

# Career Commitment Among Housing Professionals: A Position Analysis

**ACUHO-I Commissioned Research Project** - Understanding Retention and Recruitment of the Entry-Level Position within Housing and Residential Life Worldwide

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# Today's Program

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- # Practical Problem - RD retention
  - # Purpose & Questions - factors that explain RD career commitment and loyalty
  - # Study Design - concept definitions, measurements, and survey methods
  - # Research Findings - statistical analyses and results
  - # Discussion – implications, insights, and Actions
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# Practical Problem: Resident Director Retention

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- # Resident Director (RD) position - Entry point for housing and residence life career. Responsible for:
    - On-campus residents
    - Programming design
    - Resident assistant supervision
    - General hall operations
  
  - # Belch and Mueller (2003) - Many senior housing officers report high turnover rates RD position
    - 56% - RD's leave after one year of employment
    - 42% - RD staff leave during the academic year
    - 21% - Opened residence halls with existing RD vacancies
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# Practical Problem: Resident Director Retention

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- # Scope of RD turnover (Scheuermann & Ellett, in press)
    - Overwhelming trend for the housing and residence life profession
  - # Factors that might explain RD turnover
    - Career advancement
    - Low pay
    - Benefits
    - Job satisfaction
    - Job stress
    - Burnout
    - Role ambiguity
    - Job autonomy
    - Workload
    - Social support
    - Quality of life
  - # Limits to existing research – non-RD samples, subject matter expert samples, qualitative vs. quantitative, construct measurement
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# Practical Problem: Retention vs. Commitment

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## # Retention & Turnover - Outcomes important to organizations

- Defined - Occurs when employees prefer and choose to stay with their current employer or career rather than pursue other opportunities
  - Retention programs - Any effort to encourage staff to remain in their current organization or career
  - Benefits - Increasing retention may reduce recruitment, training, and operational costs (Casio, 1998)
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# Practical Problem: Retention vs. Commitment

## # RD point of view - Commitment and loyalty

- Individual career preferences and choices impact retention for housing and residence life programs

## # Exchange theory

- RD exhibits behaviors reflecting high commitment and loyalty
  - >>> institutions experience high retention & reduced staffing costs
- Institution provides highly satisfying work experiences and compensation >>> employees exhibit high commitment and loyalty

# Practical Problem: Career Commitment & Loyalty

- # Career commitment defined - a psychological link that an individual worker has with their chosen profession (Lee, Carswell, & Allen, 2000)
  - Emotional reaction to specific line of work: Skills, knowledge, duties
- # Career commitment dimensions (Carson & Bedeian, 1994)
  - Resilience - Persistence in the face of adversity at work
  - Identity - Emotional attachment to a profession
  - Planning - Career skill development and goal setting actions
- # Career loyalty - an attitude or behavior that is an outcome
  - Behavior = resignation & leave profession
  - Attitude = thinking of seeking job, quitting job, or planning to leave job for one outside their profession

# Practical Problem: Career Commitment & Loyalty

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- # Meta-analysis of factors related to career commitment (Lee, Carswell, and Allen, 2000)
    - Conducted analysis on data from published research using career commitment measures across many occupations
    - Examined key outcomes and predictors of career commitment
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# Practical Problem: Career Commitment & Loyalty

- # Meta-analysis of factors related to career commitment (Lee, Carswell, and Allen, 2000)

## Strong Relationship

- Job involvement
- Job satisfaction
- Burnout
- Career satisfaction
- Org. commitment

## Moderate Relationship

- Stress
- Role ambiguity
- Role conflict
- Supervisor support
- Coworker support
- Job autonomy
- Participation
- Locus of control

## Weak/No Relationship

- Age
- Gender
- Occupational tenure
- Organizational tenure
- Education
- Marital status
- Number dependents
- Income

# Purpose & Questions: An exploration of career commitment predictors in housing & residence life

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- # Purpose – To examine the factors that predict career commitment among resident directors using a common methodology and published measures.
  - # Q1 - Which factors of the housing and residence life work experience are most strongly related to career commitment among resident directors?
  - # Q2 - How does the career commitment and work experience relationship differ across job levels?
  - # Q2 - How does the career commitment and work experience relationship differ across institutional size and funding status?
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# Study Design: Data collection procedures

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- # Survey - Web based survey of career and work related attitudes among housing and residence life professionals
  - # Institutional recruit –
    - Announcements at ACUHO-I, in regional newsletters, & through direct mail brochures
    - Participating institutions provided staff lists and program data
    - 231 signed up and submitted staff lists
  - # Staff member recruit –
    - A master list of staff members was compiled with email addresses
    - Email invitations were used to send a link to the survey
    - 3101 individuals were emailed invitations and 1574 returned a survey. Response rate = 50%
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# Study Design: Sample characteristics

## Total Sample (n=1243)

- # Age = 31-35 years
- # Income = \$35 - \$39 thousand
- # Education = Some graduate school
- # Gender = 59% female, 41% male, 0% other
- # Marital Status = 53% single, 42% married, 4% other
- # Race = 83% White, 8.2% Black, 2.5% Asian, 3.2% Hispanic, 3.1% other

## RD Sub-Sample (n=380)

- Age = 26-30 years
- Income = \$25 - \$29 thousand
- Education = Some graduate school
- Gender = 58% female, 42% male, 0% other
- Marital Status = 74% single, 22% married, 3% other
- Race = 82% White, 9.6% Black, 1.1% Asian, 3.6% Hispanic, 3.6% other

# Study Design: Sample characteristics

## Small Public (n=24)

- # Age = 26-30 years
- # Income = \$30 - \$34 thousand
- # Education = Some college
- # Gender = 58% female, 42% male, 0% other
- # Marital Status = 75% single, 22% married, 3% other
- # Race = 82% White, 9.6% Black, 1.1% Asian, 3.6% Hispanic, 3.6% other

## Small Private (n=31)

- Age = 26-30 years
- Income = \$25 - \$29 thousand
- Education = Some graduate school
- Gender = 68% female, 32% male, 0% other
- Marital Status = 52% single, 48% married, 0% other
- Race = 77% White, 10% Black, 0% Asian, 10% Hispanic, 3.3% other

# Study Design: Sample characteristics

## Large Public (n=964)

- # Age = 31-35 years
- # Income = \$35 - \$39 thousand
- # Education = Some graduate school
- # Gender = 57% female, 43% male, 0% other
- # Marital Status = 53% single, 42% married, 5% other
- # Race = 84% White, 8.3% Black, 2.3% Asian, 3.4% Hispanic, 2.3% other

## Large Private (n=224)

- Age = 26-30 years
- Income = \$35 - \$39 thousand
- Education = Some graduate school
- Gender = 65% female, 35% male, 0% other
- Marital Status = 49% single, 48% married, 3% other
- Race = 86% White, 6% Black, 3% Asian, 2% Hispanic, 3% other

