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Abstract

Although much is known about why employees decide to resign from their jobs, scant research has examined what occurs after employees decide to leave their jobs but before they exit their organization for the final time. In other words, the employee resignation process is not well understood. In this dissertation, a theoretical model of the resignation process is developed and two studies—one qualitative and one quantitative—are conducted to explore the manner in which workers resign from their jobs. The results indicate that resignations are emotion-filled events for departing employees and their coworkers.

Further, seven specific resignation styles emerged through inductive coding of stories of employees' resignations in Study 1, and these styles were validated in Study 2. By the book resignations are characterized by standard notice periods and resignation meetings in which employees inform their supervisors why they are leaving. Perfunctory resignations are similar, although they are more terse in nature and do not involve resigning employees providing a reason for their departure. Avoidant resignations are further still cursory, as they involve an attempt by resigning employees to evade confronting their manager with their resignation. Grateful goodbye resignations are quite positive in nature, and typically include expressions of thankfulness from resigning employees toward their employers. In the loop resignations are also positive, but unique in that during the resignation planning process, employees keep their supervisor informed of their intention to leave. On the negative side, bridge burning resignations are typified by counterproductive acts by the departing employee during resignation. Impulsive quitting resignations can also be

damaging to organizations, but mainly because they involve employees leaving their jobs in an abrupt manner, with no notice, and with no planning.

A number of antecedents to, and outcomes of, each resignation style are identified in Study 2. Then, the theoretical implications of this dissertation are discussed. Finally, directions for future work, implications for practicing managers, and limitations of this dissertation are addressed.

CHAPTER 1: THEORY

On March 14, Greg Smith announced his resignation from Goldman Sachs in dramatic fashion. In an article published in the opinion pages of the *New York Times*, Smith derided the company's culture and treatment of its customers (Smith, 2012). Smith's resignation, and how he delivered it, was headline news and "ricocheted around the world in sharply divided tweets, Facebook comments and blog posts" (Rappaport & Enrich, 2012, p. C1), causing incalculable harm to the reputation of Goldman Sachs, and forcing the firm to spend a great deal time and energy, including that of the CEO, doing "damage control" (Rappaport & Enrich, 2012). As this somewhat sensationalized example illustrates, the ways in which employees resign from their jobs can have broad implications that affect people and organizations. Indeed, departing employees are often an informal source of either positive or negative publicity to potential customers and clients, and their actions may also influence the attitudes and behaviors of current and future employees. As such, the effects of employee resignation extend beyond the interests of the employee who is resigning and are of real significance to HR professionals and organizational leaders.

Beyond the reputational help or harm that resigning employees can cause, gaining a deeper understanding of the dynamics of the resignation process is important for a number of other reasons as well. First, voluntary resignations are quite common in organizations today. Indeed, Baby Boomers held an average of 11 different jobs between the ages of 18 and 44 (Bureau of Labor Statistics, 2010). While some of these job changes may be due to terminations or layoffs, it is likely many of them were employee-initiated. Moreover, evidence suggests that the current generation entering

the workforce, Gen Y or the Millennial generation, seems even more inclined to hold multiple jobs over their careers (Meister & Willyerd, 2010). In addition, of the nearly 142 million Americans who were employed in March 2012, 1.6%, or 2,270,000 workers, resigned from their jobs that month. In better economic times, when more jobs are available and employees have greater mobility, the average number of voluntary resignations per month climbs to 3,320,000 (BLS, 2010). Clearly, these resignations often required employees to inform their employer of their intention to quit. In short, resignation is a frequent and potentially significant occurrence in organizations.

Second, employees seem to view the act of resigning from their employer as a major event. Indeed, while academic investigations of resignation are scarce, an online search using the terms “job quit” and “job resignation” yields an abundance of websites offering advice to, and answering questions and concerns from, employees regarding the resignation process. These websites cover topics such as how to write a resignation letter, how to resign in a graceful manner, how to handle one’s emotions during the resignation process, and how to prepare for the reactions of one’s boss and coworkers. The fact that there is so much advice available (with almost no research to back it up) provides support for the idea that the act of resigning can be a confusing and emotionally-charged time for employees. Further, resigning employees are often motivated to leave a company on a positive note, as they may hope to use their former boss as a reference to facilitate future career advancement (Feldman & Klaas, 1999). Thus, resigning from one’s job is something that affects employees both personally and professionally.

Third and finally, the ways in which employees handle the resignation process itself may influence how disruptive their departure is to the functioning of the organization. Indeed, employees often develop strong relationships with their coworkers, and severing these ties may not only cause emotional strain for the departing employee, but for those left behind as well (Dess & Shaw, 2001). Further, when one employee leaves voluntarily, it may cause other employees to think more deeply about their employment situation and to contemplate a job change themselves (Felps, Mitchell, Hekman, Lee, Holtom, & Harman, 2009; Mitchell & Lee, 2001). Moreover, how long the departing employee continues to work once they put in their resignation notice, how they behave after announcing their resignation, and how managers react to the resignation, may increase or decrease the likelihood of turnover contagion. As such, employee resignation has the potential to influence morale, turnover, and other determinants of organizational performance.

Dissertation Purpose and Intended Contributions

A great deal of prior work has investigated various aspects of the separation of employees from their organization. Most notably, the antecedents, correlates, and consequences of voluntary employee turnover have been heavily studied (e.g., Griffeth, Hom, & Gaertner, 2000; Lee, Mitchell, Wise, & Fireman, 1996; Mobley, Griffeth, Hand, & Meglino, 1979). In addition, involuntary turnover, resulting from layoffs or terminations (e.g., Barrick, Mount, & Strauss, 1994; Brockner, Grover, Reed, DeWitt, & O'Malley, 1987; Cox & Kramer, 1995; Rousseau & Anton, 1991), has also received significant scholarly attention. Furthermore, HR practices embedded

within the separation process, such as exit interviews (Feldman & Klaas, 1999), have also been investigated in prior research.

Despite the significant volume of research on employee separation, one facet of this process that has seldom been explored is the actual way in which employees separate voluntarily from the organization (Jablin, 2001). This is surprising, because whenever employees choose to leave their jobs to change employers, return to school, or become a full-time parent, they must engage in a resignation process. Resignation occurs after the decision to turnover has been made, and during this time, employees choose how they will part ways with their employer. In other words, once employees decide to leave their organization, they must make a number of decisions that will influence the manner in which they leave. For example, Tan and Kramer (2012) pointed out that employees must decide whether or not to confide in coworkers or friends and family regarding their decision to resign. Kramer (2010) noted that they must also choose how many weeks of notice to give their employer and how to go about informing their supervisor that they are quitting. Furthermore, Jablin (2001) suggested that, once employees give their notice, they must determine how much effort to put into their task performance, extra-role behaviors, and activities such as training a replacement, in the final days and weeks of their job. Although researchers have sometimes acknowledged that these decisions must be made, prior research has not systematically examined the resignation process. As a result, we know little about the issues and decisions facing employees who have decided to resign from their jobs. Likewise, we do not have a good understanding of what may drive employees to resign in ways that are more constructive, more destructive, and so forth.

Thus, the purpose of this dissertation is to enhance our understanding of employees' resignation styles and to identify some individual-level antecedents and consequences of different approaches to resignation. In order to address this question, I first develop a theoretical model of the resignation process that describes the different ways in which employees resign, delineates the decision process through which employees choose a resignation style, and identifies the individual-level antecedents and consequences of those resignation styles. Next, I conduct a qualitative study in order to investigate certain aspects of my theoretical model. Specifically, I examine the extent to which the styles of resignation proposed in the model are evident in a sample of full-time MBA students who have recently resigned from their jobs and the decisions, dilemmas, and emotions that confronted these individuals during their resignation. Finally, I conduct a quantitative study of my theoretical model. In particular, I use a survey methodology to validate resignation strategies in a diverse sample of people who have recently resigned from full-time jobs; in this study I also seek to determine if employees' attitudes and traits affect their resignation styles as proposed in my theoretical model. Overall, then, my dissertation provides a conceptual, qualitative, and quantitative examination of the resignation process that should not only advance our knowledge of the antecedents and consequences of resignation, but also provide a foundation and agenda for future research on this topic.

Prior Investigations of Employee Resignation

Resigning, either verbally or in writing, is a formal signal to one's employer that he or she intends to voluntarily leave his or her job. Similar in some ways to the unique activities employees go through during organizational entry (e.g., new

employee training, relationship building, acquiring organizational knowledge, becoming socially integrated; Fang, Duffy, & Shaw, 2011), resigning employees will also typically engage in a number of distinctive activities during the final days, weeks, or months at their job, designed to facilitate their personal and professional transition out of the organization, such as confiding in coworkers and preparing a resignation letter (Kramer, 2010). Indeed, although socialization is typically conceptualized as the process through which new employees adjust to an organization (e.g., Feldman, 1976; Payne, Culbertson, Boswell, & Barger, 2008; van Maanen, 1975), a few researchers have argued that the resignation process should be considered the final stage of employee socialization (e.g., Jablin, 1987; Kramer, 2010; Moreland & Levine, 1982). To the limited extent that employee resignation has been discussed in the literature, it has been as a part of the socialization process in the organizational communication literature.

Jablin (1987) described employee communication during the process of disengagement/exit from the organization, which comprised the third stage of the employee life-span developmental process following organizational entry and then assimilation. According to Jablin (2001), all forms of voluntary turnover involve three phases of the disengagement/exit process—preannouncement, announcement and actual exit, and postexit. In the preannouncement phase, employees privately convey intentional and unintentional cues and signals to other organizational members and outsiders concerning their potential departure from the company. Next, in the announcement phase, employees publicly declare their exit intentions to their supervisors and coworkers, usually both verbally and in writing. Finally, the postexit

phase occurs once resigning employees have left the organization. This phase is characterized by uncertainty for those affected by the voluntary departure, as both the resigning worker and his or her previous coworkers must adjust to changes in their respective work environments caused by the exit (Jablin, 2001).

In her investigation of communication and sensemaking during the exit phase of socialization, Klatzke (2008) found that people do indeed convey their intention to depart to coworkers and others outside the organization during the preannouncement phase. Further, despite this preannouncement communication, the formal announcement was often met with some degree of surprise by supervisors (Klatzke, 2008). In addition, formal announcements were sometimes made months in advance, while in other cases resigning employees departed immediately after making the announcement. Klatzke (2008) also discovered that, during this phase, employees gave different targets different explanations for why they were leaving. Finally, Klatzke (2008) explored communication between leavers and stayers after exit and found that, not surprisingly, interaction between these two groups decreased as time passed.

The findings of Klatzke (2008) provide evidence that employees differ dramatically in the ways in which they resign from organizations. Lee et al. (1996) also found that there was a great deal of variance both in the amount of time between employees' decisions to leave and their formal resignation announcement and in the amount of time between their formal resignation announcement and their actual exit. However, despite this evidence that employees resign in unique ways, little is known about why employees choose to resign in the ways in which they do, and how distinct resignation processes differentially influence departing employees, their coworkers,

and the functioning of their work groups. Thus, although these issues are clearly relevant to researchers in organizational behavior and human resource management, to date they have received virtually no scholarly attention in these literatures.

To gain a better understanding of the employee resignation process, this dissertation explores the ways in which employees resign from their organizations. Next, I introduce a theoretical model of the resignation process and develop a number of hypotheses concerning the relationships between different aspects of the resignation process. Then, two studies—one more qualitative in design and one more quantitative in design—are conducted to test these hypotheses.

A Theoretical Model of Employee Resignation

In the following sections, I develop a theoretical framework for understanding the process through which employees resign from organizations. As shown in Figure 1, the resignation process is affected by individual, relational, and organizational factors. Prior work on identity orientations suggests that employees differ in the extent to which they view themselves as separate from coworkers (i.e., individual), connected to coworkers (i.e., relational), or part of the larger organization (i.e., collective; Cooper & Thatcher, 2010). Although all workers possess all three self-concept orientations, each person is unique regarding how much importance they place on each aspect of the self-concept (Cooper & Thatcher, 2010), and different self-concepts can activate at different times (Markus & Wurf, 1987). When the individual self-concept is active, people emphasize their unique, personal characteristics; when the relational self-concept is active, people focus on their interpersonal connections to others; and when

the collective self-concept is active, people think about themselves in term of groups (Cooper & Thatcher, 2010).

Identity orientations relate to corresponding individual behaviors. For instance, individual, relational, and collective identity orientations relate to employee citizenship behaviors benefitting oneself, coworkers, and the organization, respectively (Flynn, 2005; Johnson, Selenta, & Lord, 2006). As such, I propose that when individuals resign, they are influenced by antecedents related to individual, relational, and organizational characteristics of themselves, their coworkers, and their organization, respectively.

As also depicted in Figure 1, the resignation process resulting from these antecedents is comprised of three main components—pre-resignation behavior, resignation delivery, and post-resignation outcomes. Prior work investigating resignations (e.g., Jablin, 2001; Klatzke, 2008; Kramer, 2010) has done so within the overall context of organizational exit, and as such, has divided the resignation process into three phases—*preannouncement*, which includes all turnover-related activities prior to the formal announcement of resignation; *announcement of exit and actual exit*, which refers to the actual public announcement of resignation and departure from the organization; and *postexit*, which takes places after an employee’s physical departure from the organization. However, the focus of this dissertation is not on activities that take place before employees decide to resign (e.g., causes of employee turnover) or those that take place after the employee exits the company (e.g., employees’ subsequent socialization into a new organizational setting). Thus, compared to the overall process of organizational exit developed in the communication literature, the

resignation process depicted in Figure 1 is more narrowly focused in that it concentrates solely on three phases—pre-resignation, resignation delivery, and post-resignation—that employees pass through from the time that they decide to quit their job to the time they leave their organization.

Pre-resignation behavior refers to actions that take place after employees have chosen to quit their job, but before they have given their formal resignation notice to their organization. Resignation style describes the strategy that employees enact when they formally make their resignation public to their organization. Post-resignation outcomes refer to the consequences of the resignation for the employee during his or her remaining time at the organization. Table 1 presents the set of variables within each component of the framework. Next, I describe each component of the framework in more detail; in the section that follows, I develop specific hypotheses that explain the relationships between variables within each component of the framework.

FIGURE 1

A Framework of the Employee Resignation Process

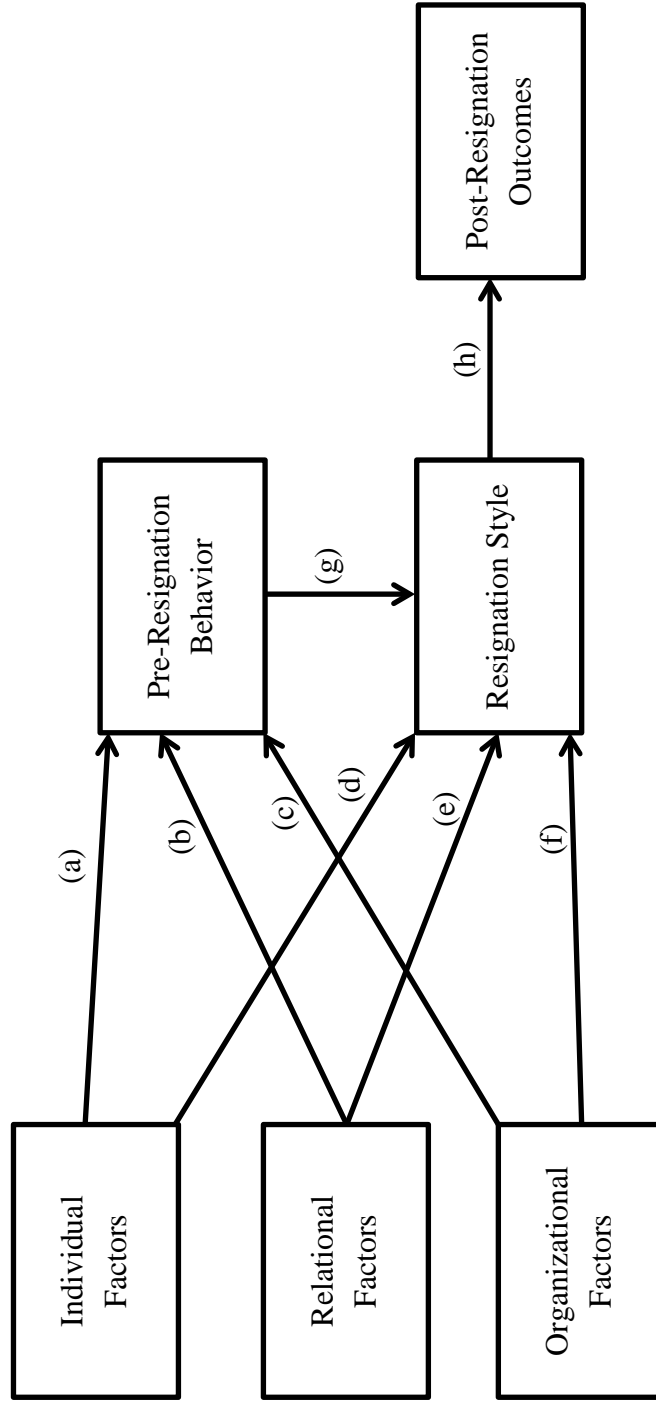


Table 1

List of Key Variables

Individual factors	Relational factors	Organizational factors	Pre-resignation behavior	Resignation style	Post-resignation outcomes
Job satisfaction	Coworker satisfaction	Organizational justice	Planning duration	By the book	Relationships with supervisor/coworkers
Affective commitment	Leader-member exchange	Perceived organizational support	Disclosure (work/nonwork)	Extra mile to the end	Involvement in training
Job stress	Abusive supervision	Psychological contract fulfillment		Bridge burning	Comfort in asking for recommendation letter
Conscientiousness		Organizational tenure		Impulsive quitting	Emotions after meeting
Extraversion		Organizational			
Openness to experience		resignation policy			
Emotional stability		Financial obligation to employee			
Agreeableness		Industry norms			
Proactive personality					
Political skill					
Reason for resignation					

Individual Factors

As depicted in Figure 1, individual factors, including employee attitudes, personality traits, and reasons for resigning, should predict employees' pre-resignation behavior and resignation style. Attitudes will affect how employees behave before and during their resignation for two main reasons. First, as prior work on attitude-behavior consistency suggests (e.g., Ajzen & Fishbein, 1977), more negative job attitudes should lead to less favorable behavior toward coworkers and the organization during the resignation process. Alternatively, when resigning employees hold positive attitudes toward their organization and coworkers, it should influence their behavior in the resignation process as well, but in a more constructive manner. Second, and more specifically, because the resignation process immediately follows the decision to quit, attitudinal antecedents to the decision to exit one's organization likely also influence the manner in which one makes that exit (i.e., their pre-resignation behavior). Most notably, in many cases, negative employee attitudes precede voluntary turnover (Griffeth et al., 2000). As such, when employees' decisions to resign are partially or wholly driven by negative job attitudes, such as low job satisfaction, these attitudes are likely to affect the subsequent behaviors of employees during the resignation process. Job attitudes that have been commonly associated with voluntary turnover in prior work include job satisfaction, affective commitment, and perceptions of job stress (Griffeth et al., 2000), and these attitudes are likely to influence pre-resignation behaviors and resignation styles as well.

