

STUDENT EMPLOYEE TURNOVER IN LARAMIE, WYOMING

A RESEARCH BASED HONORS CAPSTONE PRESENTED

BY

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Abstract

As an organization or business sustains its competitive advantage and continues to thrive in its market it must attract and retain its top talent for as long as it can. In human resource management, human capital or the people with their specific knowledge that make up organizations are one of the most important stakeholders to utilize and reward. Employees, managers, board members, and other members of the firms are guaranteed to separate from the focal firm in one way or another. The term coined here is turnover and to be more specific to the study, the voluntary turnover of employees. Studying Laramie, Wyoming's vital college workforce can lead to the answers to why students leave their college jobs before their expected departure date or graduation. Understanding the past research and literature on turnover circulates into the study of a specific group of employees that may be experiencing any number of troubles due to their current job. Correlating human resource management concepts like organizational justice, fairness, organizational citizenship behavior, collective turnover, and destructive leadership can reveal issues businesses have while attempting to employ college students. Using a survey methodology of current University of Wyoming students that are employed in Laramie, Wyoming. This is to inform local businesses how their student employees may feel regarding their treatment and then correlate it to their intention to turnover prior to their expected departure date. Bringing connections of where students currently stand concerning variables and concepts that lead to turnover. Future direction is provided for geographic and career-focused studies that can bring more significance to workforces in college towns like Laramie.

Introduction

The people, talent, knowledge, skills, abilities, and other characteristics of employees that make up an organization are arguably the most vital aspects of that firm and continually drive the organization's competitive advantage. In Laramie, Wyoming, the college students circulating through can offer their competencies for their set number of semesters to benefit businesses. Through my experience at the University of Wyoming, I have found that many students change jobs several times during their short time in Laramie, which in turn is detrimental to those businesses and the students. Student employee turnover is inevitable with their predetermined departure date or their graduation, but what is making them leave prematurely?

With over a century of research on the topic of turnover, the rationale for lowering turnover and understanding its causes has never been higher. After the global COVID-19 pandemic and the following economic downturn, the broad perspective of current research is related to the retention of talent, managing remote work, analyzing where turnover stems from, and further fair treatment of employees in a highly interconnected world. Various empirical studies have correlated a plethora of different variables from several different perspectives to further understand the reasons behind an employee's intention to turnover. Although wide-ranging turnover has been studied in detail, the implications of destructive leadership or bad managers deserve to be explored further in specific geographic locations, including Laramie, Wyoming. Contributing to the understanding of a college town's labor market can build on past research while being highly specific for targeted research in the future.

This study set out to answer why current University of Wyoming students might want to leave their current jobs before their graduation and the causes behind their intention to turnover. With the desire to find answers, past research and literature are presented from a broad view to

more specific variables as it continues to understand our design and methodology. Then, data analysis and results are presented. Working alongside the findings, discussion and a call for future research finalize my current work on the topic.

Literature Review

As management is an ever-evolving study and involves a plethora of other subjects, one particular area of study is on the people that make up the businesses and more specifically, the employees that leave. Human resource management covers the human capital aspect of the business but diving down into turnover can speak truths about how a business is run. Turnover viewed from a business perspective is encompassed by employees that leave organizations either through involuntary actions or voluntarily. Every business has turnover including older employees retiring, employees seeking alternate opportunities, employees being terminated, and many other rationales. The general concept of turnover in business is unavoidable but the problems related to and revolving around turnover are not.

Back when *The Study of Turnover* was published, Price (1977) states that the definition of turnover is, “the degree of individual movement across the membership boundary of a social system” (p. 4). Starting with this short while broad definition leads to the identification of the components surrounding it. In a wider view of the concept, this includes the movement of individuals themselves as well as the movement of organizations into and out of societies. As research and literature exist on both individual and organizational topics, the main concerns on the movement of individuals will be homed in on. Turnover includes several disciplines like political science, economics, management, finance, sociology, psychology, and social psychology including applied areas like business, education, public administration, and health. Understanding that most turnover research has culminated in these disciplines and applied areas

gives the idea of how turnover research has made itself prominent due to the study of people in specific places.