# Study Design: Measures

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## **Career Attitudes**

### **Career Loyalty**

**Loyalty exists when a staff member spends little time thinking of and planning for work in another occupation.**

### **Career Commitment**

- Resilience**
- Identity**
- Planning**

**Commitment refers to the components of attachment an employee can exhibit toward their occupation.**

**Resilience is the persistence an employee has in the face of adversity at work.**

**Identity refers to the emotional association an employee has with their profession.**

**Planning is the active engagement in developing skills and setting career goals.**

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# Study Design: Measures

<p><b>Job Satisfaction</b></p>	<p><b>Job Satisfaction</b></p> <ul style="list-style-type: none"><li>-Work on present job</li><li>-Present Pay</li><li>-Promotion Opportunities</li><li>-Supervisor</li><li>-People at Work</li></ul> <p><b>Benefits Satisfaction</b></p>	<p><b>Satisfaction is a summary evaluation of feelings and affective responses to facets of a job.</b></p> <p><b>Benefits satisfaction is the summary evaluation of feelings and affective responses to facets of non-pay compensation.</b></p>
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# Study Design: Measures

<b>Job Stress</b>	<b>Job Burnout</b>  <b>Workload Dissatisfaction</b>  <b>Role Ambiguity</b>	<b>Burnout is the experience of physical, mental, and emotional exhaustion with work and the work environment.</b>  <b>Workload dissatisfaction refers to the feelings and affective response to the amount and pace of work.</b>  <b>Ambiguity is the lack of clarity in responsibilities and expectations an employee experiences on the job.</b>
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# Study Design: Measures

<b>Job Identity</b>	<b>Job Autonomy</b>	<b>Autonomy refers to the ability of an employee to control elements of their work</b>
	<b>Job Involvement</b>	<b>Job involvement is the degree to which a person's job is central to their self-image</b>
	<b>Skill Utilization</b>	<b>Skill utilization is the opportunity to use and develop variety of skills on the job</b>

# Study Design: Measures

## **Social Support**

- Support**
- Organizational**
  - Supervisor**
  - Coworker**

**Social support refers an employee's general perception that their contributions are valued and their well-being is important. Employees can view their organization, supervisor or coworkers as sources of support.**

# Study Design: Measures

**Professional  
Development  
Resource  
Fairness**

**-Process Fairness  
-Outcome Fairness  
-Relational Fairness  
-Informational Fairness**

**Fairness is an employee's judgment that the allocation of work outcomes and resources are appropriate.**

**These judgments are made about the allocation process, outcomes received, treatment by authority figures, and consistency of information about allocations.**

# Study Design: Scale measures & reliability

Measure	Scale Range		Reliability
<b><u>Career Attitudes</u></b>			
- Loyalty	1=Very Unlikely	7= Very Likely	.80
- Commitment: Resilience	1=Strongly Disagree	7= Strongly Agree	.86
- Commitment: Identity	1=Strongly Disagree	7= Strongly Agree	.80
- Commitment: Planning	1=Strongly Disagree	7= Strongly Agree	.76
<b><u>Job Satisfaction</u></b>			
-Work on Present Job	0=Low	15=High	.79
- Present Pay	0=Low	15=High	.78
- Promotion Opportunities	0=Low	15=High	.80
- Supervisor	0=Low	15=High	.81
- People at Work	0=Low	15=High	.76
- Benefits	1=Very Dissatisfied	5=Very Satisfied	.95
<b><u>Job Stress</u></b>			
- Job Burnout (R)	1=Never	7=Always	.82
- Workload Dissatisfaction (R)	1=Strongly Disagree	7=Strongly Agree	.82
- Role Ambiguity (R)	1=Never	7=Always	.88
<b><u>Job Identity</u></b>			
- Job Autonomy	1=Never	7=Always	.84
- Job Involvement	1=Strongly Disagree	7=Strongly Agree	.71
- Skill Utilization	1=Strongly Disagree	7=Strongly Agree	.84
<b><u>Social Support</u></b>			
- Organizational Support	1=Strongly Disagree	7=Strongly Agree	.91
- Supervisor Support	1=Strongly Disagree	7=Strongly Agree	.88
<b><u>Professional Development Resources</u></b>			
- Process Fairness	1=Small Extent	5=Large Extent	.92
- Outcome Fairness	1=Small Extent	5=Large Extent	.96
- Relational Fairness	1=Small Extent	5=Large Extent	.94
- Information Fairness	1=Small Extent	5=Large Extent	.94

# Research Findings: Basic relationships exist between career attitudes and work experience factors

## Career loyalty

### # High correlations

Burnout (R) ( $r=.50$ )

Skill utilization ( $r=.40$ )

Sat. with work on present job ( $r=.39$ )

### # Low correlations

Job autonomy ( $r=.14$ )

Benefits satisfaction ( $r=.11$ )

## Career Commitment – Resilience

### • High correlations

Burnout (R) ( $r=.59$ )

Workload dissatisfaction (R) ( $r=.46$ )

Organizational support ( $r=.43$ )

### • Low correlations

Job involvement ( $r=.16$ )

Benefits satisfaction ( $r=.17$ )

# Research Findings: Basic relationships exist between career attitudes and work experience factors

## Career Commitment – Identity

### # High correlations

Sat. with work on present job ( $r=.44$ )

Job involvement ( $r=.46$ )

### # Low correlations

Sat. with present pay ( $r=.11$ )

Benefits satisfaction ( $r=.10$ )

## Career Commitment – Planning

### • High correlations

Burnout (R) ( $r=.28$ )

Sat. with work on present job ( $r=.26$ )

Sat. with promotion opp.s ( $r=.22$ )

### • Low correlations

Sat. with present pay ( $r=.04$ )

Professional development resources -  
relational fairness ( $r=.05$ )

**Research Findings**: Basic relationships exist between career attitudes and job level but not occupancy and public/private status.

### Job Level

- # Career Loyalty –  $r = .31$
- # Career Resilience –  $r = .16$
- # Career Identity –  $r = .14$
- # Career Planning –  $r = .07$

### Occupancy

- Career Loyalty –  $r = .02$
- Career Resilience –  $r = .01$
- Career Identity –  $r = -.01$
- Career Planning –  $r = .00$

### Public Status

- Career Loyalty –  $r = -.03$
- Career Resilience –  $r = .03$
- Career Identity –  $r = -.02$
- Career Planning –  $r = -.04$

# Research Findings: Higher order relationships exist between career attitudes and work experience factors (total sample)

Predictor	<u>Career Resilience</u>			<u>Career Identity</u>			<u>Career Planning</u>			<u>Career Loyalty</u>		
	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>
<u>Job Satisfaction</u>		.02*		.03*			.03*			.02*		
- Work on Present Job			.08*			.20*			.12*			.08*
- Pay			.09*			.00			-.06*			.01
- Promotion Opportunities			.09*			.05~			.13*			.13*
- Supervisor			.00			-.10~			-.08*			-.04
- People at Work			.00			.05*			.02			.02
- Benefits			.00			.02			-.01			-
<u>Job Stress</u>		.13*		.01*				.02*		.07*		.06*
- Job Burnout (R)			.34*			.10*			.14*			.29*
- Workload Dissatisfaction (R)			.18*			.00			.04			.09*
- Role Ambiguity (R)			.00			.06~			.08*			-.04
<u>Job Identity</u>		.00		.12*				.00		.02*		
- Job Autonomy			.02			.03			.01			-.04
- Job Involvement			.02			.34*			.04			.12*
- Skill Utilization			-.03			.13*			.03			.11*
<u>Social Support</u>		.00		.00~				.00		.00		
- Organizational Support			.07~			-			-.02			.03
- Supervisor Support			-.03			.07*			-.03			-.01
<u>Professional Dev. Resources</u>		.01*		.01*				.03*		.01*		
- Process Fairness			-.05			.01			.09*			.02
- Outcome Fairness			.11*			.11*			.14*			.08*
- Relational Fairness			-.04			-.03			-.18*			.02
- Information Fairness			.06			-.04			-.06			-.04

