

Allied Signal, Inc.: **Identification of Factors that Influence the Organizational Commitment and Retention of AlliedSignal Employees**

Project Date: February, 1999 – May, 1999

Description

The purpose of this study was to identify factors that influence the organizational commitment and retention of a group of highly-valued employees within the client organization. The organization invests large amounts of money to train individuals to fill critical jobs. This training makes the individuals highly attractive to other organizations and they regularly receive lucrative job offers from other organizations.

PDRI developed a survey to identify factors that influence the organizational commitment and retention of these highly-valued employees. We developed a draft survey instrument based on models of organizational commitment, job satisfaction, and work motivation. The draft survey instrument was reviewed and revised by incumbents during a series of focus groups. The focus groups also generated a list of possible actions the organization could take to maintain or improve the commitment and satisfaction level of employees in the target job. These recommended actions were incorporated in the survey.

The survey was administered, via e-mail, to all incumbents in the target job. PDRI analyzed and summarized the results, including a recommended process for identifying and implementing the most feasible and impactful actions.

Results

Paullin, C., Hedge, J. W., Carter, G. W., & Houston, J. S. (1999). [Confidential job] satisfier study (Institute Report #330). Minneapolis: Personnel Decisions Research Institutes. [Confidential Report]