one-half pay for overtime work.					X			X