# Research Findings: Higher order relationships exist between career attitudes and work experience factors (RD sub-sample)

Predictor	<u>Career Resilience</u>			<u>Career Identity</u>			<u>Career Planning</u>			<u>Career Loyalty</u>		
	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>	<u>F</u>	<u>ΔR<sup>2</sup></u>	<u>Beta</u>
<u>Job Satisfaction</u>		.02~		.03*			.03*			.02		
- Work on Present Job			.08			.15*			.16*			.01
- Pay			.10*			.08			-.07			-.04
- Promotion Opportunities			.05			.02			.04			.13*
- Supervisor			.04			-.14*			-.20*			-.06
- People at Work			.08			-.04			-.04			.04
- Benefits			-.02			-.07			-.02			-.04
<u>Job Stress</u>		.10*		.02*			.02*			.06*		
- Job Burnout (R)			.32*			.07			.08			.23*
- Workload Dissatisfaction (R)			.15*			.03			.01			.13*
- Role Ambiguity (R)			-.03			.13*			.17*			-.07
<u>Job Identity</u>		.00		.14*			.00			.06*		
- Job Autonomy			.02			-.09*			-.01			-.09
- Job Involvement			.07			.32*			.03			.24*
- Skill Utilization			.01			.29*			.05			.07
<u>Social Support</u>		.00		.00			.01			.00		
- Organizational Support			.09			-.09			.00			.10
- Supervisor Support			-.04			.01			.13			-.01
<u>Professional Dev. Resources</u>		.01~		.01			.01			.01		
- Process Fairness			-.14*			-.07			.10			-.13
- Outcome Fairness			.14*			.14*			.00			.10
- Relational Fairness			.06			.06			-.12			.07
- Information Fairness			.08			-.07			-.07			.04

# Research Findings: Mean scores for career attitudes and work experience factors

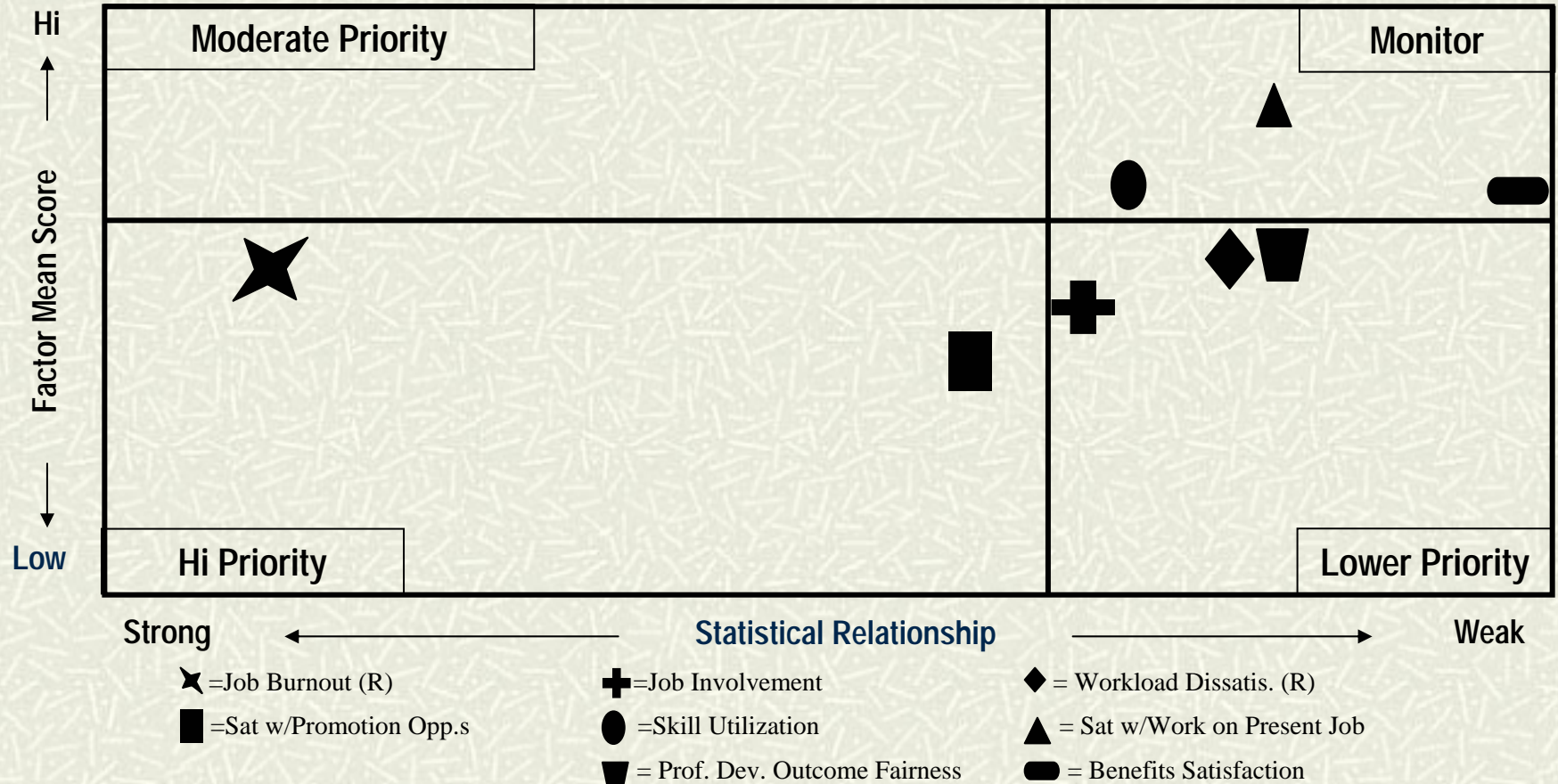
Measure	Scale Range	Mean Scores	
		Total Sample	Resident Directors
<u>Career Attitudes</u>			
- Loyalty	1=Very Unlikely      7= Very Likely	4.25~	3.71~
- Commitment: Resilience	1=Strongly Disagree      7= Strongly Agree	4.06~	3.85~
- Commitment: Identity	1=Strongly Disagree      7= Strongly Agree	5.80*	5.75*
- Commitment: Planning	1=Strongly Disagree      7= Strongly Agree	5.32*	5.25*
<u>Job Satisfaction</u>			
-Work on Present Job	0=Low      15=High	12.80*	12.65*
- Present Pay	0=Low      15=High	8.46~	8.54~
- Promotion Opportunities	0=Low      15=High	7.07~	6.54~
- Supervisor	0=Low      15=High	11.86*	11.73*
- People at Work	0=Low      15=High	13.03*	12.65*
- Benefits	1=Very Dissatisfied      5=Very Satisfied	3.87*	3.95~
<u>Job Stress</u>			
- Job Burnout (R)	1=Never      7=Always	4.41~	4.33~
- Workload Dissatisfaction (R)	1=Strongly Disagree      7=Strongly Agree	4.64~	4.58~
- Role Ambiguity (R)	1=Never      7=Always	5.03*	4.97~
<u>Job Identity</u>			
- Job Autonomy	1=Never      7=Always	5.69*	5.55*
- Job Involvement	1=Strongly Disagree      7=Strongly Agree	3.91~	4.02~
- Skill Utilization	1=Strongly Disagree      7=Strongly Agree	5.31*	5.18*
<u>Social Support</u>			
- Organizational Support	1=Strongly Disagree      7=Strongly Agree	5.42*	4.88~
- Supervisor Support	1=Strongly Disagree      7=Strongly Agree	4.97~	5.29*
<u>Professional Dev. Resources</u>			
- Process Fairness	1=Small Extent      5=Large Extent	3.32~	3.15~
- Outcome Fairness	1=Small Extent      5=Large Extent	3.49~	3.28~
- Relational Fairness	1=Small Extent      5=Large Extent	4.14*	4.00*
- Information Fairness	1=Small Extent      5=Large Extent	3.49~	3.32~