Continuing to understand the definition of turnover means understanding the concept of movement and its dynamic motion. Organizations that continue to prosper in their markets or industries will have to understand the circulation of people over time is guaranteed to occur repeatedly. Individual movements across membership boundaries include accessions and separations. Accessions can include new hires coming into the organization, transfers of individuals, and promotions but this is considered to barely affect the concept of turnover. Separations that have been distinguished are individuals quitting, organizations laying off their talent for various reasons, and discharges of people (Price, 1977, p. 5). People quitting is the most frequently studied type of separation and can be researched to explain what a firm is doing wrong with its workforce.

Determining the membership boundary of a social system is the last characteristic of the short turnover definition. While difficult to determine, there are three criteria noted for the member determination to be distinguished by self or by others, frequency, and subjection to sanctions of their system (Price, 1977, p. 5). If an individual defines themselves to be a member of a system or others believe they are a member of the system means they are a part of the said system. This is the definitional criterion of membership and is used by social psychologists studying organizations. Second, the frequency of interaction defines the boundary by the amount that the individual intermingles with the boundary, either in great amounts or very small amounts. Finally, the last criteria can be determined by the individual having to follow rules, regulations, and laws that the system uses. When it does come to businesses employing people, the membership boundary of their workforce should be defined and well understood.

Turnover is an important area of research for a plethora of reasons with an ample number of different labels. Relevant research has covered terms and grouped turnover under terms like mobility, labor turnover, migration, external succession, withdrawal from work, absenteeism, retention, collective turnover, exodus, commitment, firm performance, justice, resignations, and more. While this list continues to grow some specific terms like collective turnover, voluntary turnover, and turnover intentions have received more focus either recently or in general. Answering why this research is important can lead to highly specific studies as well as thoughts and feelings on where an individual is currently employed. Given that every business is different, industries change, and the world continually advances, the study of turnover will always be important for research and businesses to understand. Communicating the findings to busy managers may be a difficult task for researchers but managers or organizations that find the studies important can generate a much better workplace and in turn lower the metrics that surround turnover.

Methodologies in turnover studies have spanned several forms of measurements, qualitative case studies, reflections, contextual organizing frameworks, calls for research, meta-analytic reviews, narrative reviews, and theory work. With variations in how research has been conducted and different authors putting out different work, there is a vast amount of information covering a lot of the specifics of turnover. Fully understanding members of the organization either entering or leaving will further define specifics of turnover. Turnover in the form of people that are entering the workplace makes the business focus on retention and what root causes might have driven their previous talent to resign or turnover. Members of the organization can exit voluntarily or are made to turnover through involuntary actions of their own. Involuntary turnover could range from mass layoffs, mergers or acquisitions, and terminations of individuals.

Voluntary turnover is sometimes termed avoidable and involuntary turnover is sometimes referred to as unavoidable (Price, 2001). Looking in the reasons why the most research on turnover is on the employees leaving and the ones that are avoidable in theory.

Although there are many reasons for leaving an organization, this can be looked at from different levels of the organization. Hausknecht and Trevor (2011) state that there are several levels of analysis that include:

(1) group (teams, work groups, or departments, which are often nested within a single organization and/or location); (2) unit (standalone establishments such as stores, restaurants, factories, call centers, hotels, or offices); or (3) organization (entire companies, firms, or enterprises). Although we refer to individual-level turnover in several places. (p. 353)

These levels and understandings lead to the key term collective turnover, which refers to the aggregate or combined turnover of employees that occurs in each of the entities like groups, work units, or entire organizations (Hausknecht & Holwerda, 2013, p. 210). Collective turnover expands the turnover concept, creates easier visualizations of why turnover is happening where and extends it to organizations for further consideration of turnover at different levels.

Turnover that is focused and seen in a broader perspective refers to collective turnover and addresses the wider consequences at the distinctive levels. Increases in interest for the causes and consequences of collective turnover have risen in the past two decades from the recognition that rising turnover rates have negative outcomes like poor customer service, reduced sales, higher staffing costs, higher accident rates, lower efficiency, and higher counterproductivity (Hausknecht, 2017, introduction). With more reasoning for further research due to rates of turnover increasing having direct increases in social capital losses and human capital losses. All

the characteristics of businesses are built up and around the talent they deploy, meaning without their people and without understanding those people in aggregate could lead to massive problems.