Like employee attitudes, personality traits also relate to employee behavior in general (Hurtz & Donovan, 2000), and to employee turnover, in particular

(Zimmerman, 2008). For example, both agreeableness (i.e., the tendency to be cooperative and flexible; Barrick & Mount, 1991) and conscientiousness (i.e., the tendency to be hard working and achievement oriented; Barrick & Mount, 1991) negatively relate to turnover (Zimmerman, 2008). It is likely, then, that individual characteristics will also influence behavior during the resignation process. Moreover, Tett and Burnett (2003) suggest that traits influence people only when a situational cue, or demand, matches with, and activates that trait. For example, the impact of extraversion (i.e., the tendency to be outgoing and sociable; Barrick & Mount, 1991) on employee behavior will be more significant when solving a problem requiring interpersonal interaction than when working on a task autonomously (Tett & Burnett, 2003). As I describe in more detail later, a number of activities are embedded within the resignation process that should release the effect of personality on employee behaviors. For instance, agreeableness will likely affect one's behavior during confrontation with one's supervisor during the resignation meeting, and conscientiousness, which relates to citizenship behaviors (Organ & Ryan, 1995), should influence whether employees continue to perform their tasks at a high level after they make their resignation public.

Individual characteristics, therefore, should influence employee behavior during the resignation process. Since the Big Five personality traits (i.e., conscientiousness, agreeableness, emotional stability, openness to experience, extraversion) are related to different forms of employee performance (Barrick & Mount, 1991; Barrick, Mount, & Judge, 2001; Hough, 1992; Hertz & Donovan, 2000; Salgado, 2003), they are also likely to play a role in shaping behavior during the resignation process. Further, since the resignation process is, in and of itself, a proactive process on the part of the

employee who is not formally sanctioned by the organization, proactive personality (Crant & Bateman, 2000) should also affect behavior during this time. As a result, those with a greater tendency to act in an anticipatory manner to benefit the organization may be more proactive in giving notice, informing their coworkers of their plans, or training their replacement than those who are less proactive by nature. In addition, during the resignation process, employees craft unique messages to different targets (Klatzke, 2008); as such, the resignation process is inherently a political one. Hence, political skill (Ferris, Treadway, Perrewé, Brouer, Douglas, & Lux, 2007) should shape employee behavior as workers interact with others before, during, and after their formal resignation.

Finally, an employee's reasons for resigning should guide his or her behavior during the resignation process, because supervisors and coworkers will likely react quite differently when employees are leaving for benevolent reasons versus less acceptable ones. For example, an employee who is leaving to work for a competitor will likely be met with a more negative reaction when she announces her resignation than if she is leaving in order to stay at home with a new child. Thus, the reason an employee is leaving the organization is likely to influence the manner in which he or she will resign.

Relational Factors

A set of final conversations with one's coworkers and supervisor is typically part of the resignation process (Jablin, 2001; Klatzke, 2008). These interactions are often quite emotional for both parties (Klatzke, 2008), and thus, individuals who have strong bonds with their coworkers or supervisors may behave in a more thoughtful manner during the resignation process than those who have poor relations with other

organizational members. Therefore, the relationships between resigning employees and their supervisor and coworkers are likely to shape their resignation behaviors involving these targets.

Further, employee perceptions of their relationship with their supervisor have been positively related to other on-the-job behaviors, such as task performance (Liden & Maslyn, 1998) and citizenship behavior (Wayne & Green, 1993). Similarly, employees who feel supported by their peers at work are also more likely to perform extra-role behaviors and less likely to engage in deviant behavior (Chiaburu & Harrison, 2008). As such, interpersonal connections between employees and other organizational members, as indicated by the quality of relations between the departing employees and their supervisor (Harris, Kacmar, & Witt, 2005), the degree to which their supervisor is outwardly hostile toward them (i.e., abusive supervision; Tepper, 2000), and their satisfaction with coworkers (Seers, 1989), should also influence behavior during the resignation process (i.e., prior to resigning and during the resignation).

Organizational Factors

A number of organizational factors may also play a role in how employees resign. First, it is likely that employees should treat the company more favorably as they exit the organization to the extent that they perceive that the organization, as a whole, has treated them in a fair manner, has supported them, and has met or exceeded their employment expectations (Blau, 1964). As such, organizational justice (Shaw, Delery, Jenkins, & Gupta, 1998), perceived organizational support (POS; Allen, Shore, & Griffith, 2003), and psychological contract (PC) fulfillment (Robinson & Rousseau,

1994; Robinson, 1996) should influence the manner in which employees resign. Second, employees with longer company tenure will likely approach the resignation process in a more thoughtful manner than those who have only been employees for a short while since they typically possess higher organizational status (Pfeffer, 1981) and greater organizational attachment (Meyer & Allen, 1984); thus, organizational tenure should also relate to employee pre-resignation behavior and resignation styles.

Third, organizations may also differ in their formal resignation policies (Woodward, 2007). As such, in some organizations it is likely that employee decisions during resignation, such as how much notice to give, will be affected by organizational policies. Fourth, the degree to which employees are still owed a financial payout of some form by their organization during and after resignation may affect their resignation style. For example, it is unlikely that an employee to whom a large year-end bonus is owed would risk jeopardizing that incentive by leaving his or her organization in a destructive manner. Fifth and finally, the norms of the industry in which the organization operates should influence how employees resign. For instance, whereas two weeks' or less notice may be standard in many industries (Woodward, 2007), it would be quite unusual for a faculty member to leave without giving more than a few months' notice to his or her academic institution.

In this section, I described the individual, relational, and organizational antecedents of the resignation process. In the next section, I develop the three components of the resignation process—pre-resignation behavior, resignation style, and post-resignation outcomes—in more detail.

Pre-resignation Behavior

During the pre-resignation period, employees psychologically and socially prepare for publicly declaring their intention to quit. This preparation is unique for each employee, as prior work has shown that employees differ in the amount of time they spend deliberating about how to resign (Lee et al., 1996) and in whom they confide and seek advice from regarding their plans to resign (Klatzke, 2008). Further, the amount of time employees plan prior to their formal resignation, and the degree to which employees disclose their resignation to others inside and outside the organization, may also alter the manner in which they carry out their actual resignation. For example, employees who spend a greater deal of time deliberating, and who seek advice from coworkers, friends, and family, will likely be more prepared for the resignation process than those who do not. Thus, the pre-resignation behavior that is the focus of my theorizing includes the duration of time that employees plan for their resignation, and the degree to which they disclose their plans to those inside and outside of the organization prior to their formal resignation announcement.

Resignation Style

After resigning employees have reflected and spoken to others about their impending formal resignation, they must enact their strategy to separate themselves from their organization. That is, they must formally resign. This is typically accomplished by having a resignation meeting with one's supervisor and/or HR representative, in which formal notice to resign is given both verbally and in writing (Falcone, 1999). I propose that there are three aspects of the formal announcement of one's resignation—the departing employee's style of delivery of his or her intention to

resign, the overall tone of the resignation meeting, and the length of notice given between the time of the announcement and the actual exit from the organization—that together comprise an employee’s resignation style. Taken together, these three characteristics provide a comprehensive depiction of the overall strategy the departing employee has enacted to facilitate his or her exit; further, these characteristics should influence the perception that remaining organizational members will hold concerning the appropriateness of the resignation style used by their departing coworker. As such, the resignation style represents a final, overarching message that employees send to their employers as they walk out of the door for the last time.

Although there are many ways in which employees may choose to leave their employer, it is likely that, in general, just as employees range from “bad apples” (Felps, Mitchell, & Byington, 2006) to “good soldiers” (Organ, 1988) with regard to how much they disrupt or contribute to the workplace, resignations can also be categorized by the degree to which they negatively or positively impact the organization. As such, resignation styles can be categorized into three general types—those in which employees, in general, meet the organizational standards and expectations concerning resignation (i.e., by the book); those in which employees go above and beyond the call of duty and exceed organizational expectations during resignation (i.e., extra mile to the end); and those in which employees act in a deviant manner during resignation, thereby harming the organization (i.e., bridge burning). In addition, one final means through which employees may exit their organizations is through *impulsive quitting* (Maertz & Campion, 2004; Maertz & Kmitta, 2012). Impulsive quitting refers to exiting the

organization abruptly and spontaneously, often without advanced planning (Maertz & Campion, 2004). As such, I include impulsive quitting as a fourth resignation style.

By the book. Employees who resign using a *by the book* resignation should tend to meet, but not exceed, norms surrounding the resignation process. Specifically, this style is likely characterized by providing a length of notice that is consistent with the company's formal policy and/or the industry norm. Moreover, in by the book resignations, the delivery of the resignation should be professional in nature, and employees are likely to approach the meeting in a professional, unemotional way. Consider the case of an employee who approaches her boss privately and at an appropriate time, turns in her letter of recommendation, explains that she is resigning, and states that this meeting serves as formal notice that her final day will be in exactly two weeks, as recommended in the employee handbook.

Extra mile to the end. Individuals who resign using an *extra mile to the end* resignation are likely to leave the organization in the best way possible by exceeding standards in the resignation process. In particular, this style should be characterized by giving a length of notice that exceeds the firm's formal policy and/or industry norms. Further, in extra mile to the end resignations, the delivery of the resignation may not only be professional, but it may also convey a sense of appreciation from the resigning employee to the organization. For example, an employee enacting an extra mile to the end resignation would likely make an appointment with his boss, and politely explain that he is resigning, but that he intends to do everything he can to minimize the impact of his departure on the organization by doing whatever it takes to make the transition

seamless. The resignation meeting, then, is likely to be as pleasant as possible given the circumstances.

Bridge burning. Workers who resign using a *bridge burning* resignation should tend to exit their organization in a hostile manner. To that end, this style is likely typified by putting in a length of notice that is shorter than organizational or industry norms. The delivery of the resignation in bridge burning exits should tend to be accusatory, and the meeting may take on a confrontational tone. An example of bridge burning would be an employee who storms into her boss's office, explains that she just cannot stand this job anymore, and slams her resignation letter on her boss's desk. When employees use a bridge burning approach, then, there is a high likelihood that the resignation meeting will be emotionally charged and contentious.

Impulsive quitting. Employees who resign using an *impulsive quitting* resignation aim to exit the organization in an abrupt manner. In doing so, employees who resign in this way can leave without saying "goodbye" to their coworkers; they give the organization no advance warning of their separation from their jobs. Thus, this style can be characterized by putting in no official notice. As such, impulsively quitting is akin to simply not showing up to work anymore (Maertz & Campion, 2004). Therefore, employees using this style really only deliver formal notice of their resignation if they are required to when a member of the organization contacts them and ultimately asks them if they have quit. For instance, an employee who wants to attend his daughter's soccer game, but is scheduled to work during the game, may decide simply to not show up for work then, or ever again, and to instead focus on finding a job with a more flexible work schedule. Understandably, supervisors will likely react to

impulsive quitting resignations with surprise and bewilderment, not only due to the resignation, but also because the employee chose to exit in such an abrupt manner.

Resignation Outcomes

During the period of time after the resignation is given, both while resigning employees still work at their organization and in the weeks and months following exit, employees will likely experience a number of interpersonal and emotional changes in their working life as a result of publicly announcing their impending departure, and as a result of their resignation style. First, and perhaps most notably, their relationships with their supervisor, coworkers, mentor, and subordinates may change (Klatzke, 2008). For instance, supervisors may feel more comfortable treating departing employees as peers since their respective organizational responsibilities to one another are diminishing; alternatively, some supervisors may begin to detach from their departing subordinates. Likewise, while coworkers may often support the employee's decision to move on, in some cases, coworkers may feel betrayed and burdened by the departure of a peer, and treat the resigning employee with disdain.

Second, after the resignation meeting, departing employees may also be asked to participate in training their replacement, or to engage in other activities that facilitate the transition of their duties to coworkers. It is likely that resignation styles will influence supervisors' decisions concerning how involved resigning employees should be in these transition activities. Third, job seekers are often asked for a letter of recommendation from their previous employer (Knouse, 1983). The degree to which job seekers feel comfortable asking for a recommendation letter from their previous supervisor may be influenced by the resignation style they used if they voluntarily quit

their prior job. Fourth and finally, individuals often react to the dissolution of relationships with emotional distress (Davis, Shaver, & Vernon, 2003). These emotional reactions are likely to differ based on the approach employees have used to terminate their relationship with their employer and its members. For instance, those who resign using a bridge burning resignation may feel more upset during their final days as an employee at their firm than workers who choose to resign through a by the book resignation.

Hypotheses

In the previous section, I introduced and described the three primary components of the resignation process—pre-resignation behavior, resignation style, and post-resignation outcomes. In this section, I develop hypotheses to more deeply describe the relationships presented in Figure 1. Each arrow in Figure 1 is designated by a letter; hypotheses are presented below in the order in which they appear in the model.

(a) Individual Factors → Pre-Resignation Behaviors

Openness to experience refers to the tendency to be open-minded, imaginative, and curious (Costa & McCrae, 1992). As such, openness has been linked with creativity and divergent thinking (McCrae, 1987). When highly open employees plan their resignation, they are likely to be open to a number of alternative avenues by which they might exit their organization. As a result, they may also need more time to consider a variety of possible resignation strategies. Similarly, employees with high political skill “understand social interactions well and accurately interpret their behavior and the behavior of others” (Ferris et al., 2007, p. 293). However, deeper contemplation of the political ramifications of different resignation styles is likely to require additional time.

Indeed, Frost and Egri (1991) suggest that, for this reason, political behavior is linked to thoughtful deliberation. As such, politically skilled individuals should take more time to consider how the manner in which they resign will impact other organizational members.

Certain employee traits should also affect the degree to which workers share their resignations plans with others before they formally put in their notice. Extraversion refers to the tendency to be talkative, energetic, and sociable (Costa & McCrae, 1992). By their very nature, then, extraverted individuals should be more likely than introverts to share their resignation intentions with others, both outside and inside the organization.

Additionally, employees who are resigning in order to work for a competitor of their current employer will likely spend more time considering how they should go about resigning than employees who are resigning for more benevolent reasons, such as to return to school or to care for a loved one. Indeed, although employees who are leaving to work for a competitor may want to put in a lengthy notice, supervisors, and even company norms, may dictate that ‘defectors’ are immediately separated from the company (Woodward, 2007). As such, those who resign to work for a competitor must prepare themselves for a wider range of adverse reactions from supervisors and other organizational members than those leaving for other reasons.

The reason employees resign (e.g., work for a competitor, go back to school) should also influence the degree to which employees share their intentions to resign with others inside and outside the organization before they formally put in their notice. Klatzke (2008) found that during this time, employees most frequently confided in

family and friends concerning their plans to resign, but they sometimes informed their coworkers, supervisors, and customers as well. As discussed above, when employees resign to work for competitors, there is more uncertainty in the process. So, employees may seek more advice from others when quitting for this reason. However, because of the heightened consequences of one's intentions to work for a competitor becoming public prematurely, those who have decided to resign for this reason are less likely to seek that advice from other organizational members, and should instead rely more heavily on their family and friends.

Hypothesis 1. Employees with higher levels of (a) openness to experience and (b) political skill will spend more time deliberating their resignation style. Employees who are (c) extraverted will be more likely to disclose their resignation intentions to others. Employees who (d) resign to work for a competitor will spend more time deliberating than those who resign for other reasons. Employees who (e) resign to work for a competitor will be less likely to disclose their intentions to coworkers, and more likely to disclose to family and friends, than those resigning for other reasons.

(b) Relational Factors → Pre-Resignation Behavior

The relationships that resigning employees have with other organizational members should also influence the degree to which they disclose their plans to quit to others. Indeed, when employees are satisfied with their coworkers, they are more likely to build personal friendships with them (Simon, Judge, & Halvorsen-Ganepola, 2010). Friendships often influence employees' behavior at work (Avery, McKay, & Wilson, 2007); for instance, employees who are friends are more likely to disclose sensitive

events to one another (Rotenberg, 1986). Therefore, employees with high coworker satisfaction should be more likely to confide in their coworkers concerning their plans to quit before they submit their formal notice. Similarly, when employees have developed strong personal bonds with their supervisors, or have a high quality leader-member exchange (LMX) relationship with them, their communication with their supervisors is also enhanced (Yrle, Hartman, & Galle, 2003). Conversely, employees with abusive supervisors tend to use regulative tactics, which include “avoiding contact and censoring and distorting messages” (Tepper, Moss, Lockhart, & Carr, 2007, p. 1170) with higher frequency (Tepper et al., 2007). As such, employee perceptions of LMX should increase disclosure to supervisors during the pre-resignation period, and abusive supervision should decrease disclosure.

Hypothesis 2. Employees with (a) high coworker satisfaction will be more likely to disclose their resignation intentions to their coworkers, and those with (b) high-quality LMX relationships or (c) low abusive supervision will be more likely to disclose their resignation intentions to their supervisor.

(c) Organizational Factors → Pre-Resignation Behavior

There are two reasons that individuals with greater organizational tenure may share their decision to quit with others more readily than newer employees. First, employees who have worked at an organization for an extended period of time are likely to have strong bonds with at least some of their coworkers (Schneider, 1987), and greater self-disclosure tends to occur in the context of closer friendships (Ensari & Miller, 2002). Second, the decision of how to resign should be more difficult for those

with deep organizational ties, which may lead to more advice seeking from coworkers, friends, and family regarding the most appropriate way to resign.