(\* = Hi score - top third of scale range) (~ = Low score – bottom two-thirds of scale range)

# Research Findings: Priority analysis for career loyalty within the total sample

Figure 1

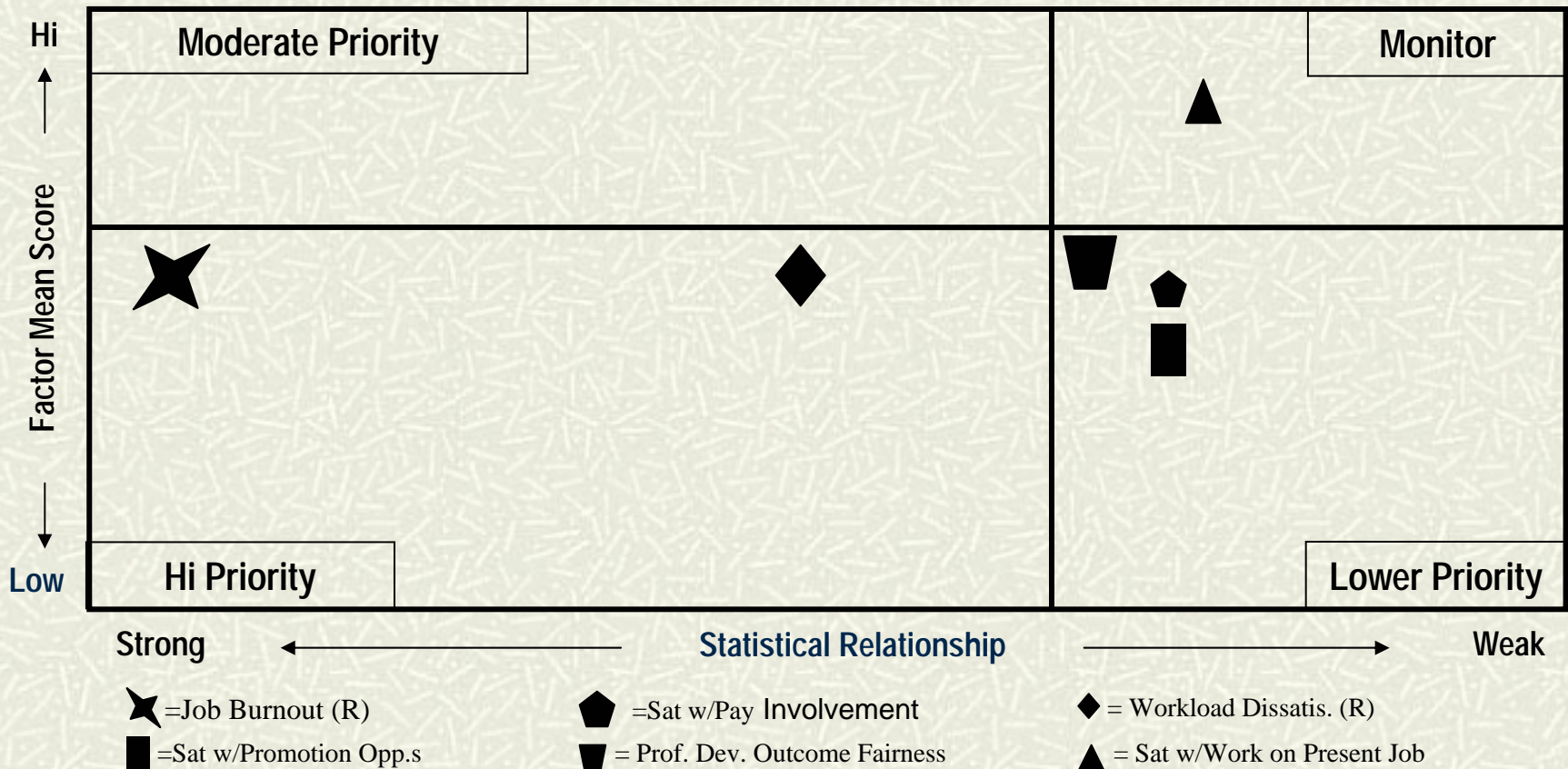
Career loyalty improvement priorities for the total sample