Collective turnover can be utilized in different cases as well as several functional areas with different measurements and conceptualizations. Hausknecht (2017) states that the most common traditional approach to measuring collective turnover is Price's (1977, p. 15) separation rate. This involves the number of members who left during the specific period to be divided by the group size, which can be averaged or chosen at a specific point during the period. Hausknecht says the less common but precedent calculation is Price's (1977, p. 17) instability rate. Instability rates can be calculated by the number of leavers of a cohort during a specified period divided by the original cohort size that was identified at the beginning of the said period. The United States Bureau of Labor Statistics adopts the separation rate when estimating the American workforce turnover (sidebar 1). Quantitative results are deeply rooted in the study of turnover, but the quality of talent has always been a focus of human resource management. Nyberg and Ployhart have since introduced a theory that recognizes collective turnover as the aggregate quantity and quality of employee knowledge, skills, abilities, and other characteristics (KSAOs) depleted from the specific unit (2013, p. 109). Changing from the number of people that are exiting the firm to the depletion of human capital resources and KSAOs that are highly valued in the firm. Hausknecht and Holwerda (2013) also make the argument that all leavers are not deemed equal, and collectives will endure greater difficulties when the most proficient members leave, turnover occurs all at once, turnover affects various positions within the collective, the remaining members of the collective are novices, and the general and firm-specific human and social capital of leavers exceeds the newcomers' human capital (p. 211-212).

Qualitative research on collective turnover can bear a lot of help for organizations realizing that they have lost their top performers during different levels of analysis.

Collective turnover frameworks created by several researchers and extant literature have led to many defined causes, moderators that play important roles or have been targeted as causes, and serious consequences against the individual firm. In 2011, Hausknecht and Trevor list three main antecedents that move toward collective turnovers like human resource systems/practices, collective attitudes/perceptions, and collective characteristics (p. 354). Then in 2013, after a meta-analytic review of 694 effect sizes drawn from 82 studies was performed by Hausknecht, Heavy, and Holwerda, their multitude of antecedents were grouped into six major categories. These include human resource management inducements and investments, human resource management expectation-enhancing practices, shared attitudes toward the job as well as the organization, quality of workgroup and supervisory relations, job alternative signals, and job embeddedness signals (p. 413). As research progressed, the six categories better describe at which point causes of collective turnover stem from and serve as points of conversation at management meetings at any level of the focal organization.

Picture a diagram that has the causes listed out on the left side, consequences being listed on the far right, collective turnover in the middle, arrows going from causes to collective turnover, arrows from collective turnover to the consequences, and moderators being around collective turnover on both sides. A moderator can be defined as a qualitative or quantitative variable that affects the strength of the relation between a predictor variable, the antecedents in this case, to an outcome or the consequences in our imagined diagram (Ploy & Roodt, 2013, review). Moderators in the picture change the relationships amongst the diagram and can adjust collective turnover. Hausknecht, Heavy, and Holwerda (2013) describe the antecedents that may

be context-dependent; therefore, examining them as moderators. They concluded that the four antecedent moderators were firm specificity of training investments, the strength of internal mobility practices, industry effects of high-commitment human resource practices, and context-dependence of collective size. With knowing estimates will be heterogeneous, they also suggested that there are moderators of consequences like turnover type, proximal/distal nature of outcomes, within-organization versus between-organization settings, and industry effects (p. 416-418). Moderators surrounding turnover research and collective turnover affect the causes and outcomes in different manners and must be noted during research.

Literature on turnover, regardless of level, stresses the notion that turnover does matter because it has highly meaningful consequences. Some undesirable results could be the loss of firm-specific human and social capital, disruptions in operations and collective functions, putting remaining members focus on newcomer socialization and training, and increases costs for recruitment and selection (Hausknecht & Trevor, 2011, p. 360). A highly needed team member leaving the organization can imagine some of the consequences that they cause as they chose to depart their workplace, workgroup, or work unit. Hausknecht, Heavey, and Holwerda's (2013) meta-analytic review found the consequences of collective turnover as being customer satisfaction, profit margin, production efficiency, sales efficiency, counterproductivity, error/loss rates, absenteeism, operating profit, return on assets, return on equity, sales, and sales growth (p. 423). Differing from earlier collective turnover frameworks that claim productivity, firm performance, and customer outcomes as general consequences. The largest takeaway is the consequences of collective turnover as well as individual turnover profoundly matter for each business attempting to sustain a competitive advantage.