The amount of time that resigning employees take to determine their resignation style should also be affected by contextual aspects of the resignation. Specifically, to the extent that a resigning employee's company has a formal and visible resignation policy, ambiguity in the resignation process should be reduced, and deliberations concerning resignation styles should be shortened. For example, all else equal, an employee at a company in which each employee annually receives an updated employee manual that clearly spells out the firm's resignation policy will spend time less time deciding on the proper way to resign than an employee working for a firm with no formal policy.

Hypothesis 3. Employees with (a) higher organizational tenure will be more likely to disclose their resignation intentions to others. Employees (b) working for organizations with a visible and formal resignation policy will spend less time deliberating their resignation style.

(d) Individual Factors → Resignation Style

The preceding three sections focused on the links between individual factors, relational factors, and organizational factors and pre-resignation behavior. In the sections below, I develop specific hypotheses describing how these factors also influence the likelihood that employees use each of the four resignation styles.

By the book. When employees use a by the book resignation, they ensure that they are in compliance with most formal and informal norms regarding the resignation process. By the book resignations, then, allow employees to leave their organizations in

a way that preserves interpersonal harmony. Individuals who are high in agreeableness tend to be courteous, cooperative, and good-natured (Barrick & Mount, 1991). Agreeable people also prefer to avoid conflict altogether (Graziano, Jensen-Campbell, & Hair, 1996), and thus should favor a resignation that minimizes the chances of interpersonal friction. As such, when choosing a resignation style, agreeable employees are likely to choose a by the book approach because it is less likely to result in conflict.

Workers often resign from their jobs for personal reasons (Dalton, Krackhardt, & Porter, 1981). Indeed, voluntary turnover driven by personal reasons such as education (i.e., going back to school), family commitments (e.g., to stay home with children, a spouse job relocation), or health reasons has been referred to as unavoidable turnover, because there is little the organization can do to retain employees who leave for these reasons (Dalton et al., 1981). Moreover, supervisors and other organizational members are unlikely to place blame on themselves or on the departing employee for the resignation; the cause of the resignation—personal reasons—is clear and benevolent. As a result, when employees resign for personal reasons, supervisors and other coworkers are likely to be understanding, and this should free employees to use a standard, by the book, resignation.

Hypothesis 4. Employees who are (a) agreeable and (b) resigning for personal reasons will be more likely to use a by the book resignation.

Extra mile to the end. Employees who resign using an extra mile to the end resignation exceed the organization's expectations regarding how employees should exit the organization. Workers who feel fondness toward their organization at the time of resignation should be more willing to put in the extra effort associated with this

resignation style on behalf of their organization for at least two reasons. First, those who are satisfied with their jobs tend to perform their jobs better (Judge, Thoresen, Bono, & Patton, 2001) and engage in more extra-role behaviors (Bateman & Organ, 1983) than those who are less satisfied. Second, employees who feel affectively committed to their organization feel an emotional attachment to it, and this connection often leads to higher job performance and more organizational citizenship behavior (OCB; Cooper-Hakim & Viswesvaran, 2005). As such, employees who feel driven to go above and beyond the call of duty for their organization due to their job satisfaction and affective commitment should resign in a manner that is more positive than required by the organization.

Meta analytic studies (e.g., Hertz & Donovan, 2000; Organ & Ryan, 1995) show that conscientiousness, which refers to the tendency to be thorough, organized, and hardworking (Barrick & Mount, 1991), is significantly associated with behavior that is beyond the call of duty (i.e., OCBs). Thus, employees who are highly conscientious should also be driven to go above and beyond when leaving their organizations by using an extra mile to the end resignation.

People who are characteristically proactive “identify opportunities and act on them, show initiative, take action, and persevere until meaningful change occurs” (Crant, 2000, p. 439). Because proactive employees tend to take initiative to positively influence organizational outcomes, this trait has been related to both in-role performance, extra-role job performance (i.e., OCBs; Thompson, 2005), and career success (Seibert, Crant, & Kraimer, 1999). When proactive workers decide to quit, then, their tendency to think of innovative ways to improve their organization should drive

them to go beyond the standard by the book resignation, and choose to go the extra mile to the end instead.

Employees may leave their jobs in order to pursue their passion in the form of an entrepreneurial venture or another risky endeavor (Folta, Delmar, & Wennberg, 2010). When doing so, employees are likely to have a great deal of flexibility as to how they will resign from their current job since they are often going to work for themselves, and the reason for their resignation is unlikely to elicit many, if any, negative feelings from other organizational members (assuming that new venture will not compete with their current employer). Moreover, when employees leave their job to pursue a less stable occupation, they may be especially motivated to resign on a positive note in the event their career move does not work out and they need to return to their previous job. Indeed, to mitigate this risk associated with leaving one's job to join or start an entrepreneurial venture, many employees begin to work on the venture, and try it out, before leaving their regular jobs (Folta et al., 2010). As such, when employees perceive there is a chance that their new career may not be permanent due to its inherent riskiness, they are more likely to resign using an extra mile to the end.

Hypothesis 5. Employees who are (a) satisfied with their jobs, (b) affectively committed to their organization, (c) conscientious, (d) have proactive personalities, and (e) are resigning to pursue a new endeavor that is risky or uncertain will be more likely to use an extra mile to the end resignation.

Bridge burning. Employees who resign using a bridge burning resignation seek to harm the organization and its members during the resignation process. Behaviors in bridge burning resignations, then, are akin to counterproductive work behaviors

(CWBs) in that they damage organizations by “directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness” (Fox, Spector, & Miles, 2001, p. 292). Thus, antecedents of CWBs should also relate to bridge burning resignations when they are present at the time of resignation. Specifically, a great deal of work has demonstrated that when employees experience job stress, they are more likely to engage in CWBs (Chen & Spector, 1992; Miles, Borman, Spector, & Fox, 2002; Penney & Spector, 2005). Furthermore, in general, as employees’ satisfaction with their jobs decline, their propensity to engage in deviant behavior increases (Mount, Ilies, & Johnson, 2006). Thus, workers who are stressed or dissatisfied when they resign will be more likely to choose a more confrontational resignation style than those who have more positive attitudes about their jobs.

In general, because bridge burning resignations involve intentionally confronting and aggravating supervisors and coworkers, employees who possess traits that make them prone to CWBs and interpersonal conflict will be more likely to choose this type of resignation when leaving their organization. Prior meta-analytic work has shown that employees who are low in emotional stability, agreeableness, or conscientiousness, are more likely to engage in deviance targeting coworkers and the organization (Berry, Ones, & Sackett, 2007). Therefore, low levels of these three traits should make employees more likely to adopt a bridge burning resignation when exiting their organization. Indeed, people who are low in emotional stability (i.e., neurotic) tend to be angry, insecure, and depressed (Barrick & Mount, 1991); those low in agreeableness tend to be antagonistic, temperamental, and argumentative (Skarlicki, Folger, & Tesluk, 1999); and individuals with low levels of conscientiousness tend to

be impulsive, irresponsible, and careless (Barrick et al., 2001). Therefore, to the extent that resigning employees possess low levels of any or all of these traits, they will be more likely to burn bridges as they exit the organization.

Clearly, because of the deviant nature of bridge burning resignations, employees will likely only use them when they do not plan to remain in contact with, or rely upon, their current supervisor or coworkers in the future. Further, it is unlikely that a future employer, upon learning of the bridge-burning manner in which an employee resigned from a prior job, would hire that employee. For example, Joey DeFrancesco, who resigned from his job at Renaissance Hotels by handing his boss a resignation letter while a marching band played a celebratory song, and then posting a video of the ordeal on YouTube (Grinberg, 2011), will probably have difficulty getting a job at another hospitality organization after this obnoxious resignation. Thus, employees who resign using a bridge burning resignation will likely do so only when they do not intend to work in the same job or industry again.

Hypothesis 6. Employees who (a) experience high levels of job stress, (b) are dissatisfied with their jobs, (c) are emotionally unstable, (d) are low in agreeableness, (e) are low in conscientiousness, and (f) intend to work in another job or industry than the one from which they are resigning will be more likely to use a bridge burning resignation.

Impulsive quitting. Employees who use an impulsive quitting resignation abruptly leave with no advance warning or communication. Because this style completely avoids interaction with others about the sensitive issue of resigning, those who are naturally shy and reserved, or introverted, are likely to prefer this method of

resignation. Conversely, extraverted individuals tend to be talkative and sociable (Barrick & Mount, 1991), and as such, will be unlikely to resign via impulsive quitting.

As suggested earlier, employees with significant amounts of organizational tenure are likely to possess stronger relationships with other organizational members than those with low tenure. As such, it is less likely that they will feel comfortable leaving without giving any notice. Further, the resignation process is arguably also a time for employees to prepare themselves to transition away from their current employer (Kramer, 2010). Given that they have invested more heavily in their organizations, workers with greater organization tenure may feel that they themselves need a notice period to prepare for this physical and psychological transition more than employees who have been with their company for shorter periods of time. In sum, the longer employees have spent as members of a given organization, the less likely they will be to impulsively quit their job.

Employees who are high in political skill are socially astute and have an innate understanding of how their actions affect others around them; they also have the ability to influence others and appear sincere (Ferris et al., 2005). Thus, politically skilled employees should feel confident navigating the resignation process in a positive manner, and should therefore be relatively less likely to opt for an impulsive quitting resignation, which essentially circumvents the entire resignation process. Conversely, employees who lack political skill tend to have difficulty understanding the social implications of their behavior and are often seen as insincere and duplicitous (Ferris et al., 2005); hence, they are more likely to choose impulsive quitting when resigning.

Although some degree of anger from supervisors and coworkers may accompany many resignations (Goffe, 2012), this anger is likely to be the most severe when employees resign in order to work for a direct competitor of their current firm. Indeed, extensive damage to existing professional relationships is often the result of going to work for a rival company (SHRM, 2012). To avoid the potential conflict associated with announcing one's defection to a competitor, employees may choose to resign using an impulsive quitting resignation. Further, many employers have a policy of immediately dismissing employees who intend to work for a competitor in order to safeguard against resigning employees taking sensitive company information, relationships with clients, and coworkers with them to their new jobs (Woodward, 2007). As such, employees who are leaving to work for an opposing organization may prefer to avoid the embarrassment of being escorted out of the organization, and instead choose to leave in a more clandestine manner.

Hypothesis 7. Employees who are high in (a) extraversion, (b) organizational tenure, or (c) political skill will be less likely to use an impulsive quitting resignation. Employees who (d) are going to work for a competitor will be more likely to use an impulsive quitting resignation.

(e) Relational Factors → Resignation Style

By the book. By the book resignations are characterized by meeting, but not exceeding, organizational policies and the expectations of supervisors and coworkers throughout the resignation process. Employees who do not possess particularly positive nor negative relationships with other organizational members will likely be drawn to this standard manner of resignation. Put another way, employees who feel moderate

levels of attachment to their supervisor and coworkers should prefer a by the book resignation. Therefore, I do not formally hypothesize any positive or negative relationship between relational factors and by the book resignations.

Extra mile to the end. Prior work suggests that employees who are satisfied with their coworkers are more likely to engage in citizenship behaviors, particularly those focused on helping others (Bateman & Organ, 1983). Moreover, coworker satisfaction spills over and positively affects job and life satisfaction (Simon et al., 2010), which are both associated with discretionary employee behaviors that contribute to the well-being of the organization and its members (Bateman & Organ, 2003; Jones, 2006). Therefore, when, employees feel fondness toward their coworkers, they are likely to feel motivated to resign in a manner that minimizes harm and maximizes assistance to their peers. The primary way to accomplish this will be to extend one's resignation period, and work hard during this period to make one's transition out of the organization as pleasant as possible. So, employees with high coworker satisfaction should choose to resign using an extra mile to the end resignation.

Similarly, LMX also positively relates to OCBs (Settoon, Bennett, & Liden, 1996). Indeed, employees who possess high quality relationships with their supervisor will want to engage in behaviors that please him or her (Colella & Varma, 2001), and this often comes in the form of citizenship behaviors (Bolino, 1999). Therefore, when resigning employees possess high quality bonds with their supervisors, the employees should also be driven to engage in behaviors that are as beneficial as possible to the supervisor during the resignation process; in other words, employees with high LMX

will be more likely to use an extra mile to the end resignation when they resign than those with low LMX.

Hypothesis 8. Employees who are (a) satisfied with their coworkers and (b) have high LMX will be more likely to use an extra mile to the end resignation.

Bridge burning. Unlike employees who enjoy high LMX, those who experience abusive supervision have particularly dysfunctional and destructive relationships with their supervisors (Tepper, 2007). Indeed, abusive supervisors regularly direct hostile verbal and nonverbal behaviors towards their subordinates. As a result, employees with abusive supervisors are more likely to engage in deviant behavior that harms the organization and its members (Mitchell & Ambrose, 2007). Employees who resign while working for an abusive supervisor, then, should be especially likely to retaliate against their supervisor (Skarlicki & Folger, 1997) in their final days on the job. Thus, employees who resign while experiencing supervisor abuse are more likely to choose a bridge burning resignation than those who are not.

Hypothesis 9. Employees who perceive high levels of abusive supervision will be more likely to use a bridge burning resignation.

Impulsive quitting. As argued above, whereas those who are abused by their supervisors are more likely to opt for bridge burning resignations, employees with positive relations with their supervisors and peers are likely to prefer extra mile to the end resignations. However, employees who experience abuse also typically avoid their supervisors whenever possible (Tepper, 2000), which may lead them to impulsively quit, rather than confronting their supervisors using a bridge burning resignation. Conversely, those who have strong relationships with their supervisors, and their

coworkers, will be more likely to strive to maintain these friendships beyond their organizational exit by resigning in a positive manner, and less likely to potentially harm these bonds by abruptly exiting the organization. Thus, workers with high LMX and satisfying coworker relationships should be especially unlikely to resign using an impulsive quitting resignation.

Hypothesis 10. Employees who (a) perceive high levels of abusive supervision, (b) have low LMX, or (c) are dissatisfied with their coworkers will be more likely to use an impulsive quitting resignation.

(f) Organizational Factors → Resignation Style

By the book. Employees with greater organizational tenure should be more likely to adopt a by the book resignation, for three reasons. First, in most cases, seasoned employees have likely had more opportunities to see how others have resigned in the past, and they should therefore have a better idea of the organizational norms associated with resignation. Second, employees who have been at a firm for a great deal of time should also have a better understanding of formal human resources policies, such as those concerning resignations (Collins & Smith, 2006). Third, as previously argued, employees with high tenure should have deeper bonds with coworkers who will remain on the job after they leave, and thus, these employees should be motivated to sever their professional relationships from their coworkers in the proper manner, as characterized by a by the book resignation.

Hypothesis 11. Employees with high organizational tenure will be more likely to use by the book resignations.

Often, the first piece of advice that is provided for those planning to resign is to consult company policies concerning voluntary exit (e.g., Goffe, 2012; Hastings, 2007). Therefore, to the extent that employees are able to determine organizational standards or norms regarding resignation, they will be more likely to resign following those guidelines and to engage in by the book resignations. However, if a company does not have a formal policy regarding resignation, departing employees, who may be reluctant to talk to other organizational members about this sensitive topic, will be more likely to devise their own unique resignation style.

Similarly, just as different companies may have different policies concerning resignation, there are different industry standards concerning how one should resign from their job. For instance, giving two weeks' notice is often considered a general standard practice when resigning from one's job (Woodward, 2007). However, in some industries, it is standard practice to leave immediately upon giving notice (Hastings, 2007), whereas in others, such as academia, several months of notice is the norm. When industry practices concerning resignation are well established, then, employees are more likely to use them, which should result in the use of more standard resignations.

Hypothesis 12. Employees who (a) work at jobs in which the formal resignation policy is very visible or (b) in industries in which the resignation practices are well established will be more likely to use by the book resignations.

Extra mile to the end. As predicted by social exchange theory (Blau, 1964), to the extent that employees feel that, over the course of their organizational tenure, their organization and its members have contributed more to their general well-being than they have given back to the organization's well-being, they will be motivated to rectify

this imbalance by engaging in behavior that goes above and beyond their defined job roles to benefit the organization (Organ, 1990). So, when employees decide upon a resignation style, they are likely to choose an extra mile to the end resignation when they feel that they have been treated generously by the organization during their employment with the firm. Thus, extra mile to the end resignations should be positively associated with social exchange variables that have been shown to relate to extra-role behavior in prior work. For instance, Turnley, Bolino, Lester, and Bloodgood (2003) found that when employees felt that their psychological contracts (i.e., the unwritten obligations that employees feel that they have to their employer and that their employer has to them; Rousseau, 1989) were overfulfilled, they engage in increased levels of citizenship. In addition, Moorman (1991) found that employees who feel they are treated fairly by their organization (i.e., they perceive high levels of organizational justice) perform more OCBs than those who do not. Finally, when employees feel valued by their organization, and feel that their organization cares about them (i.e., POS), they are driven to go beyond the call of duty for their organizations (Moorman, Blakely, & Niehoff, 1998). As such, workers who hold positive perceptions of PC fulfillment, organizational justice, or perceived organizational support at the time of their decision to resign will be more likely to resign using an extra mile to the end resignation than employees who feel that they have been treated poorly and do not owe their employer anything.

When employees leave their organization, they may or may not still be owed financial compensation for things like vacation time, stock options, pension, year-end bonus, and retirement-plan vesting. Further, while some of these entitlements may be

legally owed to the departing employee, others, such as whether to pro-rate an annual incentive or pay it out in full, may be up to the organization's discretion. Moreover, while a minority of employees may hire an attorney to determine exactly how much is owed (Goffe, 2012), others are likely to depend on the organization's interpretation of their employment agreements to determine what they are owed. Clearly, most employees will be motivated to recover as much of their money tied up in employer benefits and incentives as they can. Thus, to the degree that employees are still owed financial incentives by their employer, they will resign using an extra mile to the end resignation.

Hypothesis 13. Employees who perceive high levels of (a) PC fulfillment, (b) organizational justice, or (c) POS, or (d) to whom financial incentives are owed in the future will be more likely to use extra mile to the end resignations.