# Research Findings: Priority analysis for career resilience within the total sample

Figure 2

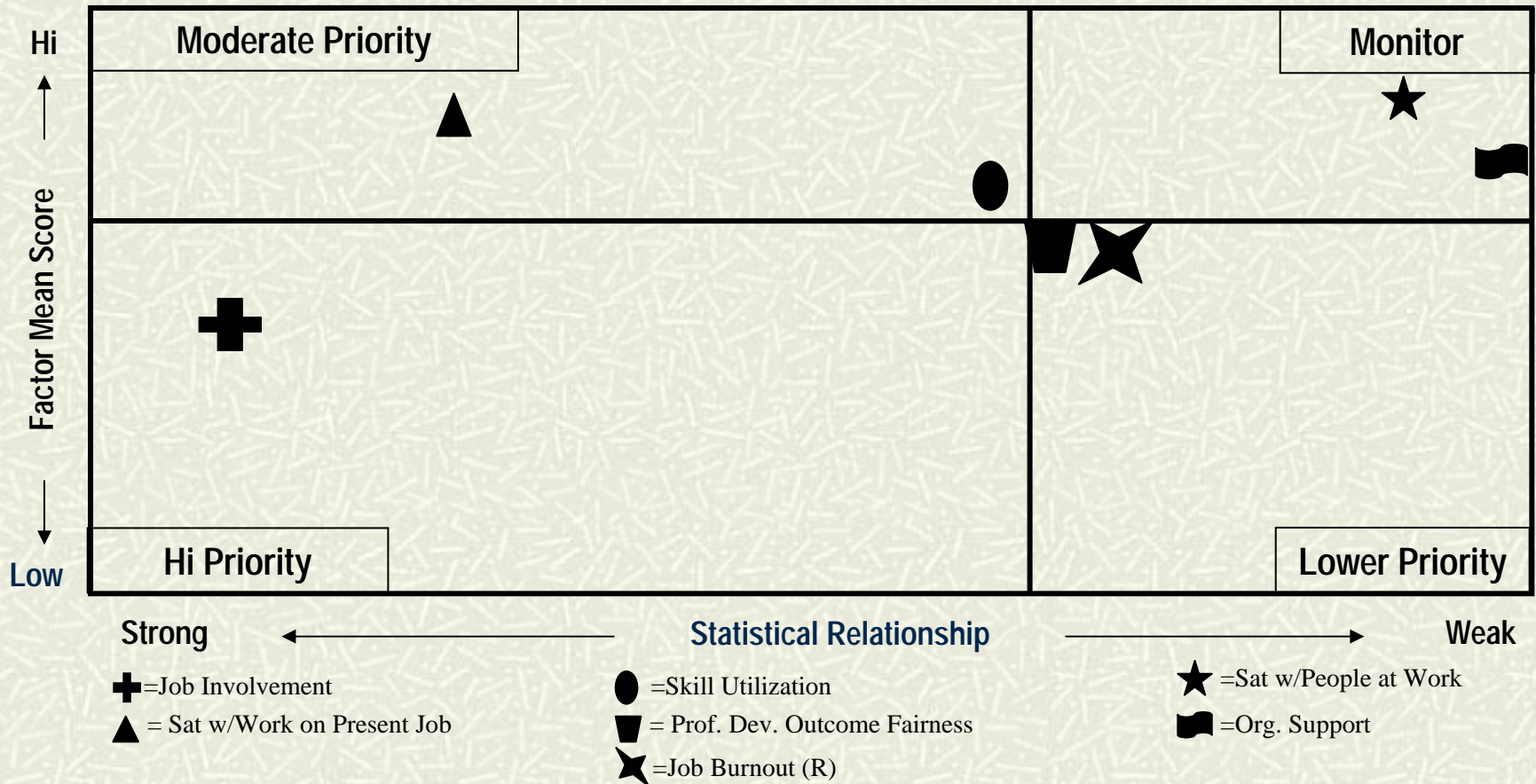
Career resilience improvement priorities for the total sample



# Research Findings: Priority analysis for career identity within the total sample

Figure 3

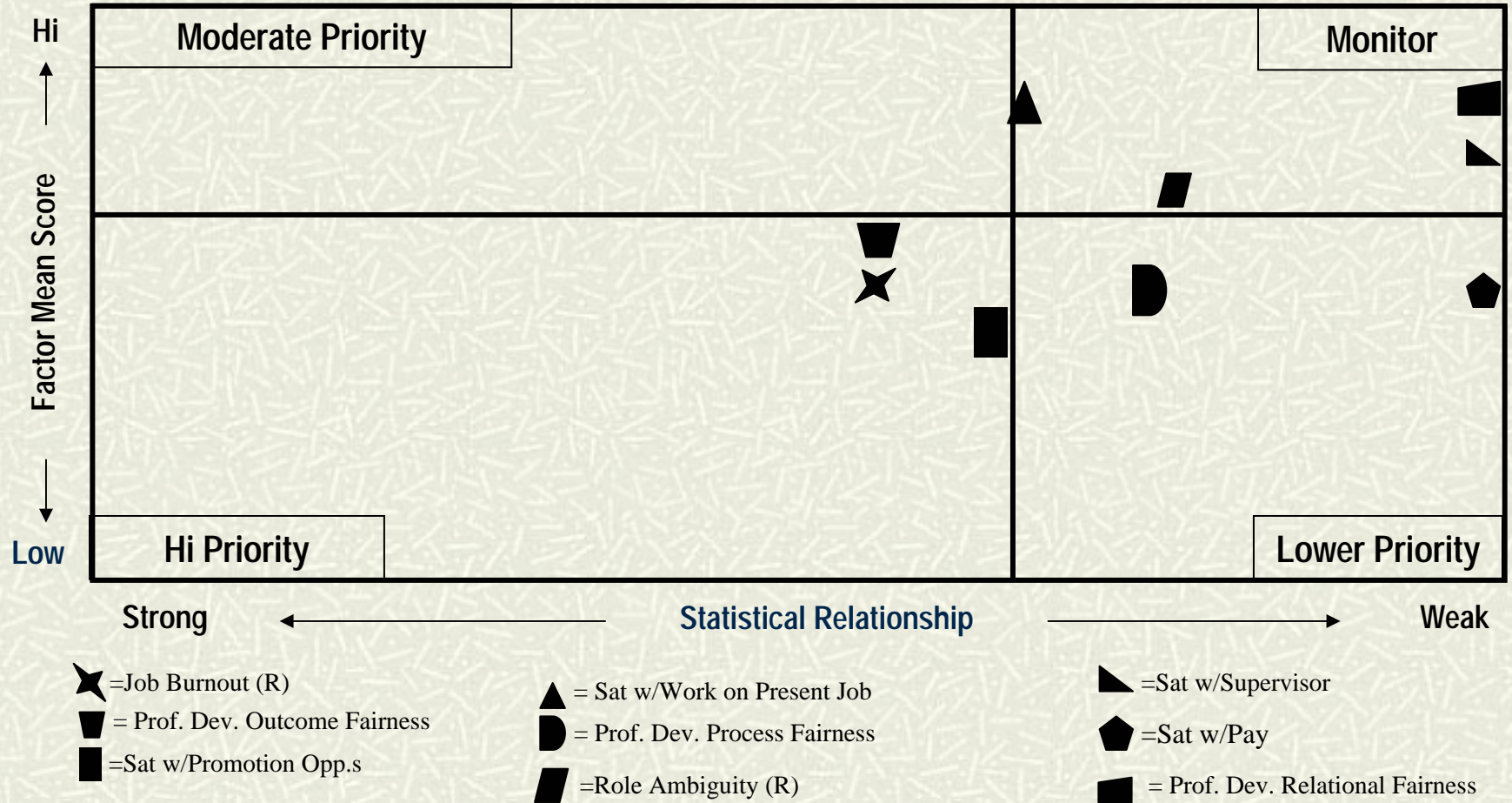
Career identity improvement priorities for the total sample