Job satisfaction is another term that revolves around turnover literature and turnover's causes. Many different definitions of job satisfaction can be found in literature and researchers coin the vernacular per their research. When one is satisfied in their job it could mean they have positive feelings towards their work, it increases their sense of achievement and job success, they have positive attitudes, they are content with the various aspects of their work, and awards are given for efforts (Aziri, 2011, p. 77-78). The opposing side can cause issues like lack of loyalty, higher turnover intentions, absenteeism, and several other consequences. Considering job satisfaction as psychological, physiological, and environmental combinations that cause individuals to perceive their job as satisfying or not leads to the intentions of those employees.

When thinking about leaving a job, an individual's list can be short or quite extensive while including organizational citizenship behavior, overall job satisfaction, fairness, and more. Price's (1977) book explains some correlates or indicators in older research to which turnover is related. Correlates with strong support include individuals with lower lengths of service having higher turnover rates than members with higher lengths of service, younger individuals have higher turnover rates than older employees, and periods of higher employment rates have higher turnover rates compared to lower employment levels. Medium supported indicators are unskilled members having higher turnover rates than skilled workers, blue-collar members having higher turnover than white-collar members, and the United States having higher turnover than other highly industrialized countries. Weaker-supported correlates are well-educated people having higher turnover rates than less-educated ones, nonmanagers having higher turnover rates than managers, and nongovernment firms having higher turnover compared to governmental organizations (p. 26-38). Indicators like such make sense in the employment situation and add to the factors making individuals leave.

To decipher further why individuals either stay or choose to leave can lead to several different focuses and separate studies. Starting with general concepts that have reappeared in the business world for decades, organizational justice and fairness. Greenberg (1990) breaks down organizational justice into three individual dimensions being distributive, procedural, and interactional justice. Distributive justice refers to the outcomes that are distributed proportionally to inputs or also commonly known as the equity principle. In the context of business, avoidance of favoritism during promotions or two salespeople getting different bonuses for the same quarterly performance can begin to spark thoughts on distributive justice. Procedural justice concerns itself with the fairness of the decision-making process leading to a specific outcome. An example is two people attempting to be promoted but one does not get the promotion but gets a thorough explanation of the system used for the decision and where he/she could go next. Interactional justice, while some beliefs leave it to be procedural, refers to the quality of the interpersonal treatment that is received by those working in the organization (Baldwin, 2006, p. 1-4). This could include receiving the truth and nothing other than truth from supervisors or managers treating subordinates with disrespect. Colquitt and Rodell (2015) group their own justice rules into four sanctions that include procedural, distributive, interpersonal, and informational. Breaking down procedural into process control, decision control, consistency, bias suppression, accuracy, correctability, representativeness, and ethicality. Distributive as rules like equity, equality, and need. Respect and propriety as the rules leading to interpersonal justice. Lastly, informational justice rules are truthfulness and justification (p. 189). With some overlap and gapping the differences that can be found, several concepts continue to judge a firm's justice and fairness. Organizational justice is a key term for understanding an individual's fairness perception of their working environment.

Fairness and organizational justice have been used interchangeably in and around business contexts, but fairness as the general term deserves further explanation. With fairness studies being mainly over the three forms of justice and their occurrence at a single point, it has provided little research on the changing perceptions of fairness from employees. Premises identified have been around the concept of employees' fairness being influenced by their preexisting perceptions, the various times that any justices have or have not been shown, and the employees' expectations that have been previously set around fairness. Jones and Skarlicki (2012) state, "organizational members are motivated to reduce uncertainty about the fairness of relevant social entities, which compels them to periodically reevaluate and potentially revise their perceptions of entity fairness" (p. 140). As fairness can evolve over time, studies here can change over the course of one business day, a week, or longer. Thinking of fairness as a dynamic model integrates it with the circulating definition of turnover.