Bridge burning. Just as employees who feel indebted to their employer are likely to engage in positive behaviors until they exit the company, those who feel that their organization has benefitted more from their employment tenure than they have personally may be driven to resolve this discrepancy by harming the company during the resignation process. Indeed, as predicted by equity theory (Adams, 1965), research has shown that when employees sense that their psychological contracts are underfulfilled (Bordia, Restobug, & Tang, 2008), that they have been treated in an unjust manner (Greenberg, 1990), or when their employer does not support them (Kelley & Longfellow, 1996), they often turn to deviance to rebalance their inputs-outcomes ratio with that of their employers. Therefore, employees will be more likely to choose bridge burning resignations when they have negative perceptions regarding their

psychological contracts, organizational justice, and organizational support, than when they feel more positively about their organization.

Hypothesis 14. Employees who perceive low levels of (a) PC fulfillment, (b) organizational justice, and (c) POS will be more likely to use a bridge burning resignation.

Impulsive quitting. Just as employees who possess lasting financial connections at the time of resignation are likely to protect those entitlements by resigning in a positive manner, those with little or none should be more willing to impulsively quit when they decide to resign. Indeed, a great deal of research suggests that many employees stay at jobs because the costs of leaving outweigh the costs of staying (Cooper-Hakim & Viswesvaran, 2005). When the costs of leaving are lower because forthcoming financial inducements are not present, then, employees will feel freer to leave the company with no notice, thereby increasing the likelihood of impulsive quitting.

Hypothesis 15. Employees to whom little or no financial incentives are owed will be more likely to use an impulsive quitting resignation.

(g) Pre-Resignation Behavior → Resignation Style

Planning duration. The amount of time employees spend contemplating how to resign should relate to the manner in which they ultimately resign. Those who spend little time planning how to resign should tend to rely on company resignation policies, industry norms, and, if available, their memories of how others have resigned from the company to determine how they should resign. Thus, by the book resignations are most likely to be used by those who spend little time considering how to resign. Individuals

who spend more time resigning will likely gather more information concerning how to resign from sources, such as the internet. A great deal of the advice concerning voluntarily leaving one's job stresses the importance of quitting on the best terms possible (e.g., Weintraub, 2007). As such, it is unlikely that those who deeply deliberate on how to resign will choose to use a bridge-burning or impulsive quitting resignation. Instead, departing employees who spend a significant amount of time planning are likely to conclude that an extra mile to the end resignation provides the best opportunity to leave their organization in a positive manner.

Hypothesis 16. Employees who spend more time planning their resignation are more likely to resign using extra mile to the end.

Disclosure. Employees who disclose their resignation plans to others should use more positive resignations (i.e., extra mile to the end and by the book) than unfavorable ones (i.e., bridge burning and impulsive quitting), for several reasons. First, as argued earlier, employees are likely to share their resignation plans with coworkers in part because they have good relationships with those individuals. Accordingly, it is less likely that employees who feel close to their coworkers would choose to disappoint and potentially harm them by resigning in a negative fashion. In addition, when employees confide in their friends and family about their resignation, they often hope to gain advice from these sources regarding how they should handle the process (Klatzke, 2008). The more advice that is gathered, the more likely it is that they will hear the same advice that is offered on the internet—namely, that leaving on a positive note is the recommended way to resign. As such, to the degree that employees discuss their resignation plans with others inside and outside the organization, it is more likely they

will resign using by the book and extra mile to the end resignations and less likely they will leave their company via bridge burning or impulsive quitting resignations.

Hypothesis 17. Employees who discuss their resignation plans with others to a greater degree will be more likely to use a by the book or an extra mile to the end resignation, and less likely to use a bridge burning or an impulsive quitting resignation.

(h) Resignation Style → Post-Resignation Outcomes

The formal announcement of one's resignation should immediately impact a number of outcomes relevant to the departing employee. First, dissolving personal relationships is usually accompanied by a number of strong emotions including shock, fear, anger, confusion, relief, sadness, and ambivalence (Davis et al., 2003; Lee, 1984; Simpson, 1987). Thus, it is likely that employees will also experience a range of emotions related to the style in which they resign. Employees who resign in favorable ways (e.g., extra mile to the end) may experience negative emotions such as sadness after resigning, and those resigning in a deviant manner (e.g., bridge burning), may feel good, or relieved, after announcing their resignation. However, in general, because extra mile to the end and by the book resignations should be met by more positive reactions from coworkers than other resignation styles, they will also result in more positive emotional states after the resignation has been announced.

In addition, as previously discussed, relationships between the resigning employee and his or her supervisor and coworkers may change as a result of the style with which he or she quits. Supervisors will arguably react more positively to by the book and extra mile to the end resignations than bridge burning and impulsive quitting

resignations. In addition, in many cases, coworkers must take on some of the resigning employee's job duties until a replacement has been hired, and this burden is likely to be greater when the departing worker leaves abruptly or engages in deviant behavior during the resignation process. As such, although relationships with coworkers and supervisors may be strained by even the most positive resignations, they will likely be more damaged by more negative resignations.

Relatedly, supervisors may hope that resigning employees reduce the organizational impact of their departure by training a new employee or a coworker to perform their job. This might involve the departing employee introducing a coworker to his or her clients, or developing standard operating procedures for his or her job duties. Clearly, employees who resign by giving a great deal of notice and going above and beyond should be better able to provide this assistance and to have their supervisors' trust that such tasks will be carried out in a professional manner. This should also be the case, albeit to a lesser degree, in by the book resignations. However, employees who resign in a bridge burning manner are unlikely to be given responsibility for the training of a replacement, and those who impulsively quit will not have the opportunity to do so.

Finally, for many resigning employees, being able to use their prior supervisor as a reference in the future is a primary concern during resignations (Weintraub, 2007). As noted previously, employees who leave their organization using an extra mile to the end approach are likely to leave the most favorable impression on their supervisor, whereas those who quit in a deviant manner (i.e., bridge burning) or simply resign by no longer showing up (i.e., impulsive quitting) will leave a very poor final impression on their supervisor. Hence, employees who resign, particularly using an extra mile to the

end resignation, but also those who use a by the book resignation, will feel more comfortable asking their supervisor for a recommendation letter after their resignation than those who resign using a bridge burning or impulsive quitting resignation.

Hypothesis 18. Employees should (a) experience more positive emotions, (b) have more positive relationships with their supervisors and coworkers, (c) be more involved in the training of a replacement, and (d) feel more comfortable asking their supervisor for a letter of recommendation following resignation when they use an extra mile to the end or a by the book resignation than when they use a bridge burning or an impulsive quitting resignation.

CHAPTER 2: STUDY 1

Overview of Studies 1 and 2

The hypotheses described in Chapter 1 were tested in two different studies. The purpose of Study 1 was to gain a general understanding of the overall resignation process through a series of open-ended questions, to inductively examine the resignation styles of those who have recently resigned from full-time jobs, and to test the relationships depicted by arrows (c), (f), (g), and (h) shown in Figure 1 (i.e., Hypotheses 3, 11, 12a, 16-18). The Study 1 sample consisted of full-time MBA students who had recently resigned from full-time employment to earn their degree. Study 2 extends the findings of Study 1 by investigating the prevalence of the different resignation styles discovered in Study 1 in a nationwide sample of individuals who have recently resigned from full-time employment for a variety of different reasons. Furthermore, Study 2 tests all of the hypotheses developed in this dissertation in a sample of working adults

Study 1 Methodology

Data Collection Procedures and Sample Characteristics

Students in an MBA program at a large Midwestern university were surveyed. An IRB-approved email communication was sent to the students encouraging them to participate in this project. Further, participants were able to enter their name in a drawing for a \$50 gift card after completion of the survey. One winner was drawn for every five completed surveys, so the participants had a 20% chance of winning (also approved by the IRB). MBA students who did not have previous full-time work experience were not invited to participate. Forty-two (42) out of the 102 students who

were invited to participate did so, resulting in a 41.2% response rate. Thirty-four percent (34%) of the respondents were female, and most respondents (80.5%) were between the ages of 20 and 29. On average, respondents had worked at their most recent employer for 2.5 years, and had worked in their prior job role for 2.0 years. At the time of their resignation, 40.5% of the respondents held jobs in which they were responsible for supervising other employees.

Measures

Given the exploratory nature of Study 1, the survey included a combination of open-ended and closed-ended questions (Dillon, 1990) to capture as many aspects of the resignation process as possible. To develop these questions, I first relied on two sources—my own resignation experiences and a number of articles that explore the process of planning for maternity leave, which is similar in some regards to planning one's resignation (Buzzanell & Liu, 2005; Buzzanell & Liu, 2007; Liu & Buzzanell, 2004; Miller, Jablin, Casey, Lamphear-Van Horn, & Ethington, 1996). The list of questions was then reviewed, critiqued, and refined by an expert in organizational behavior (Dr. Mark Bolino) and an expert in qualitative research (Dr. Ryan Bisel). Finally, I was fortunate to have a former coworker who had just gone through the process of resigning from a large company after working there for ten years. One day after resigning, she met with her former boss and decided to return to her job. Her insights were extremely valuable in ensuring my questions comprehensively captured the resignation process. The final survey contained six closed-ended and 19 open-ended questions, which were all developed for the purpose of this study. Appendix A contains

a copy of the survey sent to the MBAs; below, I provide additional details regarding the questions that measured variables in the hypotheses tested in this study.

Organizational Factors

Organizational tenure. Organizational tenure was measured by the single item, “Before resigning from your previous job, how long did you work at your employer?” Respondents indicated their tenure using two open-ended textboxes—one for “years” and one for “months.” Mean organizational tenure was 2.5 years ($SD = 2.7$).

Organizational resignation policy. Organizational resignation policy was assessed by the single item, “Please describe your former company’s formal policy regarding resignation. Further, how did this resignation policy influence your resignation process?” Responses were made in an open text box. I coded these responses as either “1” (indicating that the respondent’s former employer had a formal resignation policy or “0” indicating that it did not. 66.7% of respondents’ previous employers did have a formal resignation policy in place.

Pre-resignation

Planning duration. Planning duration was measured using two different items. The first question, which captured more general deliberation time, asked respondents, “How long was the period of time from when you knew you were going to leave your job until you officially put in notice of your resignation?” Responses were made on a seven-point scale ranging from (1) “one week or less” to (7) “more than six months.” The results indicated that the pre-resignation stage lasted one week or less for 28.6% of respondents, two weeks for 21.6% of respondents, three weeks for 31.0% of respondents, four weeks for 4.8% of respondents, one to two months for 4.8% of

respondents, two to six months for 2.4% of respondents, and more than six months for 7.1% of respondents. The second question, which captured dedicated planning time, asked, “How much dedicated time did you spend explicitly planning how to inform your boss of your resignation?” Responses were made on a seven-point scale ranging from (1) “no time” to (7) “several weeks.” The results indicated that 28.6% of respondents spent no time planning, 2.4% spent about an hour planning, 7.1% spent several hours planning, 9.5% spent a day planning, 21.4% spent several days planning, 14.3% spent one week planning, and 16.7% spent several weeks planning.

Disclosure. Disclosure was assessed with two questions. The first question asked respondents, “During the time BEFORE you gave your resignation, what resources or persons, inside or outside of work, did you use to seek out information that influenced how and when you would inform your boss of your resignation?” I inductively coded the responses (Glaser & Strauss, 1967) and found that employees sought out information from a number of different sources during pre-resignation, including friends, parents, former coworkers, supervisors, family, significant others, future employers, and current coworkers. As a result, this variable was operationalized using a count of the number of sources from whom employees sought information before resigning. This ranged from zero sources to three sources, with a mean of 1.10 (SD = 0.82).

The second question asked, “During the time BEFORE you gave your resignation, what resources or persons, inside or outside of work, did you use to seek out information that influenced how and when you would inform your boss of your resignation?” Responses were made in an open text box. I again inductively coded the

responses and found that respondents indicated that they confided either no one, their coworkers only, their supervisor only, or their coworkers and their supervisor. Therefore, this variable was operationalized by counting the number of groups in which employees confided, which ranged from 0 to 2. The mean was 0.73 (SD = 0.67).

Resignation Style

Resignation style was measured using two items. The first item simply assessed the amount of resignation notice given by employees (mean = 4.3 weeks; SD = 1.7 weeks). The second item was open-ended, and it asked respondents to: “Please tell the story, in detail, of how you informed your boss that you were resigning. Be sure to include how you delivered the message, the length of the meeting, and the setting of the meeting.” I inductively coded the responses without an a priori scheme by following the guidelines of constant comparative analysis through the axial coding step (Glaser & Strauss, 1967). Specifically, for these items, I first used open and in vivo coding, and then focused coding, to develop a coding scheme that a second coder could follow to identify and categorize the responses (Lindlof & Taylor, 2011). My goal was to make each coding category exhaustive (i.e., all content fits within a code), exclusive (i.e., content does not fit in multiple codes), and equivalent (i.e., each code shares a similar level of specificity).

I trained the second coder myself, taking care to build a set of shared assumptions between the two of us regarding categorization decisions (Hak & Bernts, 1996). Measures of coding reliability were computed as Krippendorff’s α , which is superior to other measures of intercoder reliability because it can be used with any number of coders, is appropriate for categorical or continuous variables, and accounts

for systematic error and for assessing the reliability of the data (Hayes & Krippendorff, 2007). After both coders finished coding the first 15 responses, I engaged in additional coder training. During this training, the second coder and I reviewed each response on which we disagreed, discussed our disagreement, and updated the coding scheme accordingly. In some cases, I agreed with the second coder's categorization. Following this discussion, the second coder finished coding the remainder of the responses. The final overall intercoder reliability was $\alpha = .72$. In all of the cases in which there was disagreement, I discussed the disagreement with the second coder and made the final decision regarding the appropriate code.

Seven distinct resignation styles emerged from the data—by the book, perfunctory, grateful goodbye, in the loop, bridge burning, impulsive quitting, and avoidant.¹ Below, I provide additional details regarding each style and report the degree to which each was present in this MBA student sample.

By the book resignations represented 48% of the resignations in the sample. By the book resignations came to be characterized primarily by a face-to-face conversation initiated by resigning employees, in which employees provided formal notice that they planned to resign and provided their boss with the reason they were leaving. Often, formal resignation letters accompanied by the book resignations, as did fairly standard resignation notice periods (i.e., two to four weeks).

Perfunctory resignations were used by 10% of the respondents when they quit their jobs. This resignation style is somewhat similar to the by the book resignation in that it involves a face-to-face conversation in which formal notice is provided.

¹ As described later, in Study 2, these resignation styles were further validated in a sample of 250 individuals from a variety of different industries who had resigned from a full-time job in the prior year.

However, perfunctory resignations were unique in that the resigning employees kept the meeting as impersonal as possible by only stating their intentions to quit, and not discussing their future plans. As a result, these meetings tended to be very short, although they usually included a formal resignation letter. In addition, employees engaging in perfunctory resignations still tended to provide standard lengths of notice.

As described in Chapter 1, I anticipated that some employees would go above and beyond the call of duty during the resignation process; however, in this sample, the most positive resignations simply involved employees expressing sincere gratitude toward their boss and other coworkers, rather than actually exceeding their formal job requirements in their final weeks on the job. Thus, *grateful goodbye* describes those resignations in which quitting employees make a point to express their gratitude to their coworkers while informing them of their departure. Nineteen percent (19%) of the sample was comprised of grateful goodbye resignations. Another common aspect of grateful goodbye resignations was the offer, by resigning employees, to do whatever they could to minimize any disruption their departure from the organization might create. In other words, they did not simply expect that it was their employer's duty to solve problems their exit might engender. For example, one employee remarked, "I committed to provide as much training to that person as I could and to be available for any additional help for a month or so after I resign." As a result, grateful goodbyes were sometimes accompanied by exceptionally long notice periods.

One resignation style that not only emerged from the data but further represented 17% of resignations in the sample was the *in the loop* resignation. Employees who used in the loop resignations kept their supervisors informed of their

employment-hunting activities throughout their job search process, so that when formal resignation notice was given, it was completely expected by the supervisor. Descriptions of in the loop resignations, then, were typified by comments such as, “I had kept (my boss) in the loop during my whole graduate school application and interview process, so he knew that it was coming.”

The final three resignation styles were only used by one employee each in this sample, but they were very distinct from other styles and from one another. Further, these three styles are somewhat negative in nature, and negative resignations are likely to be relatively uncommon in this sample for two main reasons. First, most of the respondents in this sample were resigning for the same, somewhat benevolent reason (i.e., to pursue an MBA) compared to the sample in Study 2, in which a much higher percentage of respondents quit for less positive reasons (e.g., to work for a competitor). Second, it is likely that people going back to school to pursue a full-time MBA desire to maintain somewhat good relationships with their prior employer, since it is almost guaranteed that they will be back on the job market in a short period of time after they earn their MBA. Therefore, I expected these types of resignation to be more common in Study 2.

One respondent in this sample used a *bridge burning* resignation. This employee went into his boss’s office, told her that he disliked the work he was doing, gave a very short amount of notice, and that was it. Hence, I initially characterized bridge burning resignations as those in which departing employees engage in CWB during the resignation process, such as insulting the organization or its members, or causing damage to the functioning of the organization.

Another employee chose to use an *impulsive quitting* resignation. This respondent described how his boss, “pushed (him) over the limit of frustration on that fateful night,” and as a result, the employee quit his job without giving notice, even though it was the company’s policy to do so. Therefore, impulsive quitting resignations were characterized by providing little or no notice and simply abandoning one’s job.

The final resignation style that emerged from the data, used by one employee, was dubbed *avoidant*. Using this style, the employee tried to avoid meeting with her boss by putting in her formal resignation notice, “in her box after hours (after she had left) on a Friday.” The employee was subsequently called into her boss’s office on Monday morning and subjected to a litany of questions. Avoidant resignations, then, involve informing an employer of one’s intentions to resign without engaging in a formal meeting with one’s superiors.

Post-Resignation Outcomes

Positive emotions. Positive emotions following resignation were assessed with the single item, “In three words, explain how you felt emotionally after informing your boss of your resignation.” Responses were made in an open text box. I coded the words as either positive or negative, and then, on a scale of one to five, rated the degree to which respondents expressed positive emotions after resigning. If participants mentioned only negative emotions, their response was assigned a “1;” if they mentioned equally positive and negative emotions, their response was rated as “3;” and if they mentioned multiple, positive-only emotions, their response was assigned a “5.” The mean was 2.85 (SD = 1.31).