# Research Findings: Priority analysis for career planning within the total sample

Figure 4

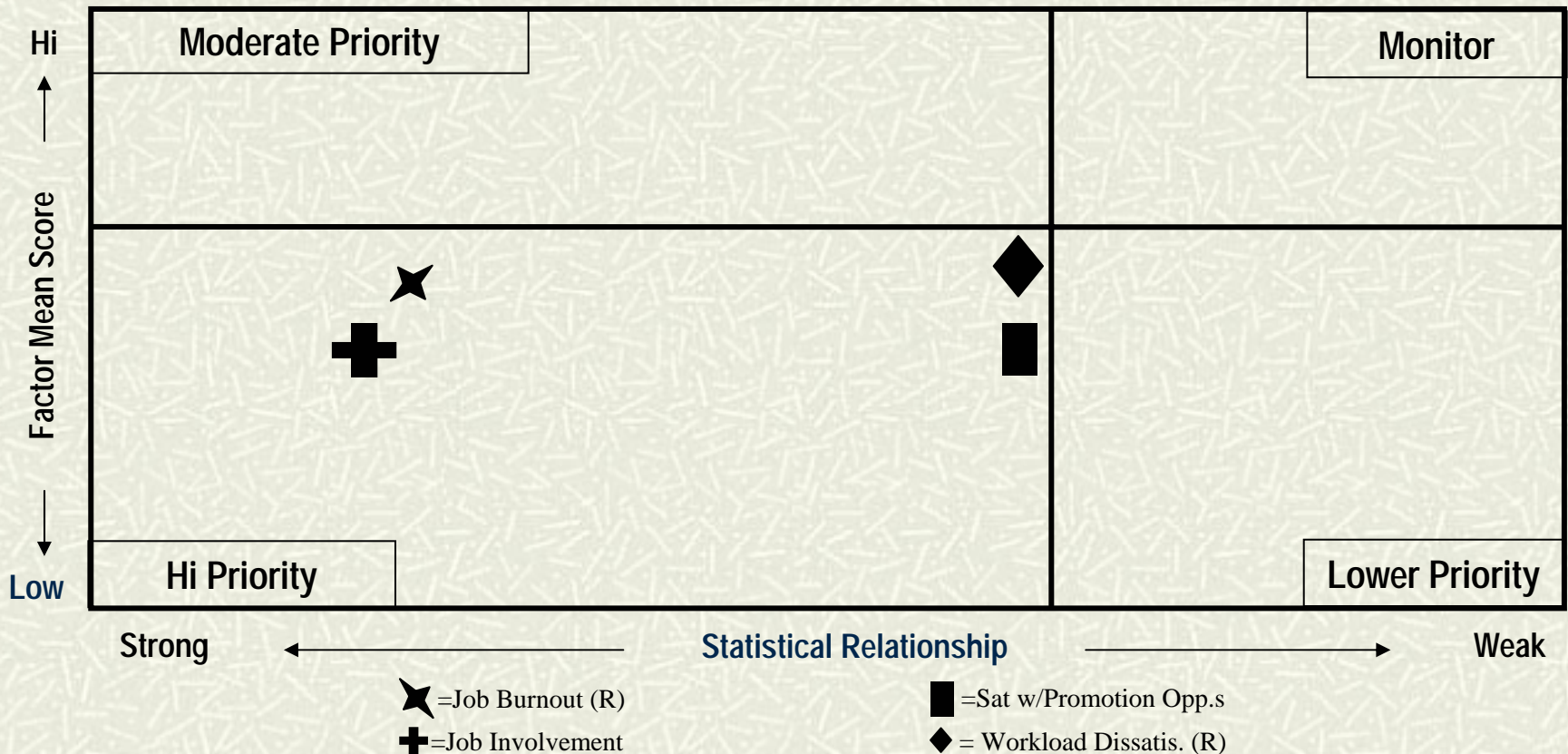
Career planning improvement priorities for the total sample



# Research Findings: Priority analysis for career loyalty within the RD sub-sample

Figure 5

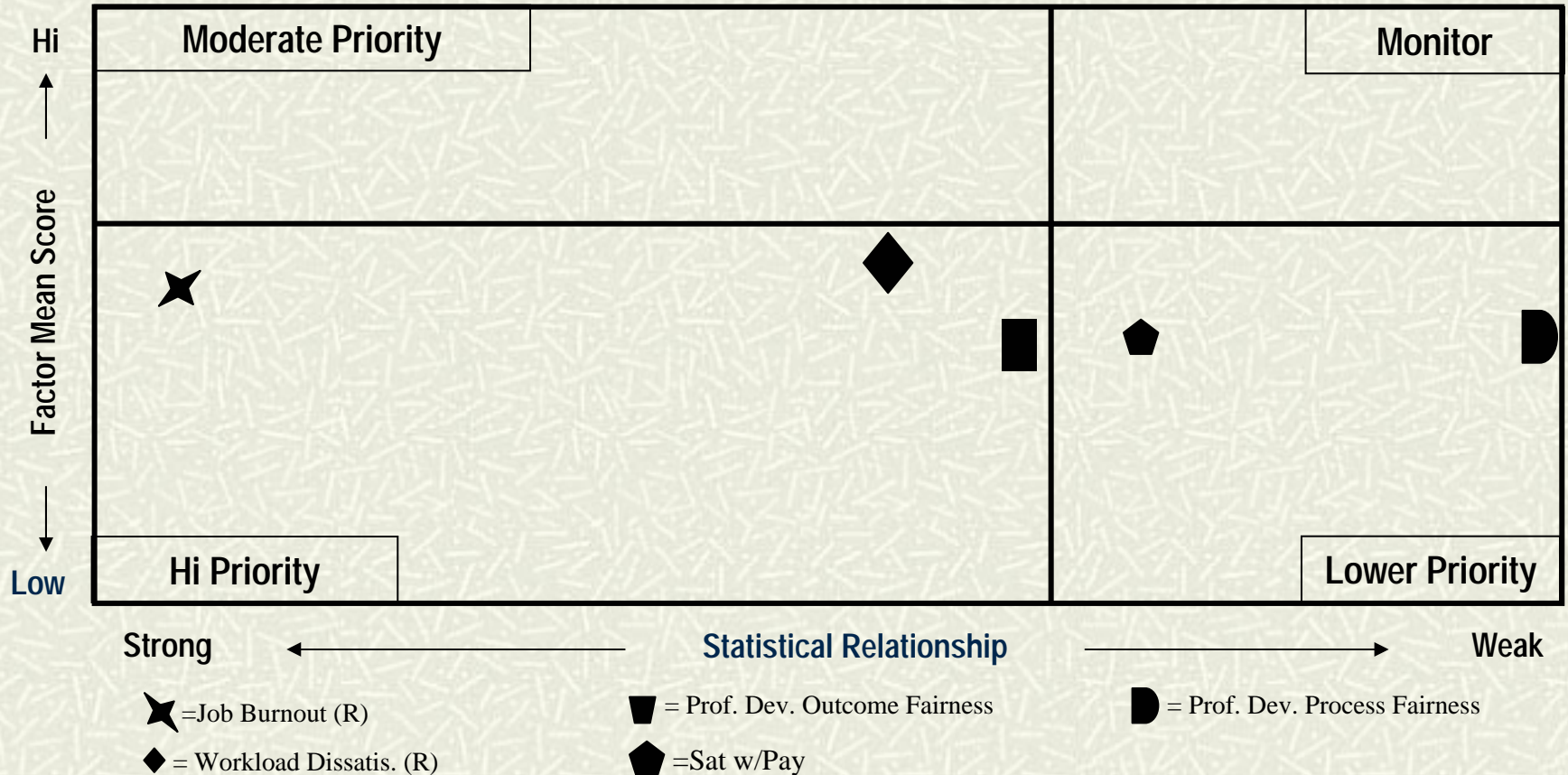
Career loyalty improvement priorities for the resident director sub-sample