Another human resource management concept is organizational citizenship behavior and how it affects a business. Organizational citizenship behavior (OCB) can be described as the discretionary behavior directed at individuals or the organization, this goes beyond what the original role expectations would be and is intended to or does benefit the organization (Somech & Drach-Zahavy, 2004, OCB). The three main features of OCB can be defined as the concept of voluntary actions leading people to do what they do, behaviors benefitting the organization from the perspective of the firm, and the definition puts emphasis on the multidimensional nature of OCB. Then, OCB could be further grouped into types of behavior like someone helping someone else, good sportsmanship, compliance to the workplace, loyalty to the organization, the individual's initiative, civic virtues, and self-development. All referring to the extent that which

individuals go above and beyond what they are employed to do originally. With high hopes, all employees of an organization will show and push for organizational citizenship behaviors.

Research has combined fairness, justice, and OCB to understand what affects employees and what those employees do. With understanding various human resource management concepts like these, the linkages between them are easier to understand and grasp. Nadiri and Tanova's (2010) study found relationships between justices and turnover intentions to be high, justices and job performance were high, justices contributing to OCB were high, and job satisfaction with OCB was also significant (p. 37-38). Firm's actions compared to how individual employees react and conduct themselves after relating to the consequences of turnover intentions. Other studies have found distributive justice has a high prediction of employee turnover, procedural and distributive justice at high levels predicted turnover intention directly, and organizational justice contributed to larger variations in turnover intentions (Mengstie, 2020; Poon, 2012). Connecting these factors to each other and to turnover continually drive where flows of turnover come from.

Leaders amongst organizations can drive their workforce to great heights and positively affect the other core business functions. Traditionally, leadership research has focused on the most effective ways to lead and the positive behaviors they convey with the effects coming from those behaviors. Away from the ideal situations, managers and supervisors can behave in ways that are detrimental to their employees and their firm as a whole. Growing interest has occurred in the dark side of leadership because of the prevalence of and costs because of bad bosses and the findings that destructive leaders have severe effects on individual employees (Schilling & Schyns, 2013, p. 138-139). Different types of destructive leadership behaviors include employees' perceptions of a leader's actions compared to what those leaders actually do, whether

or not their intent is true and intentionally destructive, and behaviors being shown through physical, verbal, or non-verbal actions. Many individuals can think of times that their leadership has done something destructive, whether on purpose or not, and its effects on those employees are different.

Sadly, there are destructive leaders and bad bosses across all small businesses, organizations, and industries. Giving reason for more research to be done on these unbeneficial leaders. With having destructive leaders be unavoidable it has led to research on what happens to employees as they navigate their work experience with destructive leaders. Schilling and Schyns' (2013) meta-analysis found the strongest effects were on individuals' feelings towards their leaders were directly related to destructive leadership. Destructive leadership was negatively correlated to traditional beneficial leader-related concepts. Bad leadership was also positively correlated with negative organization-related concepts. More general job-related behaviors including counterproductive work were strongly related to issues with bad bosses. Lastly, destructive leadership's relationship with negative individual follower-related concepts was positively correlated (p. 146). Well-being issues, negative affectivity, lower efficiency, decreased job satisfaction, higher stress, and other personal factors stem from these leaders' influences. With these aspects from bosses causing individuals to have issues with their job, it relates destructive leadership to their intention to leave and turnover itself.

Turnover is a general area of study that encompasses human resource management concepts, conducted at several levels, with antecedents, moderators, and dependent variables to explain why individuals leave the boundary of their workplace. Going from the broad definition of turnover and its components to different types of exits from employees with their specific causes at different stages. Antecedents of turnover were given more focus with the thought that

once the causes of employees leaving were identified they can therefore be fixed before causing consequences to the firm. Consequences of turnover still must be understood to give more weight to turnover as a topic of study and an ever-lasting issue for businesses. Looking at the larger collective exits and relating them to an individual's movement can correlate the interworking factors to general concepts representing the issues of where turnover can form and how heavily it can influence those individuals. Pushing research further into destructive leadership, or more simply put as bad bosses, may be beneficial to the management field to take control over the leaders that can make or break a workgroup, unit, or the entire organization.

Methodology

With the ample amount of literature behind us, we know there are plenty of reasons why people leave their jobs but why are college students in Laramie, Wyoming leaving their current jobs before their graduation date and departure from their college careers? We chose to approach this question with mostly quantitative surveying research to attain better knowledge and understanding of the college student workforce. Producing objective data that can then be communicated through statistics and values. Quantitative research is more common in my field and with past research covered as well.