Relationship with supervisor. Relationship with supervisor was measured with the single item, “If possible, please provide an example of how your relationship with your boss changed after your resignation. If your relationship did not change, please explain that as well.” Responses were made in an open text box. I coded the responses, and developed a five-point scale, ranging from (1) much more distant to (5) much closer. The mean for relationship with supervisor was 3.07 (SD = 0.75); 89% of respondents reported that their relationship with their boss did not change after resignation.

Relationship with coworkers. Relationship with coworkers was measured with the single item, “If possible, please provide an example of how your relationship with your coworkers changed after your resignation. If your relationship did not change, please explain that as well.” Responses were made in an open text box. I coded the responses and developed a three-point scale from the responses. Overall, respondents reported that relationships with coworkers either became more distant permanently, became more distant at first but then returned to normal, or did not change at all; these three categories were arranged, in that order, into a five-point scale. The mean for relationship with coworkers was 3.20 (SD = 1.96); 50% of respondents reported that their relationship with their coworkers did not change after resignation.

Involvement in training. Involvement in training was assessed with the single item, “How involved were you in training another employee to take over your responsibilities?” Responses were made in an open text box. I inductively developed four ordered categories that captured the degree to which respondents were involved in

training their replacement—(1) “not involved,” (2) “barely involved,” (3) “somewhat involved,” (4) and “very involved.” The mean score was 2.60 (SD = 1.34).

Comfort in asking for a recommendation letter. Comfort in asking for a recommendation letter was measured with the single item, “How comfortable would you feel asking your boss for a letter of recommendation?” Responses were made in an open text box. I inductively coded these responses into five categories ranging from (1) not at all comfortable to (5) very comfortable. The mean score was 3.20 (SD = 1.60).

Table 2 presents a correlation matrix for all variables in the study for the MBA sample. In addition, Table 2 also displays the means and standard deviations for all of the variables in this sample.

Table 2
Means, Standard Deviations, and Correlations among Study 1 Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8
1 Weeks' notice	4.29	1.73								
2 Organizational tenure	30.48	31.93	0.53 ***							
3 Overall Planning	4.02	2.27	0.14	-0.07						
4 Dedicated planning	2.71	1.71	-0.09	-0.10	0.45 **					
5 Information sources	1.10	0.82	-0.11	-0.11	-0.08	0.21				
6 Confide in others	0.73	0.67	0.11	-0.09	-0.03	-0.52 ***	-0.13			
7 By the book	—	—	0.20	0.24	0.12	-0.01	0.06	0.15		
8 Grateful goodbye	—	—	-0.05	-0.10	-0.09	0.05	0.09	-0.17	-0.46 **	
9 Perfunctory	—	—	-0.29 †	-0.24	0.03	0.20	0.26 †	0.01	-0.31 *	-0.16
10 Avoidant	—	—	-0.12	-0.10	0.14	0.03	-0.02	-0.17	-0.15	-0.08
11 In the loop	—	—	0.30 *	0.08	0.02	-0.15	-0.21	0.09	-0.43 **	-0.22
12 Bridge burning	—	—	-0.30 *	-0.15	-0.21	-0.16	-0.21	0.06	-0.15	-0.08
13 Impulsive quitting	—	—	-0.30 *	-0.03	-0.21	0.03	-0.21	-0.17	-0.15	-0.08
14 Positive emotions	2.85	1.31	0.16	0.11	0.07	0.22	-0.03	-0.31 *	-0.04	0.10
15 Relationship with supervisor	3.07	0.75	0.29 †	0.04	0.28 †	0.28 †	-0.09	-0.16	-0.16	0.12
16 Relationship with coworkers	3.20	1.96	-0.16	0.06	-0.05	0.09	-0.11	-0.46 **	0.16	0.08
17 Training involvement	2.60	1.34	0.33 *	0.01	0.10	-0.07	0.10	0.16	-0.09	0.15
18 Recommendation letter	3.20	1.60	0.43 **	0.31 *	-0.23	-0.34 *	0.10	0.24	0.19	0.25

Table 2 (continued)

	9	10	11	12	13	14	15	16	17
9 Perfunctory									
10 Avoidant	-0.05								
11 In the loop	-0.15	-0.07							
12 Bridge burning	-0.05	-0.02	-0.07						
13 Impulsive quitting	-0.05	-0.02	-0.07	-0.02					
14 Positive emotions	-0.41 **	0.02	0.26 †	0.02	0.02				
15 Relationship with supervisor	-0.03	-0.02	0.14	-0.02	-0.02	0.21			
16 Relationship with coworkers	-0.21	0.15	-0.33	0.15	0.15	-0.03	-0.01		
17 Training involvement	0.04	-0.19	0.18	-0.19	-0.19	-0.08	0.08	-0.30 †	
18 Recommendation letter	-0.46 **	-0.22	0.12	-0.22	-0.22	0.06	0.07	-0.14	0.35 *

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

† $p \leq .10$

STUDY 1 RESULTS

General Findings

Given that the purpose of this study is to not only examine the hypotheses advanced in Chapter 1, but also to gain a general understanding of the resignation process, the following section offers an overview of the responses to all of the questions in the survey concerning the pre- and post-resignation periods, many of which are not included in any hypotheses. The analysis and results of the hypothesis testing are then presented in the next section.

Pre-Resignation

Respondents (i.e., MBA students) were asked how they felt during the pre-resignation period. The modal response, reported by 33% of the sample, described some form of dissatisfaction, primarily in relation to their jobs. The next most common responses were either generally positive (17%) or neutral (14%) feelings. Respondents also reported experiencing a diverse set of other feelings during pre-resignation, including nervousness, guilt, confidence, relief, excitement, anxiety, and depression, among others. These responses suggest that different employees approach the resignation process in very different emotional states.

In response to what resources or people employees used to gain information regarding the resignation process, many (36%) indicated that they used multiple sources of information, with family members (33%) or friends (19%) being the most common. In addition, respondents sought out information from their current supervisor (17%), their significant others (14%), and their coworkers (10%) regarding how to resign. Twenty-four percent (24%) of those surveyed did not seek information from any

resources or others regarding their resignation. Finally, and perhaps surprisingly, only 5% of the sample reported using the internet to find information regarding the manner in which to resign.

The vast majority of employees (80%) were aware of whether or not their employer had a formal resignation policy, and what it was. Of those who were aware of the existence of a formal policy, 68% indicated that their organizations did indeed have formal resignation policies in place. However, when asked whether these policies influenced the manner in which they resign, only one person indicated that they did. Instead, responses commonly suggested that employees were, “more concerned with the common courtesy of giving (their) boss time to find a replacement before (they) left than the policy.”

Respondents varied widely regarding whom they confided in at work prior to actually putting in their resignation notice. Forty percent (40%) of the sample confided in no one at work prior to their resignation announcement, primarily because they “didn’t trust the people” they worked with or they knew “people liked to gossip,” and they did not want the news to spread. One employee told no one, as he stated, out of fear that, “I would be fired if I admitted that I would resign.” Conversely, 18% of respondents told both their supervisor and their coworkers of their plan to resign prior to formally putting in their notice. Another 40% of the sample confided solely in one or more coworkers.

When employees who did confide in other organizational members during pre-resignation were asked why they did so, the most common response (44%) was simply because they wanted to share the news with their friends. In addition, 19% of

respondents informed others during pre-resignation because they wanted their coworkers and/or boss to be prepared for their departure. Another 19% told their coworkers for a very different reason—namely, because the coworkers they confided in shared their dissatisfaction and frustration with their jobs. Finally, a small group of employees (11%) indicated that the culture of their organization was very open and honest, and as such, it was the norm to share information like this even before formal notice was given.

The next questions asked employees how their coworkers responded to their confessions of resignation intentions, and how those coworker reactions influenced the manner in which respondents resigned. The majority of respondents (52%) indicated that their coworkers responded in a positive and supportive manner to their resignation news. Twenty-six percent (26%) of those surveyed were met with sadness when they informed their coworkers of their decision to resign. Interestingly, these respondents frequently remarked that this reaction made them feel sad or guilty, while at the same time making them feel good that they were valued. Finally, 19% of respondents' coworkers reacted with indifference when they were told about respondents' resignation plans. Overall, coworker reactions had no influence on the resignation plans of the respondents. Indeed, 87% stated that coworker reactions had no impact on their plans, and the remaining employees indicated that they only made small changes as a result of peer reactions (e.g., "I allotted an extra week," in response to a sad coworker reaction).

The final pre-resignation question asked respondents to share the one factor that they felt most strongly influenced the amount of notice they ultimately gave. Almost one-third of the surveyed employees mentioned that common courtesy or general

respect for their employer was the primary determinant of notice length. Slightly fewer (22%) cited the time it would take to find a replacement for their position as the major driver of the amount of notice they gave. Fewer still (17%) were mainly concerned with maintaining positive status with their bosses in order to receive favorable future references from their employers, while others (15%) simply let organizational norms dictate the amount of notice they gave. Finally, the responses of 12% of the sample suggested that poor treatment by their boss or from the organization as a whole played a critical role in their decision of how much notice to provide to their employer.

Post-Resignation

According to respondents, supervisors tended to react in one of four ways to employees giving their formal resignation notice. Perhaps not surprisingly, in 40% of the cases, supervisors expressed disappointment about, or were upset by, employees' decisions to quit. Indeed, in two incidents, respondents indicated that their supervisors began crying when given the news that the employee would be departing. More commonly though, these employees used words like irritated, upset, and disappointed to describe their bosses' reactions to their resignation notice. Conversely, 30% of the sample indicated that their supervisors took their resignation news in a positive and supportive manner. For example, one employee remarked that upon hearing the news, his boss, "gave (him) a high five and a hug." Twenty-three percent (23%) of respondents felt that their supervisor's response was mainly one of understanding and was not necessarily positive or negative. Finally, in a small number of cases (8%), complete surprise or shock was the primary reaction of supervisors to news of the subordinate's resignation.

Next, respondents were asked whether or not, and how, their boss or other organizational members were able to alter their resignation plans after they gave notice. In the vast majority of cases (73%), employees did not change anything about their resignation after formally putting in notice of their resignations. However, 10% of the sample indicated that they stayed longer than they had originally planned as a result of requests from their supervisors. For instance, one employee remarked, “They tried to get me to commit to doing contract work from home and appealed to my sense of responsibility. I stayed a month longer than I intended.” Other employees altered their plans in more subtle ways; 15% of the sample ended up agreeing to train their replacement, and 7% changed the priorities of the tasks they were working on to focus on the most important ones in their final weeks on the job.

The next question instructed respondents to explain, in three words, how they felt emotionally after putting in their formal resignation notice. Overwhelmingly, the respondents felt relief (73%) and some form of positive emotion (e.g., excitement, happiness, satisfaction; 61%) after making their resignation plans public. However, employees experienced a number of other, less positive emotions as well. Indeed, almost one quarter of the sample (24%) felt nostalgic or sad after resigning. Notably, a number of respondents felt happiness and sadness at the same time, indicating what a bittersweet event resignation is for many employees. Fifteen percent (15%) of those surveyed expressed that guilt was one of the primary emotions they experienced after putting in their notice. Finally, a number of individuals (10%) continued to feel nervous after their resignation, while at the other end of the spectrum, 12% of those surveyed experienced a sense of calm or peacefulness.

Those who managed subordinates were asked to describe how they informed their subordinates of their resignation, and how the subordinates responded. There was little variance regarding the manner in which respondents informed their subordinates of their resignation; 59% informed their employees in a group meeting, and 29% informed their employees individually. Somewhat surprisingly, two respondents (9%) remarked that they left without telling their subordinates that they were leaving. As a result, one of these individuals remarked that, "Several subordinates contacted me after I left and let me know that they were sad to see me go but happy for my future opportunities." As also suggested by this quote, subordinates often expressed more than one type of reaction to the news that their boss was departing. Twenty-six percent (26%) of respondents mentioned that their subordinates expressed happiness for them, while 26% also remarked that their subordinates were sad, or upset, over their resignation. Sixteen percent (16%) of the sample found that their subordinates were surprised by their news, and another 16% found that their employees were understanding of their resignation.

One response that was unique to this question, which was cited by 16% of respondents, was that their subordinates, "were worried (as anybody would be) about the need to adjust to a new supervisor's style of working." Conversely, one respondent remarked that his or her employees, "were very gracious as I think they all wanted my job." These divergent responses suggest that the organizational context in which these resignations take place may play a significant role in subordinate reactions to their boss's departure. That is, in a competitive workplace, employees may think first of who is going to get the resigning boss's job, whereas in more supportive environments,

employees may feel more free to express sincere sadness or happiness toward their departing supervisor.

Respondents were then asked to write about how their relationships with their boss, coworkers, and mentor changed after they put in their notice. Regarding their relationships with their bosses, 76% of respondents said that their relationship did not change as a result of them putting in their notice. Some (7%) replied that their relationship was strained at first, but then returned to normal, while others indicated that their boss became either less demanding (5%), more respectful toward them (5%), or more distant (5%). Concerning their relationship with their coworkers, half of those surveyed stated that their relationships did not change, whereas 43% reported that their connections to their coworkers became more distant when they put in notice of their resignation.

Interestingly, two respondents indicated that their coworker relationships became much more centered on other job opportunities, as though the departing employee had become a safe and knowledgeable source of information regarding getting a new job. Indeed, one employee remarked, “My coworkers started talking more about work outside of the company, different opportunities ‘out there’ that they might consider following my example.” Finally, only 12 employees (5%) indicated that they had mentors at the time of their resignation. Of those, half reported that their relationships with their mentor did not change after resigning, and one quarter indicated that the relationship improved. One respondent mentioned that the relationship was more distant at first but quickly improved, whereas two people reported that their resignation permanently damaged their relationship with their mentor.

The final questions in the survey asked respondents about the degree to which they were involved in training their replacement and how comfortable they would feel asking their boss for a letter of recommendation. By and large, employees either tended to be very involved in training their replacement (35%) or not at all involved (40%). The remaining participants were either only barely involved in the training (10%), or moderately involved (15%). Regarding asking for a letter of recommendation, most respondents indicated that they would feel either comfortable (37%) or very comfortable (39%) asking their former boss for a recommendation letter. The remaining 24% indicated that would not want to ask their boss for a recommendation, with some citing interpersonal reasons such as, “the tension between us during my employment there and after leaving,” and others citing more pragmatic reasons such as, “(My boss) probably wouldn't remember me.”

Study 1 Hypothesis Tests

Analysis

The hypotheses captured by arrows (c), (f), (g), and (h) in Figure 1 (i.e., Hypotheses 3, 11, 12a, 16-18) contain predictions involving three types of relationships between variables. Each of these three types of relationships was tested with a different analysis. First, some hypotheses involve a prediction between two interval variables (e.g., the relationship between the visibility of formal resignation policy and resignation planning duration); these relationships were tested using correlational analysis (i.e., simple linear regression). Second, some hypotheses posit a relationship between two categorical variables (e.g., the relationship between employee reason for resignation and resignation style); these relationships were tested using a chi-square test. Third and

finally, some hypotheses involve a prediction between an interval variable and a categorical variable (e.g., the relationship between resignation planning duration and resignation style); these relationships were tested using logistic regression.

Hypothesis 3. Hypothesis 3a predicted that employees with greater organizational tenure would be more likely to disclose their resignation intentions to others. Correlational analyses (see Table 2) revealed that organizational tenure had a negative and non-significant relationship with the degree to which resigning employees sought out others for information during pre-resignation ($r = -.11, p = .48$), and the degree to which employees confided in others prior to resigning ($r = -.09, p = .56$). Thus, Hypothesis 3a was not supported. Hypothesis 3b predicted that employees working for organizations with a visible and formal resignation policy would spend less time deliberating their resignation style. Correlational results indicated that although whether or not employees indicated that their company had a formal resignation policy did not influence the length of time between their decision to quit and their resignation ($r = .22, p = .17$), it did influence the length of time they spent planning for their formal resignation meeting with their boss. Indeed, when individuals were aware of a formal resignation policy, they tended to spend less time planning for their resignation meeting with their boss ($r = -.34, p = .03$). Therefore, Hypothesis 3b was supported.

Hypothesis 11. Hypothesis 11 predicted that by the book resignations would tend to be used by those with relatively long organizational tenure. This hypothesis was first tested with logistic regression in which organizational tenure was the independent variable and resignation style was the dependent variable. This regression model was not significant ($\chi^2 = 2.08, p = .15$). Next, logistic regression was again used to examine

the relationship between organizational tenure and by the book and perfunctory resignations, respectively, compared to all other styles. The results indicated that the relationship between organizational tenure and by the book resignations was not significant ($\chi^2 = 2.10, p = .15$), but the relationship between organizational tenure and perfunctory resignations was marginally significant ($\chi^2 = 3.34, p = .07$). To better understand this relationship, the average organizational tenure of those who resigned using a perfunctory resignation was compared to those who used other styles. As Table 3 shows, contrary to the prediction made by Hypothesis 11, employees who resigned using perfunctory resignations had lower tenure than those who resigned via other styles; this difference, however, was not significant. Therefore, Hypothesis 11 was not supported.

Table 3
Mean Differences in Organizational Tenure by Resignation Style

	Perfunctory resignations	Other resignation styles
Organizational tenure	7.50	32.89

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's test).

Hypothesis 12. Hypothesis 12a proposed that by the book resignations would be more common in workplaces in which formal resignation policies are well established. A chi-square test revealed that there was no overall relationship between formal resignation policies and resignation styles ($\chi^2 = 8.39, p = .21$), overall. Further, as shown in Table 2, the presence of formal resignation policies did not correlate with

either by the book ($r = .09, p = .59$) or perfunctory resignations ($r = .16, p = .31$). Therefore, Hypothesis 12 was not supported.

Hypothesis 16. Hypothesis 16 predicted that those who spend more time planning their resignations will be more likely to resign using an extra mile to the end resignation. Logistic regression results indicate that neither the amount of time between employees' decision to resign and their actual resignation ($\chi^2 = .62, p = .43$), nor the amount of time they dedicated to planning for their resignation meeting ($\chi^2 = .14, p = .70$), related to the ultimate resignation style that they chose. Next, logistic regression was used to see if employees who spend more time planning would be more likely to use in the loop or grateful goodbye resignations than other resignation styles. The results indicated that neither decision time ($\chi^2 = .43, p = .51$) nor planning time related to grateful goodbye resignations ($\chi^2 = .13, p = .71$). Similar results were found regarding in the loop resignations as well; neither pre-resignation decision time ($\chi^2 = .19, p = .66$) nor planning time ($\chi^2 = .42, p = .51$) was significantly related to in the loop resignations. Therefore, Hypothesis 16 received no support.