# Research Findings: Priority analysis for career resilience within the RD sub-sample

Figure 6

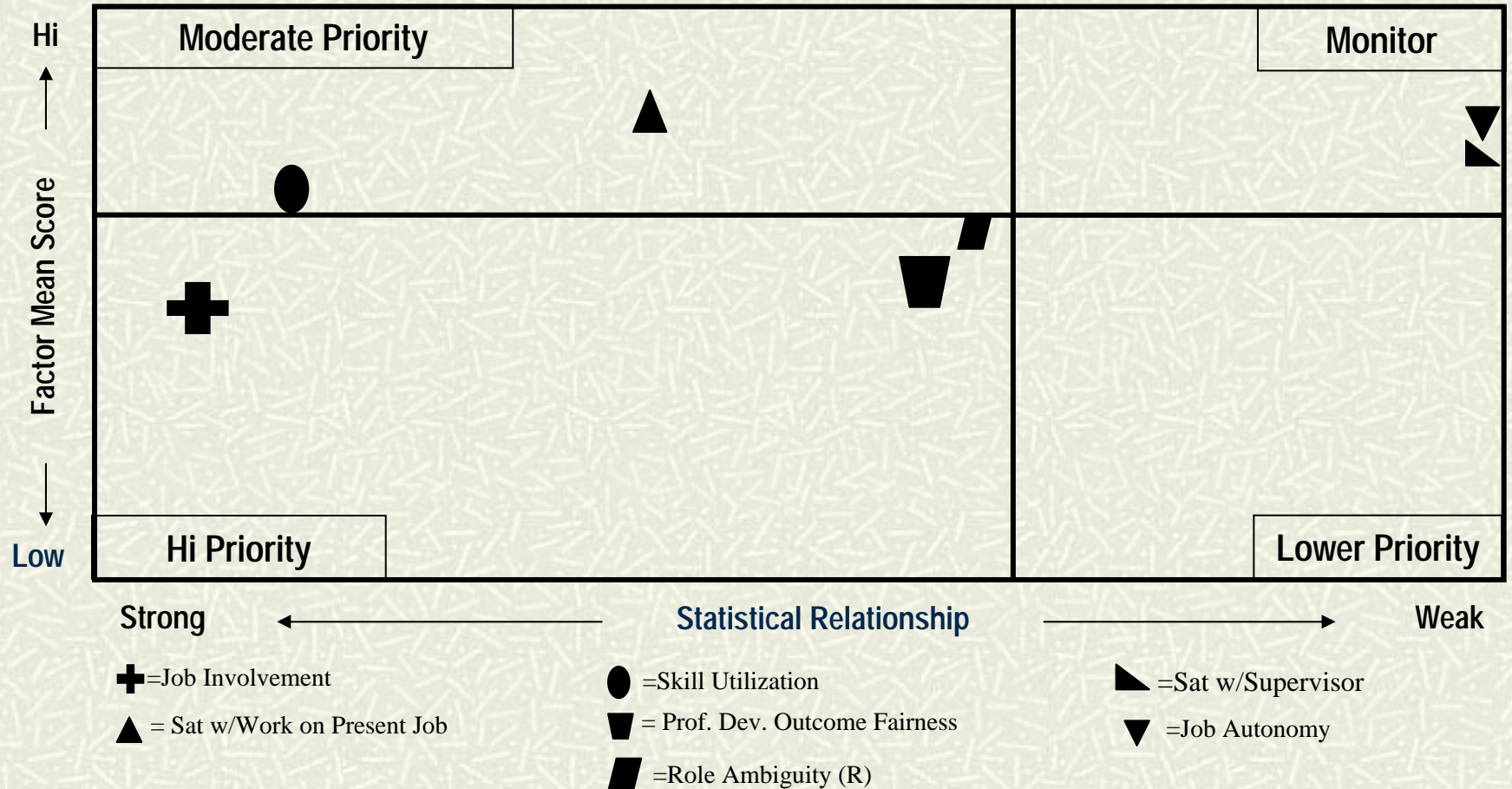
Career resilience improvement priorities for the resident director sub-sample



# Research Findings: Priority analysis for career identity within the RD sub-sample

Figure 7

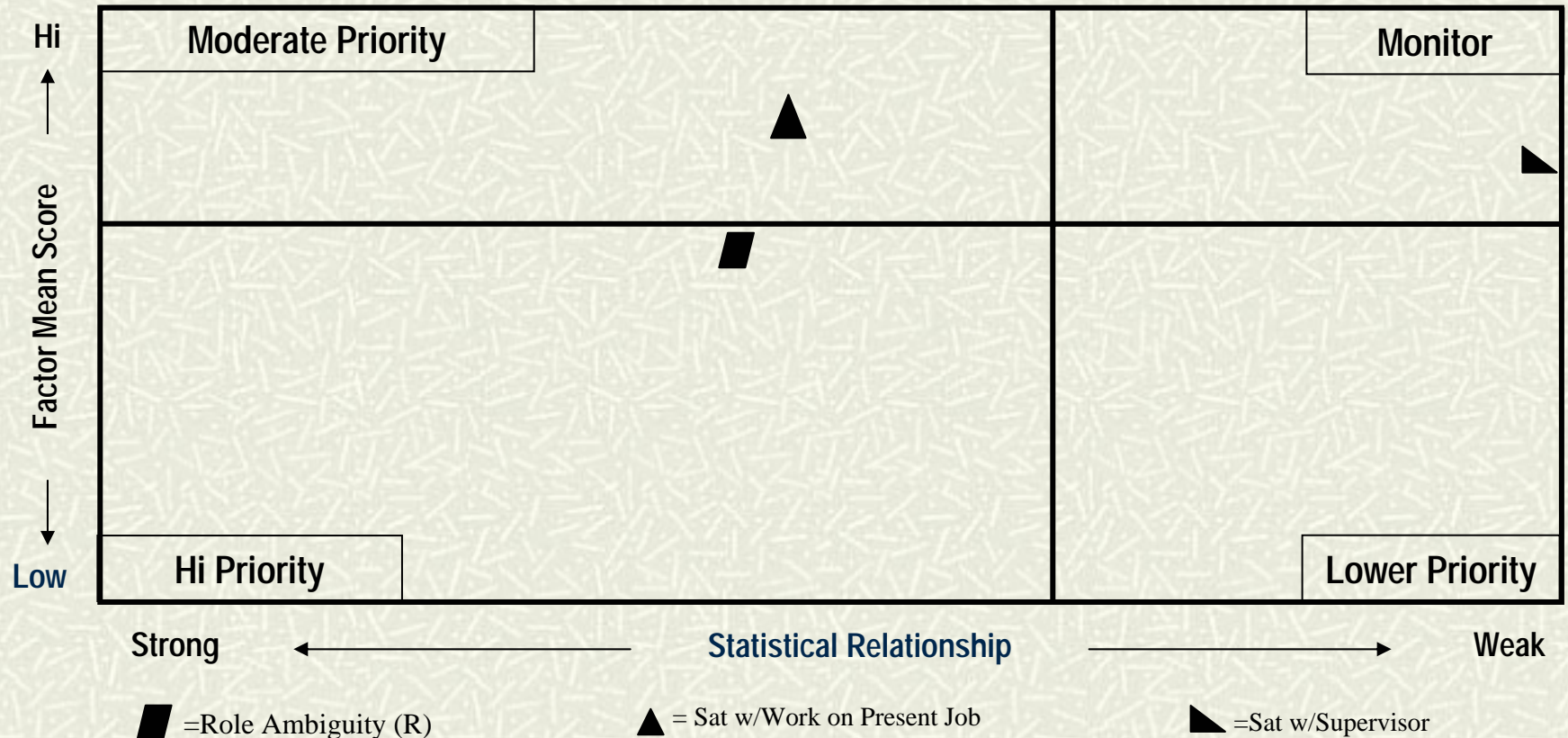
Career identity improvement priorities for the resident director sub-sample