Utilizing the past research leads to understanding the underlying and broad reasons for an employee to turnover. We then designed a survey to collect data on individuals that are currently employed in Laramie, Wyoming, and are currently enrolled while taking classes at the University of Wyoming. The survey itself was created using the surveying software from Qualtrics to create the quantitative study. Before surveying began, Institutional Review Board approval was necessary for all questions, information, incentives, benefits, privacy details, and objectives to then survey human subjects.

The design for the survey started with questioning the individual's current satisfaction with their job, why they might leave their job, if they visualize leaving their job before their expected departure date, and a sliding percentage scale of their intention to leave their job within the next 30 days. From here, respondents were asked about their trust relating to their supervisors and managers. Moving into questions connected to the employee's willingness to go above and beyond their regular job duties or otherwise known as OCB. All three justice dimensions were asked relating to procedures that managers and supervisor's conduct. Other variables like the individual's motivation to work and the individual's college and general financial hardships were questioned. These were the dimensions that were deemed larger correlates of turnover intention from past research with some adjustments to relate the variables around the leadership of the firm the individual works at. Surveying included several 5-point Likert scales throughout the various variables. Questions that finalized the survey were pertaining to the individual's demographics. Including the consent authorization request, there was a total of 72 questions asked, taking most participants around ten minutes.

After the survey went out and was dispensed to a few outlets, we took the report of all responses from Qualtrics to the statistical software, SPSS Statistics from IBM. Through this software, we processed the outcome data through linear regression models and exploratory factor analysis using one dependent variable, the six independent variables, and with controls throughout each model. Our dependent variable relating to turnover intention was the sliding percentage scale of intentions to leave the respondents' current jobs within the next 30 days. The independent variables from the survey are trust in the business's supervisor or manager, OCB, the three dimensions of justice, motivation to work, general financial hardships, and college financial hardships. Lastly, the controls throughout were the individual's highest completed

education level, year in college they currently are, their gender, their work status in terms of full-time or part-time, and their age.

When choosing to conduct surveying research, we defined our criteria for our approach from a brainstorming standpoint that led to surveying as the only option for collecting data on students possibly wanting to leave their jobs. Initial obstacles encountered were what variables were viable to question relating to turnover, thankfully, research and conducting the literature review overcame this issue. Potential weaknesses in the methodology could have been mistargeting specific reasons for student employee turnover intention, the discomfort that might have been caused due to questions relating to an individual's job, and time for the entire process. Other methodologies could include interviews of various students at different levels of their college experience that are also working whilst in college for stories instead of numbers or other qualitative surveying with written opinions about their workplace, work environment, and the treatment they have received from their leaders.

Results

Our initial surveying period allotted only a week to collect data and analyze results. The two tables below represent our descriptive statistics and random coefficient models. One large caveat here is the extremely small sample size of only 12 respondents. Results here in this research are only beginning to match trend levels alongside previous research and surveying. Therefore, I present the tables with information that begins to model where we wanted results to go.

Table 1 Descriptive Statistics of Focal Variables

Variable	Mean	SD	1	2	3	4	5	6
1. Turnover Intention	26.25	33.46						
2. Trust	3.40	0.80	-0.33					
3. OCB	3.57	0.68	-0.58	0.13				
4. Justice	3.31	0.88	-0.18	-0.19	-0.41			
5. Motivation to Work	4.10	1.24	-0.18	0.18	-0.03	0.46		
6. General Financial Hardships	3.06	1.58	0.08	-0.15	0.30	0.37	0.34	
7. College Financial Hardships	3.64	1.40	-0.02	-0.35	-0.15	0.19	-0.19	0.13

Notes: n = 12 students.