Hypothesis 17. Hypothesis 17 predicted that employees who discuss their resignation plans with others will be more likely to use more positive resignations. The results of logistic regression indicated that while the degree to which employees sought out others for information during pre-resignation did relate to resignation styles, overall ($\chi^2 = 3.42, p = .07$), the degree to which they confided in others during this time ($\chi^2 = .07, p = .78$) did not. To better understand the relationship between pre-resignation information seeking and resignation styles, the mean levels of information seeking for each resignation style were calculated, and they are displayed in Table 4. As shown

here, the lowest levels of information seeking were found among those who used bridge burning and impulsive quitting resignations. While this lends some support to Hypothesis 17, the differences between these means were not significant.

Hypothesis 17 was further examined by regressing grateful goodbye and in the loop resignations, independently, on the degree to which employees discussed their plans with others prior to resigning. The findings indicate that neither information seeking ($\chi^2 = .56, p = .46$) nor confiding in others ($\chi^2 = 1.02, p = .31$) were related to grateful goodbye resignations. In addition, neither information seeking ($\chi^2 = 1.90, p = .17$) nor confiding in others ($\chi^2 = .55, p = .46$) related to in the loop resignations. Therefore, overall, Hypothesis 17 was not supported.

Hypothesis 18. Hypothesis 18 predicted that employees should (a) experience more positive emotions, (b) have more positive relationships with their supervisors and coworkers, (c) be more involved in the training of a replacement, and (d) feel more comfortable asking their supervisor for a letter of recommendation following resignation when they use an extra mile to the end or a by the book resignation than when they use a bridge burning or an impulsive quitting resignation. First, a one-factor, between-subjects multivariate analysis of variance (MANOVA) was conducted. In this analysis, resignation styles served as the independent variable and the five variables described in the hypothesis served as the dependent variables. The results of the MANOVA were not statistically significant as indicated by Wilks' Λ (.30), [F(30, 118) = 1.37, $p = .12$].

Table 4
Differences in Mean Levels of Pre-Resignation Information Seeking by Resignation Style

	By the book	Grateful goodbye	Perfunctory	Avoidant	In the loop	Bridge burning	Impulsive quitting
Information seeking	1.15	1.25	1.75	1.00	0.71	0.00	0.00

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's test).

Table 5
Differences in Mean Levels of Comfort in Asking for a Recommendation Letter by Resignation Style

	By the book	Grateful goodbye	Perfunctory	Avoidant	In the loop	Bridge burning	Impulsive quitting
Comfort in asking for a recommendation letter	3.50 ^a	4.00 ^b	1.00 ^{a,b}	1.00	3.67	1.00	1.00

^{a-b} = Means sharing letters are significantly different from one another ($p < .05$; Tukey's HSD test).

Next, univariate ANOVAs were conducted between resignation styles, overall, and each outcome variable, independently. The results indicated that the relationship between resignation styles and post-resignation emotions was not significant [$F(6,34) = 1.72, p = .15$], providing no support for Hypothesis 18a.

Hypothesis 18b proposed that employees who engaged in resignations that were relatively more positive would possess more positive relationships with their supervisors and coworkers following resignation. As reported earlier, though, the vast majority of respondents in this study reported no changes in their relationships with either their supervisors or coworkers following resignation. This lack of variance likely contributed to non-significant ANOVA findings for the influence of resignation style on post-resignation relationships with both supervisors [$F(6,34) = .49, p = .81$] and coworkers [$F(6,33) = .88, p = .52$]. Hypothesis 18b, then, received no support.

Hypothesis 18c posited that positive resignations should lead to higher involvement in training by resigning employees, but ANOVA tests did not support this proposed relationship [$F(6,33) = .95, p = .48$]. Finally, Hypothesis 18d predicted that employees who resigned via more positive styles would be more comfortable asking their boss for a recommendation letter after they resigned. The results of an ANOVA indicated that resignation styles were, in fact, related to respondents' comfort in asking for a recommendation letter [$F(6,34) = 4.12, p = .003$]. To better understand this relationship, Table 5 reports the mean comfort level in asking for a recommendation letter associated with each resignation style. In support of Hypothesis 18d, those who used grateful goodbye, by the book, and in the loop resignation tended to feel more comfortable asking their boss for a recommendation letter. This difference was only

significant, though, between by the book and grateful goodbye resignations, respectively, and perfunctory resignations, offering partial support for Hypothesis 18d.

CHAPTER 3: STUDY 2

Overview

Given that the majority of the participants in the first sample study resigned for the same reason—to return to school to pursue their MBA—and a fairly benevolent one in the eyes of employers, this second sample was comprised of a diverse set of employees who resigned from full-time jobs in the prior twelve months for a variety of reasons.

Study 2 has two principal objectives. First, I sought to replicate the findings from Study 1 by examining the relationships represented by arrows (c), (f), (g), and (h) in Figure 1. Second, data on job attitudes and individuals traits were collected in order to test the relationships captured by arrows (a), (b), (d), and (e), thereby testing the entire theoretical model. Although job attitudes regarding a prior job may be somewhat biased by retrospective sensemaking (Weick 1979), collecting these variables retrospectively is consistent with prior work investigating employee turnover (e.g., Lee et al., 1996; Lee, Mitchell, Holtom, McDaniel, & Hill, 1999). Moreover, in addition to measuring job attitudes, I also measured a number of stable traits (e.g., the Big Five traits, proactive personality, political skill). These variables were used to examine how employees' attitudes and personalities may influence their resignation behavior and styles.

Study 2 Methodology

Data Collection Procedures

Survey Monkey/Zoomerang was used to identify and survey 250 individuals who, in the prior twelve months, had resigned from full-time employment. In recent

years, a number of studies have provided evidence for the quality and usefulness of data collected using online databases (e.g., Crossley, Bennett, Jex, & Burnfield, 2007; O'Neil, Penrod, & Bornstein, 2003; Shipp, Edwards, & Lambert, 2009). Moreover, several studies have examined the relationships between employees' retrospective reports of their perceptions of their prior organization and its members and their reasons for voluntarily quitting (e.g., Maertz & Campion, 2004; Maertz & Knitta, 2012; Lee et al., 1996). To help control for the possible bias associated with retrospective reporting of these variables, however, respondents were asked to indicate the degree to which they could recall their resignation using a three-item scale. A sample item was, "I can remember almost every detail of my resignation experience." This is similar to a question of this nature asked in other retrospective studies of employee turnover (e.g., Maertz & Knitta, 2012). Responses were made on a five-point scale (1 = *strongly disagree*; 5 = *strongly agree*). Overall, respondents remembered their resignation experiences quite vividly (mean = 4.0; SD = .74), and no respondents averaged a two (i.e., "disagree") or lower across the three items. As such, no respondents were discarded owing to their inability to recall their resignations.

Sample Characteristics

Initially, 2,125 potential respondents residing in the United States were invited to participate in this study. After reading the IRB cover letter, 333 potential respondents (15.7%) declined to participate. Of the remaining 1,792 potential respondents who were asked to confirm that they had, "voluntarily resigned or quit their full-time jobs in the twelve months," only 456 (25.4%) indicated that they had resigned within the past year. Another question asked for the main reason that respondents resigned, and 33

respondents (1.8%) indicated that they had actually retired or had been fired and had not actually resigned; therefore, the responses from these individuals were discarded. Thus, 423 (23.6%) respondents out of the original 2,125 who were invited to participate were eligible to participate in Study 2. Given that the principal aim of this study was to examine resignation styles, it was critical that participants respond to an open-ended request to “tell the story, in detail, of how you informed your boss that you were resigning.” If a participant did not answer this question, their response was eliminated. Of the 423 qualified/eligible respondents, 173 (40.7%) either gave no answer or provided an incoherent answer to this question; therefore, these participants were eliminated from the sample. In other words, of 423 qualified respondents, 250 respondents provided useable data, resulting in an effective response rate of 59.1%. This response rate is not too surprising given that the Bureau of Labor Statistics reports indicate that approximately 19% of all working Americans voluntarily quit their jobs over the past year. Further, people who have recently resigned probably have more time to complete online surveys and are in somewhat more need of the compensation associated with online surveys than the rest of the population.

Thirty-eight percent (38%) of the sample were female and the average age of respondents was 37.7 years. On average, respondents had worked at their previous employer for 6.1 years, and had worked in their prior job role for 5.8 years. At the time of their resignation, 48.0% of the respondents held jobs in which they were responsible for supervising other employees. In terms of education, 93% of those surveyed attended at least some college, and 61.6% of the respondents had earned at least a four-year college degree.

Measures

This section provides details concerning the measurement of the individual, relational, and organizational antecedents of the resignation process, of pre-resignation behaviors, of resignation styles, and of post-resignation outcomes. The means, standard deviations, and alphas for all continuous variables in the study are displayed in Table 7 at the end of this section (data for all categorical variables are reported directly within the text below). All of the items for each scale are presented in Appendix C.

Individual Factors

Job satisfaction. Job satisfaction was assessed using Cammann, Fichman, Jenkins, and Klesh's (1979) three-item scale from the Michigan Organizational Assessment Questionnaire. The items were adapted from the present tense to the past tense. A sample item is, "All in all, I was satisfied with my job." Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .91.

Affective commitment. Affective commitment was measured using Meyer, Allen, and Smith's (1993) six-item scale. The items were adapted from the present tense to the past tense. A sample item is, "This organization had a great deal of personal meaning for me." Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .91.

Job stress. Work stress was measured using Motowidlo, Packard, and Manning's (1986) four-item scale. The items were adapted from the present tense to the past tense. A sample item is, "My job was extremely stressful." Responses were made

on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .92.

Conscientiousness. Conscientiousness was measured using Saucier's (1994) Mini-Markers of conscientiousness. The scale asked employees to rate the extent to which they agree (1 = *disagree strongly*; 7 = *agree strongly*) that eight adjectives (e.g., organized, efficient, practical) describe them. Cronbach's α for this scale was .90.

Extraversion. Extraversion was measured using Saucier's (1994) Mini-Markers of agreeableness. The scale asked employees to rate the extent to which they agree (1 = *disagree strongly*; 7 = *agree strongly*) that eight adjectives (e.g., talkative, bold, energetic) describe them. Cronbach's α for this scale was .80.

Openness to experience. Openness to experience was measured using Saucier's (1994) Mini-Markers of agreeableness. The scale asked employees to rate the extent to which they agree (1 = *disagree strongly*; 7 = *agree strongly*) that eight adjectives (e.g., creative, intellectual, complex) describe them. Cronbach's α for this scale was .77.

Emotional stability. Emotional stability was measured using Saucier's (1994) Mini-Markers of agreeableness. The scale asked employees to rate the extent to which they agree (1 = *disagree strongly*; 7 = *agree strongly*) that eight adjectives (e.g., relaxed, unenvious, moody (reverse-scored)) describe them. Cronbach's α for this scale was .77.

Agreeableness. Agreeableness was measured using Saucier's (1994) Mini-Markers of agreeableness. The scale asked employees to rate the extent to which they agree (1 = *disagree strongly*; 7 = *agree strongly*) that eight adjectives (e.g., warm, kind, cooperative) describe them. Cronbach's α for this scale was .86.

Proactive personality. Proactive personality was assessed using Seibert, Kraimer, and Crant's (2001) nine-item scale. A sample item is, "I am always looking for better ways to do things." Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .91.

Political skill. Political skill was measured using Ferris et al.'s (2005) 18-item Political Skill Inventory. A sample item is, "I always seem to instinctively know the right thing to say or do to influence others." Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .94.

Reason for resignation. Employees responded to the question, "What was the main reason you resigned from your prior job?" by either selecting one of the following options—To go back to school (8.8% of sample); To accommodate the relocation of my significant other (5.2%); To stay at home with my children and family (6.0%); To pursue an entrepreneurial opportunity (7.2%); To go to work for a competitor (in the same industry) (15.2%); To go to work in the same role in a different industry (12.4%); To go to work in a different role in a different industry (24.4%)—or by filling in a unique response in an open text box (i.e., "other (please specify)"). Through iterative coding of the open-ended responses, five additional categories emerged—To get away from a bad work environment (7.2%); To return to home country/immigration issues (1.6%); For health reasons of self or loved one (7.2%); For better schedule/benefits (3.2%); Due to a significant change in direction of company (1.6%). For hypotheses involving a single specific reason that employees left (e.g., to work for a competitor), a dichotomous variable was created.

Relational Factors

Coworker satisfaction. Coworker satisfaction was assessed using Simon et al.'s (2010) three-item scale. The items were adapted from the present tense to the past tense. A sample item is, "I liked the people I worked with very much." Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .95.

LMX. LMX was measured using Graen and Uhl-Bien's (1995) seven-item scale. The items were adapted from the present tense to the past tense. A sample item is "How would you characterize your prior working relationship with your leader?" Responses were made on a series of five-point scales that were unique for each question (e.g., 1 = *extremely ineffective*; 5 = *extremely effective*), all of which are provided in Appendix C. Cronbach's α for this scale was .92.

Abusive supervision. Abusive supervision was measured using Tepper's (2000) 15-item scale. The items were adapted from the present tense to the past tense. A sample item is, "My boss blamed me to save himself/herself embarrassment." Responses were made on a five-point scale (1 = *I cannot remember him/her ever using this behavior with me*; 2 = *He/she very seldom used this behavior with me*; 3 = *He/she occasionally used this behavior with me*; 4 = *He/she used this behavior moderately often with me*; 5 = *He/she used this behavior very often with me*). Cronbach's α for this scale was .97.

Organizational Factors

Overall justice perceptions. Overall justice perceptions were assessed using Ambrose and Schminke's (2009) six-item scale. The items were adapted from the

present tense to the past tense. A sample item is, “Overall, I was treated fairly by my organization.” Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach’s α for this scale was .97.

Perceived organizational support (POS). POS was assessed using Lynch, Eisenberger, and Armeli’s (1999) eight-item scale. The items were adapted from the present tense to the past tense. A sample item is, “My organization strongly considered my goals and values.” Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach’s α for this scale was .94.

Psychological contract (PC) fulfillment. PC fulfillment was measured using Robinson and Morrison’s (2000) five-item scale. The items were adapted from the present tense to the past tense. A sample item is “I felt that my employer came through in fulfilling the promises made to me when I was hired.” Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach’s α for this scale was .85.

Organizational Tenure. Organizational tenure was measured by the single item, “Before resigning, how long had you worked for your prior organization?” Respondents indicated their tenure using two open-ended text boxes—one for “years,” and one for “months.” Mean organizational tenure was 6.14 years.

Resignation policy. The degree to which respondents’ prior organization had a formal and visible resignation policy was assessed using a three-item scale developed for this study. The items were, “The organization’s formal resignation policy was clearly stated,” “In general, employees knew the organization’s formal resignation policy,” and “I was familiar with the organization’s formal resignation policy.”

Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .94.

Financial obligation to employee. The degree to which employees were owed financial compensation of some form when they resigned was assessed using a single item asking respondents, "At the time of your resignation, which of the following financial connections did you still have with the company, if any (check all that apply)?" Respondents then indicated if they had a "401k or other retirement account," "pension," "stock options," "future incentive or bonus," "vacation pay," or "sick pay" due to them when they resigned. In addition, participants were able to indicate if they were owed any other form of compensation when they resigned. These different types of financial obligations were summed for each respondent; thus, values could range from 0 to 6. The mean number of financial obligations owed at the time of resignation was 1.67.

Industry norms. Industry norms regarding resignation were measured using a single item asking respondents to, "Please describe the norms, if any, concerning the manner in which employees in the industry in which you previously worked typically resign." I coded the responses into one of two categories depending on whether industry norms regarding resignation existed or not; 54.4% of respondents indicated that there were norms for resigning in the industry in which they worked.

Pre-Resignation Behavior

Resignation planning time. The amount of time that employees spent planning for their resignation was assessed using a single item asking respondents, "How long was the period of time from when you knew you were going to leave your job until you

officially put in notice of your resignation?” Participants responded in an open textbox, and I converted those responses to weeks. On average, respondents spent 6.4 weeks planning for their resignation.

Disclosure of resignation plans. The degree to which employees disclosed their resignation plans to others was operationalized with the following item: “During the time BEFORE you gave your resignation, who did you confide in at work, if anyone, that you were planning to leave? (Please select all that apply).” Respondents then indicated which of the following parties (based on the responses to this question in Study 1) they confided in: Parents, significant others, other family members, friends outside of work, current coworkers, past coworkers, current supervisor, past supervisor, and no one. Participants were also able to write in, using an open text box, any other individuals in whom they confided. Only one respondent used the open text box, and he or she indicated confiding in “other supervisors.” I assigned a value of “1” to each group in which an employee confided (except “no one”), and summed the values for each respondent. This resulted in a range from 0 to 7, with a mean of 2.1. Forty-two (42) respondents (16.8%) indicated that they confided in no one prior to resigning. For hypotheses involving whether or not employees confided in one group or not (e.g., coworkers or family and friends), I created a dichotomous variable indicating whether or not they confided in the particular group.

Resignation Style

Resignation style was coded first by me, and then by a second coder, using the coding scheme developed in Study 1. The overall intercoder reliability, assessed by Krippendorff’s α , was $\alpha = .81$. Thirty-one percent (31%) of respondents used a by the

book resignation; 28.8% used perfunctory; 9.2% used grateful goodbye; 8% used in the loop; 9.6% used bridge burning; 3.6% used impulsive quitting; and 9.2% used avoidant.

Post-Resignation Outcomes

Post-resignation relationship with supervisor. Respondents' feelings toward their supervisor following resignation were measured using a two-item scale developed for this study. The items were, "My boss and I became closer after I resigned" and "I got along better with my boss after I put in my resignation notice." Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .80.

Post-resignation relationship with coworkers. Respondents' feelings toward their coworkers following resignation were measured using a two-item scale developed for this study. The items were, "My coworkers and I became closer after I resigned" and "I got along better with my coworkers after I put in my resignation notice." Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .73.

Training involvement. The degree to which respondents were involved in training their replacement was assessed using a three-item scale developed for this study. The items were, "I was very involved in training another employee to take over my responsibilities," "Before leaving my employer, I taught another employee how to do my job," and "I was not involved in training my replacement in any way" (reverse scored). Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach's α for this scale was .86.