# Research Findings: Priority analysis for career identity within the RD sub-sample

Figure 8

Career planning improvement priorities for the resident director sub-sample



**Discussion:** High priorities for improving career commitment and loyalty

<b>High Priority Factors</b>	<b>Total Sample</b>	<b>RD Sub-Sample</b>
<b>Job Burnout</b>	<b>3</b>	<b>2</b>
<b>Job Involvement</b>	<b>1</b>	<b>2</b>
<b>Workload Dissatisfaction</b>	<b>1</b>	<b>2</b>
<b>Satisfaction with Promotion Opportunities</b>	<b>2</b>	<b>1</b>
<b>Professional Development Outcome Fairness</b>	<b>1</b>	<b>2</b>
<b>Role Ambiguity</b>	<b>0</b>	<b>2</b>

**Discussion:** Moderate & Lower priorities for improving career commitment and loyalty

<b>Moderate Priority Factors</b>	<b>Total Sample</b>	<b>RD Sub-Sample</b>
<b>Skill Utilization</b>	<b>1</b>	<b>1</b>
<b>Satisfaction with Work on Present Job</b>	<b>1</b>	<b>2</b>

<b>Lower Priority Factors</b>	<b>Total Sample</b>	<b>RD Sub-Sample</b>
<b>Satisfaction with Present Pay</b>	<b>1</b>	<b>2</b>

## **Discussion:** High priorities have implications for housing and residence life programs

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- # Job Burnout – Christine Maslach defined burnout as a sense of exhaustion, cynicism, and negative self-evaluations about the work experience (Nelson, 2005)
    - Something that occurs over time
    - A mismatch between the workplace and the individual
  
  - # The results of this study suggest that the tasks and responsibilities of managing a resident hall can put a high degree of strain on those working resident director positions
  
  - # What work tasks and activities put a strain on RDs?
-

## **Discussion:** High priorities have implications for housing and residence life programs

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- # Maslach identified work overload as a condition that leads to burnout (Nelson, 2005)
    - It exists when an employee does not have the resources or skills to handle a high volume of work
    - Work that is high in intensity, complexity, and duration may contribute to the sense of workload dissatisfaction
  - # Workload Dissatisfaction – In this study workload dissatisfaction was a hi priority for the total sample and RD sub-sample.
  - # What is the volume of work for most RDs? In what ways is the RD job complex, intense, and long in duration?
-

## Discussion: High priorities have implications for housing and residence life programs

- # Maslach also suggested that chaotic situations contribute to job burnout (Nelson, 2005)
  - Decision-making is unclear
  - Accountability is low
- # Role ambiguity (King & King, 1990) refers to confusion about
  - What is required
  - How responsibilities are met
  - Who sets expectations
  - Consequences of actions
- # Role ambiguity is a high priority for resident directors and but not for all housing professionals.
- # What are sources of ambiguity for requirements, responsibilities, expectations, and consequences for those in the RD job?

## **Discussion:** Supplemental analyses of job stressors and work context

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- # Occupational Information Network (ONET)
    - A information database of job elements for many jobs
    - Base on Job analysis methodology and surveys
    - Replaces the Dictionary of Occupational Titles
  - # Work context survey – Questionnaire about situational aspects of work that may be important and common to a job
  - # 12 work context questions were included in this study
  - # Which work activities are related to job stressors: Burnout, workload dissatisfaction, and role ambiguity?
-

**Discussion:** Supplemental regression analyses of job stressors and work context – total sample

<u>Work Context Questions</u>	Job Burnout (R)	Workload Dissatis. (R)	Role Ambiguity (R)
Face-to-face discussions with others			.13
Work group or team interactions	.11		.12
Frequency of angry people on job	-.14	-.10	-.11
Regular work schedule on job	-.11	-.10	-.05
Hours worked in a typical week on job		-.12	

**Discussion:** Supplemental regression analyses of job stressors and work context – RD sub-sample

<u>Work Context Questions</u>	Job Burnout (R)	Workload Dissatis. (R)	Role Ambiguity (R)
Face-to-face discussions with others		.12	.13
Work group or team interactions	.11		.12
Frequency of angry people on job	-.23	-.22	-.24
Regular work schedule on job	-.13	-.14	
Hours worked in a typical week on job	-.11	-.11	

# **Discussion:** Additional high priorities for improving career loyalty and commitment

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## # Satisfaction with promotion opportunities –

- Mean scores for this factor is very low

## # Markham, Harlan, and Hackett (1987)

- Possibly a result of actual promotion opportunities –

- |                              |                |
|------------------------------|----------------|
| 1) Organizational technology | 2) Demography  |
| 3) Structure                 | 4) Environment |

- Possibly a result of perceptions of the promotion process –

- |                         |                        |
|-------------------------|------------------------|
| 1) Promotion policies   | 2) Evaluation criteria |
| 3) Selection procedures |                        |

## # Which of these apply to housing and residence life? Why & what are possible solutions?

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## **Discussion:** Additional high priorities for improving career loyalty and commitment

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- # Professional Development Outcome fairness - a component of employee benefits that an employee may use to advancement their career
    - Allocations of goods and services such as training, work hours, conference fees, tuition credits, etc.
  - # Outcome fairness (Colquitt, 2001) – an employees’ judgment that outcome distributions
    - Reflect their effort on the job
    - Are equal to what others receive
    - Meet their individual needs
  - # What types of Professional Development are offered? Are RDs aware of all these benefits? Do they use them all?
  - # Why & what are possible solutions?
-

**Discussion:** Moderate and lower priorities for improving career loyalty and commitment

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- # Skill utilization - match between a person's skills and the tasks required for a job (O'Brien, 1980)
  - # Satisfaction with work on present job –
    - Satisfying, Sense of accomplishment, Challenging, Dull, Uninteresting
  - # Satisfaction with present pay –
    - Adequate for normal expenses, fair, insecure, well paid, underpaid
-

## Discussion: Unexpected observations

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- # No statistical relationship between career attitudes and occupancy or status
    - A result of the low sample size for small public and private institutions
    - Occupancy and status may have logical relevance to institution variables (rental rates, number of staff, etc,) and not work experience and career attitudes
  
  - # Negative relationship between satisfaction with supervisor and the measures of career identity and planning for RDs
    - A significant proportion of RDs may identify more strongly with their supervisor than the line of work they have chosen
-



**Thank You**