Table 2 Random Coefficient Models Predicting Student Employee Turnover

Variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Intercept	-505.45 (182.29)*	-481.41 (174.72)*	-259.47 (180.10)	-499.31 (248.92)	-423.75 (217.79)†	-531.36 (192.42)*	-506.38 (202.71)*
Education Level	10.23 (7.24)	12.38 (7.09)	15.62 (6.24)*	7.85 (9.92)	12.94 (8.31)	10.27 (7.49)	10.29 (8.47)
Year in School	7.99 (8.13)	10.14 (7.92)	7.81 (6.52)	2.50 (11.95)	8.01 (8.37)	7.84 (8.42)	7.98 (8.71)
Gender	21.13 (16.8)	29.02 (17.10)	43.66 (16.59)*	21.89 (23.95)	32.09 (22.82)	14.72 (19.78)	21.14 (18.03)
Full Time or Part Time Employment	9.46 (17.81)	13.18 (17.21)	-19.02 (18.78)	10.44 (21.95)	1.85 (21.03)	7.18 (18.73)	9.50 (19.27)
Age	21.06 (8.11)*	20.73 (7.74)*	15.58 (6.91)†	24.07 (11.65)†	18.36 (9.11)†	22.21 (8.57)*	21.07 (8.72)*
Trust		-13.37 (10.04)					
OCB			-34.48 (14.76)†				
Justice				-14.86 (14.32)			
Motivation to Work					-8.14 (11.01)		
General Financial Hardships						4.58 (6.69)	
College Financial Hardships							.12 (7.28)
R	0.77	0.82	0.87	0.71	0.78	0.78	0.77
R Squared	0.59	0.67	0.77	0.51	0.62	0.61	0.59
F Score	2.32	1.80	3.92	0.89	1.92	1.88	1.69

Notes: n = 12 students. Standard errors are in parentheses. For significance: ** p < 0.01; * p < 0.05; † p < 0.10.

Discussion

With our survey and data analysis, we attempted to find out why current University of Wyoming students, working in Laramie, Wyoming might want to leave their current jobs before their expected departure date. Relating back to past literature with defined causes like trust in management, OCB, the three dimensions of justice, motivation to work, and financial hardships. With the small sample size, there is no exact result that answers our main research question, but data suggests that our peers at the university may have higher turnover intentions if their trust in their boss is lower, OCB being lower, employees believing that their leaders are not fair or executing lower amounts of all three dimensions of justice and having the lower motivation to work. College and general financial hardships acted as an additional variable that influenced student's turnover intention as well as their need to work. It begins to correlate that destructive leadership may be a detriment to students and the businesses.

These results build on existing evidence from Schilling and Schyns' (2013) analysis of destructive leaders creating lower OCBs and lower individual-follower concepts. The experiment provides more insights into Nadiri and Tanova's (2010) study that found justice is highly related to turnover intention, OCB, and job performance. Our limitations cannot demonstrate a clear picture of the younger workforce here in Laramie and I do have to acknowledge that. As time and number of respondents was our detriment leaving the reliability of this data is impacted negatively and it limits the data's generalizability. My only unanticipated obstacle was the students giving their time to take the survey and completing it honestly. Possibly leaving our methodological choices constrained by the respondents.

Future research can manipulate the survey itself or utilize other methodologies to further home in on the specific workforce in Laramie or other college towns that fluctuate with

thousands of students. The next studies will have to consider the effort levels of respondents, how the questions are asked, whether to collect more qualitative data, how long of a survey period to conduct, and include more variables. As turnover is caused by a plethora of reasons, further research can include gaps in literature like destructive leadership or trust in leadership. More work in the future can lead to direct benefits for small businesses or the corporations in Laramie and better the individual's college career whilst working in town.

With past literature being reviewed and surveying somewhat being conducted alongside the analysis of this information, business owners or managers still have information to take away from the work. Specifically, with college students creating a continuous flow in the local workforce, businesses should aim for a term coined optimal turnover. Phillips (2020) defines optimal turnover as not being the lowest turnover a firm can achieve, but as the turnover level that produces the highest long-term levels of productivity and business improvement (p. 474). Meaning, that when a business hires an employee, they will want to get the most out of them for the right amount of time. Thankfully, college students fit perfectly into the concept of optimal turnover and can continually be a mission for each business. The obvious still holds around managers needing to uphold fairness in procedures, justice through interpersonal relationships, trust in every situation, organizational citizenship behaviors, and an emphasis on motivating their employees. Laramie's businesses can reap the benefits of a college student workforce more in the future if the right values are presented, the causes of turnover are better known, and destructive leaders change for the better.

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