Comfort in asking for a recommendation letter. Respondents indicated their comfort level in asking their boss for a recommendation letter after they resigned using a three-item scale developed for this study. The items were, “I would feel very comfortable asking my former boss for a letter of recommendation,” “If I needed a letter of recommendation, I would not hesitate to ask my former boss for one,” and “I would not feel comfortable asking my former boss for a letter of recommendation” (reverse scored). Responses were made on a five-point scale (1 = *disagree strongly*; 5 = *agree strongly*). Cronbach’s α for this scale was .86.

Post-resignation emotions. To measure the degree to which respondents experienced positive emotions following their resignation, they were given a list of four positive emotions (i.e., happy, confident, excited, enthusiastic) and asked to rate the extent to which they felt that way immediately after they gave their resignation notice. Responses were made on a five-point scale (1 = *very slightly or not at all*; 5 = *extremely*). The scores for these four positive emotions were averaged. Cronbach’s α for this scale was .86.

Confirmatory Factor Analysis of Study 2 Variables

In order to ensure that my multi-item measures of attitudinal variables, personality variables, and resignation-related variables were distinct, I used confirmatory factor analysis (CFA) to assess the fit of three different models—one model in which all of the manifest items used to measure the attitudinal variables (i.e., job satisfaction, affective commitment, job stress, coworker satisfaction, LMX, abusive supervision, organizational justice, POS, and PC fulfillment) loaded onto their respective latent factors; a second model in which all of the items that comprise the

personality measures (i.e., conscientiousness, extraversion, openness, emotional stability, agreeableness, proactive personality, and political skill) loaded onto their respective factors; and a third model in which all of the items used to measure resignation-related variables (i.e., organizational resignation policy, relationships with supervisors/coworkers, involvement in training, comfort in asking for a recommendation letter, and positive emotions following resignation) loaded onto their appropriate factors.

First, using maximum-likelihood estimation, I confirmed that each item loaded significantly onto its appropriate latent factor. Then, I used maximum-likelihood estimation and randomly created item parcels (Floyd & Widaman, 1995) to evaluate the factor structure of each model. The data fit the attitudinal model ($\chi^2 = 596.05$, $df = 288$; CFI = .95, RMSEA = .07, TLI = .94), the personality model ($\chi^2 = 548.67$, $df = 231$; CFI = .94, RMSEA = .08, TLI = .92), and an unparceled resignation model ($\chi^2 = 205.40$, $df = 104$; CFI = .96, RMSEA = .07, TLI = .94), respectively, quite well. I also compared the fit of these models with the fit of alternative one-factor models, and in each case, the fit of the single-factor model provided significantly poorer fit for the data. Indeed, the fit statistics associated with all three one-factor models were extremely poor—the attitudinal model ($\chi^2 = 3589.64$, $df = 324$; CFI = .50, RMSEA = .21, TLI = .94), the personality model ($\chi^2 = 2826.04$, $df = 252$; CFI = .48, RMSEA = .21, TLI = .43), and the resignation model ($\chi^2 = 1942.97$, $df = 119$; CFI = .22, RMSEA = .26, TLI = .11). Collectively, then, the CFAs provide evidence of the discriminant validity of the key constructs in my dissertation.

Table 6 presents a correlation matrix for all variables in the study for the MBA sample. In addition, Table 7 displays the means, standard deviations, and alpha coefficients for all of the variables in this sample.

Table 6
Intercorrelations of Variables (Study 2)

Variable	1	2	3	4	5	6	7	8
1 By the book								
2 Grateful goodbye	-0.23							
3 Perfunctory	-0.39	-0.22						
4 Avoidant	-0.20	-0.12	-0.19					
5 In the loop	-0.20	-0.12	-0.19	-0.10				
6 Bridge burning	-0.21	-0.12	-0.20	-0.10	-0.10			
7 Impulsive quitting	-0.13	-0.07	-0.12	-0.06	-0.06	-0.07		
8 Organizational tenure	-0.05	-0.05	0.01	0.07	0.01	0.05	-0.03	
9 Overall planning time	-0.07	-0.04	-0.01	-0.01	0.26	-0.03	-0.05	0.17
10 Formal resignation policy	0.16	-0.01	-0.05	0.00	0.04	-0.14	-0.11	0.03
11 Existence of industry norms	0.04	0.16	0.02	-0.01	-0.04	-0.11	-0.14	0.07
12 Financial incentives owed	0.02	0.07	0.07	-0.09	-0.13	0.03	-0.04	0.18
13 Confide in others	0.18	-0.01	-0.15	-0.07	0.16	-0.10	-0.05	-0.19
14 Confide in coworkers	0.04	-0.06	-0.08	-0.01	0.17	0.01	-0.07	-0.10
15 Confide in supervisor	0.06	-0.01	-0.10	-0.09	0.26	-0.09	-0.03	0.03
16 Confide in family and friends	0.14	0.00	-0.11	0.02	-0.04	0.00	-0.03	-0.12
17 To work for a competitor	0.14	0.02	-0.03	0.02	-0.13	-0.02	-0.09	0.00
18 To work in a different industry	-0.05	0.14	0.02	-0.10	-0.01	0.00	0.01	-0.16
19 For personal reasons	0.06	-0.14	-0.05	0.09	0.15	-0.11	0.01	0.10
20 To pursue a risky endeavor	-0.08	0.00	0.14	-0.09	-0.04	0.07	-0.06	0.00
21 Recommendation letter	0.11	0.14	0.03	-0.12	0.13	-0.26	-0.15	0.14
22 Positive emotions	-0.04	0.02	-0.01	-0.05	0.00	0.13	-0.06	0.04
23 Replacement training	-0.02	0.08	0.04	-0.05	0.09	-0.06	-0.15	-0.05
24 Relationship with boss (post)	0.03	0.06	0.02	0.03	0.14	-0.19	-0.17	0.12
25 Relationship with coworkers	-0.11	-0.01	0.17	0.01	-0.02	0.07	-0.20	0.11
26 Job satisfaction	0.07	0.09	0.03	-0.05	0.05	-0.17	-0.12	0.07
27 Overall justice perceptions	0.15	0.15	-0.04	-0.01	0.10	-0.27	-0.21	0.11
28 Affective commitment	0.14	0.12	-0.04	-0.05	0.01	-0.16	-0.14	0.12
29 Job stress	-0.04	-0.10	0.03	0.06	-0.09	0.09	0.09	-0.08
30 Positive organizational	0.15	0.13	-0.04	-0.06	0.09	-0.21	-0.19	0.06
31 Psychological contract	0.13	0.08	-0.01	-0.05	0.12	-0.22	-0.19	0.10
32 Leader-member exchange	0.17	0.11	-0.11	-0.07	0.20	-0.27	-0.09	0.02
33 Abusive supervision	-0.15	-0.12	0.02	0.03	-0.13	0.38	0.08	-0.07
34 Coworker satisfaction	0.11	0.11	-0.12	-0.05	0.01	0.04	-0.16	0.06
35 Conscientiousness	0.09	0.06	-0.21	0.00	0.01	0.12	-0.02	0.14
36 Agreeableness	0.11	-0.04	-0.10	-0.11	0.03	0.09	0.02	0.09
37 Extraversion	-0.05	0.14	-0.04	-0.07	-0.05	0.13	-0.05	0.01
38 Openness	0.02	0.09	-0.17	0.03	0.05	0.08	-0.06	0.04
39 Emotional stability	0.06	-0.01	-0.09	-0.07	0.02	0.11	-0.03	0.12
40 Proactive personality	0.06	0.11	-0.13	-0.12	-0.06	0.19	-0.05	-0.05
41 Political skill	0.04	0.10	-0.04	-0.19	-0.04	0.16	-0.07	0.01

Table 6 (continued)

Variable	9	10	11	12	13	14	15	16
9 Overall planning time								
10 Formal resignation policy	-0.09							
11 Existence of industry norms	-0.06	0.00						
12 Financial incentives owed	-0.01	0.01	0.00					
13 Confide in others	-0.04	0.00	0.13	0.09				
14 Confide in coworkers	-0.03	0.04	0.08	-0.05	0.57			
15 Confide in supervisor	0.00	0.01	0.03	0.03	0.43	0.29		
16 Confide in family and friends	0.05	0.04	0.02	0.06	0.59	0.09	0.05	
17 To work for a competitor	-0.03	0.05	0.16	0.08	-0.03	0.06	-0.01	0.03
18 To work in a different industry	-0.09	-0.08	-0.03	0.02	0.10	0.00	-0.08	-0.01
19 For personal reasons	0.00	0.12	-0.07	-0.10	0.08	0.05	0.18	0.10
20 To pursue a risky endeavor	0.01	0.06	-0.02	0.11	-0.09	-0.14	-0.03	-0.06
21 Recommendation letter request	0.08	0.20	0.02	0.00	0.10	0.08	0.16	-0.01
22 Positive emotions	0.02	-0.04	-0.01	0.18	0.06	0.10	0.02	-0.05
23 Replacement training	-0.06	0.10	0.04	0.01	0.08	-0.01	0.15	0.00
24 Relationship with boss (post)	0.10	0.12	-0.02	0.01	-0.01	0.10	0.16	-0.02
25 Relationship with coworkers	0.06	0.01	0.00	0.12	-0.02	0.15	-0.01	0.02
26 Job satisfaction	-0.05	0.25	0.00	0.03	-0.05	-0.04	0.05	-0.11
27 Overall justice perceptions	0.02	0.32	0.07	0.08	0.01	-0.03	0.09	-0.05
28 Affective commitment	0.01	0.27	-0.03	0.07	-0.08	-0.04	-0.01	-0.05
29 Job stress	-0.01	-0.01	-0.10	0.18	0.06	0.04	-0.02	0.06
30 Positive organizational	0.04	0.36	-0.01	0.04	-0.01	-0.02	0.08	-0.03
31 Psychological contract	0.07	0.32	0.17	-0.08	-0.01	-0.02	0.08	-0.07
32 Leader-member exchange	0.06	0.33	0.01	0.02	0.10	0.04	0.13	-0.01
33 Abusive supervision	-0.02	-0.09	-0.18	0.07	-0.06	-0.02	-0.11	0.05
34 Coworker satisfaction	-0.02	0.14	0.10	0.16	0.07	0.15	-0.01	0.02
35 Conscientiousness	-0.03	-0.07	0.22	0.01	0.11	0.01	0.08	0.03
36 Agreeableness	-0.02	-0.02	0.23	0.00	0.08	-0.01	0.08	0.03
37 Extraversion	-0.13	-0.01	0.12	0.07	0.04	0.02	0.01	0.01
38 Openness	0.04	0.09	0.00	0.07	-0.09	0.00	-0.03	-0.08
39 Emotional stability	-0.04	-0.06	0.24	0.00	0.01	-0.02	0.00	-0.06
40 Proactive personality	-0.09	0.14	0.00	0.08	-0.03	-0.02	-0.06	-0.06
41 Political skill	-0.08	0.16	-0.04	0.17	-0.02	0.00	0.01	-0.04

Table 6 (continued)

Variable	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
17 To work for a competitor																									
18 To work in a different industry	-0.32																								
19 For personal reasons	-0.26	-0.47																							
20 To pursue a risky endeavor	-0.12	-0.21	-0.17																						
21 Recommendation letter request	-0.02	0.01	-0.01	0.09																					
22 Positive emotions	0.14	0.11	-0.28	0.04	0.04																				
23 Replacement training	-0.08	0.10	0.01	0.16	0.20	-0.03																			
24 Relationship: boss (post)	0.07	-0.15	0.12	0.06	0.49	0.08	0.21																		
25 Relationship: coworkers (post)	0.13	-0.11	-0.07	0.01	0.11	0.25	0.04	0.36																	
26 Job satisfaction	0.01	-0.15	0.19	0.11	0.34	-0.03	0.19	0.28	0.16																
27 Overall justice perceptions	-0.01	-0.11	0.23	0.12	0.39	-0.10	0.23	0.40	0.04	0.65															
28 Affective commitment	0.02	-0.14	0.18	0.06	0.35	-0.04	0.16	0.39	0.10	0.66	0.73														
29 Job stress	0.01	0.07	-0.08	-0.06	-0.24	0.07	-0.09	-0.23	-0.04	-0.24	-0.37	-0.15													
30 Positive organizational support	-0.05	-0.10	0.24	0.15	0.39	0.00	0.22	0.41	0.07	0.58	0.82	0.69	-0.29												
31 Psychological contract	-0.03	-0.09	0.19	0.16	0.42	-0.07	0.09	0.33	0.03	0.45	0.70	0.49	-0.35	0.71											
32 Leader-member exchange	-0.06	0.00	0.07	0.14	0.50	0.02	0.25	0.47	0.05	0.47	0.63	0.54	-0.25	0.66	0.53										
33 Abusive supervision	0.02	-0.06	-0.01	0.00	-0.50	0.11	-0.07	-0.32	0.01	-0.31	-0.42	-0.24	0.31	-0.36	-0.47	-0.50									
34 Coworker satisfaction	0.05	-0.04	0.04	0.04	0.25	0.08	0.03	0.06	0.22	0.40	0.31	0.40	-0.02	0.35	0.29	0.29	-0.24								
35 Conscientiousness	0.08	0.01	-0.11	-0.11	0.14	0.03	-0.09	-0.07	-0.02	0.02	-0.02	-0.04	0.03	-0.06	0.05	0.07	-0.30	0.22							
36 Agreeableness	0.01	0.00	-0.12	-0.01	0.17	-0.03	-0.13	-0.09	0.04	0.05	-0.05	-0.05	0.00	-0.10	0.08	0.06	-0.27	0.19	0.68						
37 Extraversion	0.09	-0.02	-0.14	0.07	0.08	0.18	0.08	-0.10	0.06	0.25	0.03	0.05	-0.06	0.03	0.01	0.05	-0.07	0.16	0.31	0.26					
38 Openness	0.05	-0.07	-0.06	0.03	0.13	0.10	-0.04	0.03	0.00	0.07	0.06	0.04	0.02	0.06	0.04	0.15	-0.08	0.27	0.38	0.40	0.29				
39 Emotional stability	0.01	-0.01	-0.07	0.01	0.18	0.00	0.02	-0.10	0.09	0.10	0.03	-0.02	-0.13	-0.03	0.13	0.08	-0.29	0.19	0.57	0.64	0.32	0.29			
40 Proactive personality	0.02	0.05	-0.10	0.05	0.06	0.16	-0.03	-0.11	-0.02	0.15	0.14	0.12	0.14	0.15	0.13	0.15	-0.06	0.29	0.38	0.38	0.35	0.52	0.22		
41 Political skill	0.03	-0.01	-0.10	0.08	0.15	0.14	0.01	-0.02	0.06	0.22	0.16	0.23	0.12	0.21	0.15	0.21	-0.05	0.34	0.33	0.40	0.40	0.41	0.25	0.74	

Note:

Correlations greater than .10 are significant at the $p \leq .10$ level.Correlations greater than .12 are significant at the $p \leq .05$ level.Correlations greater than .15 are significant at the $p \leq .01$ level.Correlations greater than .19 are significant at the $p \leq .001$ level.

Table 7
Means, Standard Deviations, and Alpha Coefficients for Study 2 Variables

Variable	Mean	SD	Alpha
Job satisfaction	3.49	1.10	0.91
Affective commitment	3.02	1.10	0.91
Job stress	3.48	1.15	0.92
Conscientiousness	4.06	0.82	0.90
Extraversion	3.41	0.73	0.80
Openness to experience	3.71	0.66	0.77
Emotional stability	3.62	0.71	0.77
Agreeableness	4.08	0.71	0.86
Proactive personality	3.79	0.69	0.91
Political skill	3.76	0.65	0.94
Coworker satisfaction	4.03	0.90	0.95
Leader-member exchange	3.15	1.02	0.92
Abusive supervision	2.01	1.07	0.97
Overall justice perceptions	3.18	1.18	0.97
Perceived organizational support	2.99	1.03	0.94
Psychological contract fulfillment	3.07	1.00	0.85
Organizational tenure (years)	6.14	0.60	—
Resignation policy	3.30	3.30	0.94
Financial obligation to employee	1.67	1.66	—
Resignation planning time (months)	1.97	7.99	—
Disclosure of resignation plans	2.10	2.13	—
Relationship with supervisor (post)	2.67	2.67	0.80
Relationship with coworkers (post)	2.91	2.91	0.73
Training involvement	2.78	2.78	0.86
Recommendation letter request	3.73	3.73	0.86
Post-resignation emotions	3.24	1.14	0.86

STUDY 2 RESULTS

General Findings

Pre-Resignation Behaviors

The mean notice period in this sample was 3.3 (SD = 4.9) weeks. There was a great deal of variance in notice period length; indeed, whereas a number of employees gave no notice whatsoever, others provided up to a year. Further, employees spent, on average, 6.4 (SD = 10.7) weeks planning exactly how to deliver news of their resignation to their employer. Again, as suggested by the high standard deviations, there was a great deal of variance in pre-resignation periods; some employees put in their resignation immediately after making the decision to leave, whereas other spent two years planning for the event. As described earlier in the Measures section, employees provided a number of reasons for why they resigned. Table 8 provides a summary of these responses.

Table 8
Reasons for Employee Resignations^a

Reason	Count	%
Work in a different role in a different industry	61	24.4%
Work for a competitor (in the same industry)	38	15.2%
Work in the same role in a different industry	31	12.4%
Back to school	22	8.8%
Pursue an entrepreneurial opportunity	18	7.2%
Get away from bad work environment	18	7.2%
Health reasons of self or loved one	18	7.2%
Stay at home with the children and family	15	6.0%
Accommodate relocation of significant other	13	5.2%
Better schedule / benefits	8	3.2%
Return to home country / immigration issues	4	1.6%
Change in direction of company	4	1.6%

^a $n = 250$ individuals.

Resignation Styles

As reported in Table 9, many of those surveyed provided rich and insightful descriptions of the manner in which they resigned. Below, I discuss these responses in more detail, by style.

By the book. Twenty-nine percent (29%) of respondents used a by the book resignation. This style, typified by a resignation in which employees provide their employers with a formal resignation notice, a reasonable resignation period, and an explanation of why they are departing, was the most common style in the sample. Many respondents indicated that their news was met with support and understanding. For example, referring to his or her boss, one employee stated that, “I pulled him aside, and let him know I had found a better paying, more career-oriented job, and that I would be leaving two weeks from that day. He was understanding and wished me luck.” However, just because by the book resignations are delivered in a professional manner does not mean that courtesy was always reciprocated. Indeed, one respondent remarked that, “when I told (my boss) I was going to a rival, I was told ok, and to get the days’ work started. I was called back into his office at 10am and was told to clean out my desk and leave the property.”

Table 9
Evidence of Resignation Styles

Resignation Style	Illustration
<i>By the book</i>	<p>“I asked to meet with him and let him know that I had been offered a better job at my old employer. He understood, since my position there was a job I was overqualified for. The meeting took place in his office and lasted about 15-20 minutes. My boss discussed how they had no open positions at the level of the job I was going to, so he understood why I was leaving.”</p> <p>“I received the offer letter from new job at 11:00 am. I asked my supervisor if she would let me work my two weeks’ notice. I had to meet with her manager, our VP, and human resources. I explained why I was leaving. They offered to let me quit and pay me for my two weeks’ notice. I asked for it in writing. I worked 1.5 weeks. They held up their agreement.”</p> <p>“I told my boss that I needed to speak with him in his office. He looked quite concerned. I told him that I had been considering going back to school for awhile. I had recently come to the decision to resign so I could get my degree and hope he would consider hiring me for another position sometime in the future. He accepted my resignation and acknowledged my decision.”</p> <p>“Typed out a formal resignation letters to Supervisor and HR Department, asked supervisor for a meeting explained my resignation and presented them with a written resignation letter, dated with reasons that I was resigning, also forwarded a copy to the HR department, it all took about 1/2 hr.”</p>
<i>Perfunctory</i>	<p>“I set up a meeting with my boss and told him he needed to replace me and I told him the last day I would work. Simple as that!”</p> <p>“I went right up to him during my shift and informed him that I was going to be leaving in a week and a half. He gave me a look and I said, ‘at least I am giving you a week and a half, some people just quit the day of and don’t give any notice.’”</p> <p>“I just walked in and approached my boss to let them know. It only took about a minute, realistically there was nothing he could do anyways.”</p>

Table 9 (continued)

Resignation Style	Illustration
<i>Grateful goodbye</i>	<p>“I asked for an appointment, went to her office at the appointed time. Told her that I liked working for the company and her as a supervisor, but I felt that it was time for me to do something else. She said that she thought that I would stay on to the project of which I was a part would be completed. I said that the project was scheduled to go on for two more years and that the part where I could contribute the most was done. I also said that if needed, and if I was available, I would come back to work as a consultant. We then discussed my going away party.”</p> <p>“I went into his office and asked to speak to him. I told him how happy I had been working with him, but that I had the opportunity to pursue my own business. I asked for his ideas and input. The whole conversation lasted around an hour.”</p> <p>“Went to work as normal, waited until mid afternoon for a calmer schedule. Asked for a private meeting w/ owner & immediate supervisor. Told them I had a job offer much closer to home w/ more pay & appreciated the opportunity to work for the current facility. I learned much & planned on taking what they had taught me w/ me to the next job. Left on great terms.”</p>
<i>In the loop</i>	<p>“I had informed my manager that I was actively looking for a job. When I was offered a job, I went in his offer and let him know I got a job and he requested I send him an email as notification of my two weeks.”</p> <p>“Had spoken to my supervisor many times about it. We are good friends. He knew when I was going to leave. I asked when he wanted my formal resignation letter and we agreed upon a date. He knew for 9 months but I did not officially resign until 4 months prior to my actually leaving. Wanted to give him a lot of time to find the right replacement for me. I wrote a formal letter and hand delivered it to him in his office.”</p> <p>“I knew 3 months before I had to leave [my wife] was being promoted and transferred to a new office, so I unofficially told my boss and coworkers. I waited to make it formal until after we picked a new house and signed the lease. I wrote typed my letter of intent and emailed it to [my boss]. The closest thing to a meeting was a small office party on my last day.”</p>

Resignation Style**Illustration**

Impulsive quitting “I previously worked for my old manager for 2 years then managed my own store for 6 months. I was filling in opening a store for my old manager until she could train someone else. Then one day she knew I was sick with laryngitis and she made me open the store with someone that it was his first day while running drive-thru and the whole store. I had no voice and then no change. She screamed and cussed at me and hung up the phone. I waited until the person at 6am came in then I left and never picked up my phone for her again.”

“I told him that I had suspended pending termination an employee whom I had caught using drugs on business property. The owner (my direct boss) then told me I had to call the employee and tell him to come back to work (this particular employee was a good salesman, and was usually able to sell services to customers that were pricey and in many cases, unnecessary for the care of their vehicles). I told the owner that I was absolutely not going to call the employee and tell him to return to work, that it was not only against company "policy", but against the law, and that by bringing him back on premises we were both subjecting ourselves to legal recourse because we now had knowledge of illegal activity happening on the business property. The owner then began insulting me, telling me I was being insubordinate and that my management style was horrible (he was angry and venting). When he couldn't get a rise out of me, he began insulting my family (saying that they were weak and without me they would all be poor/out on the streets). He then insulted my then 9 year old daughter, said 'she is going to grow up to be a crack whore, and probably end up marrying the guy you just sent home' (direct quote). I told him at that point that I was locking the doors to the building I was in and would be sending him the key in the mail (he lived out of state). I have not spoken with him since that day.”

“I just walked the f out.”

Bridge burning

“Called him and told him I had enough of his abuse/harassment and effective in 2 weeks I was done.”

“I provided a written letter to my manager that I was giving a weeks' notice. He stated that I better think long and hard as to what I am doing because he will not allow me to come back. I explain to him my mother had a stroke and I had to take care of her, I was all that she has. He then stated that this is not a good enough reason to leave and my job should always come first before family, that's how it is in his house. I then stated that I see why you live alone. He fired me right then. I obtained a lawyer who then organized a meeting with the HR department. The end result was, I was paid a year's salary if I dropped all legal action. That's what I did.”

Table 9 (continued)

Resignation Style	Illustration
<i>Bridge burning (continued)</i>	<p>“The meeting was at the store in the office. I asked him to come in so we could talk. Really it only took about 10 minutes. I told him in person that I could not take the insubordination, the turnover rate, and the lack of support from upper management in my position.”</p>
<i>Avoidant</i>	<p>“Told my boss to fuck off.”</p> <p>“I did not have a meeting with my supervisor. I sent an e-mail to her and the person above her to let them know I was quitting. I sent a very brief e-mail and did not say the reason why I was leaving. I sent the e-mail just before my shift ended.”</p> <p>“I sent an email to the administrator of the practice saying I got a new job and I had limited time to get trained so I would have to start ASAP which meant that I could not give 2 weeks’ notice. The next week, I returned a book and uniforms.”</p>
	<p>“I did not tell my boss I went to H.R.”</p>

Perfunctory. Twenty-seven percent (27%) of the sample used a perfunctory resignation. Common to these resignations was the fact that the departing employees did not provide their reason for leaving to their employer, and they often noted that their meetings were quite short in duration. Although employees who resigned in a perfunctory manner still tended to provide a reasonable amount of notice, their resignation notices were often met by equivocal or worse responses from their bosses. For example, here is how one individual described his perfunctory resignation meeting: “Asked to talk to him. Gave him a letter of resignation with the date. The meeting was 5 minutes and he was an ass and very much a jerk.”

Grateful goodbye. Twelve percent (12%) of those surveyed chose to resign using a grateful goodbye resignation. The hallmark of these resignations was the specific mention of how departing employees showed appreciation for what their supervisor or the organization as a whole had done for them during their tenure. Not surprisingly, employees often also remarked that their bosses responded positively to these types of resignations. One representative grateful goodbye was described in the following manner: “I wrote a letter describing why I was leaving. How I enjoyed working there. That I learned a lot. I handed it to my supervisor. Who gave it to his supervisor. Then we both had a 5 minute meeting explaining the letter. They said thank you and that if I ever needed a job that I'm always welcome back.”

In the loop. Of those surveyed, 9% resigned using an in the loop approach. These employees kept their supervisors informed of their resignation intentions throughout the entire process. In these resignations, it was common for respondents to indicate that they had a close relationship with their boss overall. One employee who

felt close to his boss conducted an in the loop resignation in the following manner: “Had spoken to my supervisor many times about it. We are good friends. He knew when I was going to leave. I asked when he wanted my formal resignation letter and we agreed upon a date. He knew for 9 months but I did not officially resign until 4 months prior to my actually leaving. Wanted to give him a lot of time to find the right replacement for me.”

Bridge burning. One out of every ten individuals resigned using a bridge burning resignation. As described earlier, employees using this style either insulted or harmed their boss or the organization during their resignation meeting. When insulting the company, some employees were reasonably constructive (e.g., “I told him in person that I could not take the insubordination, the turnover rate, and the lack of support from upper management in my position.”), whereas others were quite crude (e.g., “Told my boss to f--k off”). In terms of harming the company, employees did so by either leaving the company shorthanded by intentionally departing at a particularly bad time, or by taking legal action against the company for perceived mistreatment.

Impulsive quitting. Only 4% of the sample resigned via impulsive quitting. Employees who used this style simply left their jobs with no notice and no planning. Some respondents gave no reasoning for why they up and left (e.g., “I just walked the f out”), whereas others described their abrupt departures as a result of a particularly egregious act on the part of the organization. Perhaps the most descriptive example of this was the following: “The owner then began insulting me, telling me I was being insubordinate and that my management style was horrible (he was angry and venting). When he couldn't get a rise out of me, he began insulting my family (saying that they

were weak and without me they would all be poor/out on the streets). He then insulted my then 9 year old daughter, said ‘she is going to grow up to be a crack whore, and probably end up marrying the guy you just sent home’ (direct quote). I told him at that point that I was locking the doors to the building I was in and would be sending him the key in the mail (he lived out of state). I have not spoken with him since that day.”

Avoidant. Finally, 9% of employees resigned in an avoidant manner. These employees often resigned via email or text message (e.g., “Informed boss by email that I was resigning to pursue another opportunity”), or went to HR rather than telling their bosses themselves (e.g., “I did not tell my boss I went to HR”). In many cases, their resignation was not followed by a face-to-face meeting; however, in others, they were forced to have an actual meeting with either their boss or a human resources representative.

Study 2 Hypothesis Tests

All of the hypotheses described in Chapter 1 of this dissertation were tested in Study 2. Because these hypotheses were based on four resignation styles, and seven resignation styles emerged from the data, the hypothesis testing was expanded to accommodate the additional resignation styles. Specifically, hypotheses involving extra mile to the end resignations were examined with both grateful goodbye and in the loop resignations. Hypotheses involving by the book resignations were also examined using perfunctory resignations. Finally, hypotheses involving impulsive quitting were also examined using avoidant resignations. Table 10 displays a summary of all of the results of the hypothesis tests in the Study 2.

Table 10
Summary of Study 2 Results by Hypothesis

	Independent Variable	Dependent Variable	Supported
H1a	Openness to experience	Resignation planning time	No
H1b	Political skill	Resignation planning time	No
H1c	Extraversion	Disclose resignation to others	No
H1d	Resign to work for competitor	Resignation planning time	No
H1e	Resign to work for competitor	Disclose resignation to coworkers	No
		Disclose resignation to family/friends	No
H2a	Coworker satisfaction	Disclose resignation to coworkers	Yes
H2b	Leader-member exchange (LMX)	Disclose resignation to supervisor	Yes
H2c	Abusive supervision	Disclose resignation to supervisor	Marginal
H3a	Organizational tenure	Disclose resignation to others	Sig, opposite direction
H3b	Formal resignation policy	Resignation planning time	No
H4a	Agreeableness	By the book resignation	Marginal
		Perfunctory resignation	No
H4b	Resign for personal reasons	By the book resignation	No
		Perfunctory resignation	No
H5a	Job satisfaction	Grateful goodbye resignation	No
		In the loop resignation	No
H5b	Affective commitment	Grateful goodbye resignation	Marginal
		In the loop resignation	No
H5c	Conscientiousness	Grateful goodbye resignation	No
		In the loop resignation	No
H5d	Proactive personality	Grateful goodbye resignation	Marginal
		In the loop resignation	No
H5e	Resign to pursue risky endeavor	Grateful goodbye resignation	No
		In the loop resignation	No
H6a	Job stress	Bridge burning resignation	No
H6b	Job satisfaction	Bridge burning resignation	Yes
H6c	Emotional stability	Bridge burning resignation	Marginal
H6d	Agreeableness	Bridge burning resignation	No
H6e	Conscientiousness	Bridge burning resignation	Marginal
H6f	Resign to work in new industry	Bridge burning resignation	No
H7a	Extraversion	Impulsive quitting resignation	No
		Avoidant resignation	No
H7b	Organizational tenure	Impulsive quitting resignation	No
		Avoidant resignation	No
H7c	Political skill	Impulsive quitting resignation	No
		Avoidant resignation	Yes
H7d	Resign to work for competitor	Impulsive quitting resignation	Marginal
		Avoidant resignation	No

Table 10 (continued)

	Independent Variable	Dependent Variable	Supported
H8a	Coworker satisfaction	Grateful goodbye resignation	Marginal
		In the loop resignation	No
H8b	LMX	Grateful goodbye resignation	Marginal
		In the loop resignation	Yes
H9	Abusive supervision	Bridge burning resignation	Yes
H10a	Abusive supervision	Impulsive quitting resignation	No
		Avoidant resignation	No
H10b	LMX	Impulsive quitting resignation	No
		Avoidant resignation	No
H10c	Coworker satisfaction	Impulsive quitting resignation	Yes
		Avoidant resignation	No
H11	Organizational tenure	By the book resignation	No
		Perfunctory resignation	No
H12a	Formal resignation policy	By the book resignation	Yes
		Perfunctory resignation	No
H12b	Industry resignation norms	By the book resignation	No
		Perfunctory resignation	No
H13a	Psychological contract fulfillment	Grateful goodbye resignation	No
		In the loop resignation	Marginal
H13b	Organizational justice	Grateful goodbye resignation	Yes
		In the loop resignation	Marginal
H13c	Perceived organizational support	Grateful goodbye resignation	Yes
		In the loop resignation	No
H13d	Financial incentives owed to employee	Grateful goodbye resignation	No
		In the loop resignation	Yes
H14a	Psychological contract fulfillment	Bridge burning resignation	Yes
H14b	Organizational justice	Bridge burning resignation	Yes
H14c	Perceived organizational support	Bridge burning resignation	Yes
H15	Financial incentives owed to employee	Impulsive quitting resignation	No
H16	Resignation planning time	Grateful goodbye resignation	No
		In the loop resignation	Yes
H17	Disclose resignation plans to others	By the book resignation	Yes
		Perfunctory resignation	Yes
		Grateful goodbye resignation	No
		In the loop resignation	Yes
		Bridge burning resignation	No
		Impulsive quitting resignation	No
		Avoidant resignation	No

Table 10 (continued)

Independent Variable	Dependent Variable	Supported
H18a Positive emotions post-resignation	By the book resignation	No
	Perfunctory resignation	No
	Grateful goodbye resignation	No
	In the loop resignation	No
	Bridge burning resignation	Sig, opposite direction
	Impulsive quitting resignation	No
	Avoidant resignation	No
H18b Relationships with supervisor/coworkers	By the book resignation	No
	Perfunctory resignation	Yes, with coworkers
	Grateful goodbye resignation	No
	In the loop resignation	No
	Bridge burning resignation	Yes, with supervisors
	Impulsive quitting resignation	Yes, with coworkers
	Avoidant resignation	No
H18c Involvement in training	By the book resignation	No
	Perfunctory resignation	No
	Grateful goodbye resignation	No
	In the loop resignation	No
	Bridge burning resignation	No
	Impulsive quitting resignation	Yes
	Avoidant resignation	No
H18d Comfort in asking for recommendation letter	By the book resignation	Marginal
	Perfunctory resignation	No
	Grateful goodbye resignation	Yes
	In the loop resignation	Yes
	Bridge burning resignation	Yes
	Impulsive quitting resignation	Yes
	Avoidant resignation	No

Antecedents of Pre-Resignation Behavior

Hypothesis 1. Hypothesis 1 predicted that employees with higher levels of (a) openness to experience and (b) political skill will spend more time deliberating their resignation; employees who are (c) extraverted will be more likely to disclose their resignation intentions to others; employees who (d) resign to work for a competitor will spend more time deliberating than those who resign for other reasons; and employees who (e) resign to work for a competitor will be less likely to disclose their intentions to coworkers, and more likely to disclose to family and friends, than those resigning for other reasons. All of these hypotheses were examined using correlational analyses, which are reported in Table 6. As shown in the table, openness to experience was not significantly related to the amount of time between employees' decisions to quit and their resignation ($r = .03$, $p = .58$); thus, Hypothesis 1a was not supported. For exploratory purposes, I also looked at the relationship between deliberation time and the four remaining Big Five variables, and the only significant relationship was a negative association between extraversion and the amount of time between employees' decisions to quit and their resignations ($r = -.13$, $p = .05$). In other words, and perhaps not surprisingly, after introverts decide to quit, they tend to take more time to subsequently give notice of their resignation than more extraverted employees.

Hypothesis 1b, which argued that employees with high political skill will spend more time deliberating their resignation than those lower in this trait, was also not supported, as there was no relationship between political skill and the overall time between turnover decisions and resignation ($r = -.08$, $p = .20$). Hypothesis 1c suggested that extraverted employees are more likely to disclose their resignation intentions to

others; however, the relationship between these two variables was not significant ($r = .04$, $p = .49$). Thus, Hypothesis 1c was not supported. The only personality trait that related to the degree to which employees disclosed their resignation plans to others during pre-resignation, was conscientiousness ($r = .11$, $p = .09$). This finding, albeit of marginal significance, indicates that conscientious employees may feel that informing others of their plans to depart ahead of time, rather than surprising them, is the responsible thing to do.

Hypothesis 1d predicted that employees who resign to work for a competitor will spend more time deliberating than those who resign for other reasons. The correlation between resigning to work for a competitor and resignation planning time was not significant ($r = -.03$; $p = .62$). Further, although an ANOVA comparing reasons for resignation and planning time was significant overall [$F(11, 237) = 3.00$, $p = .001$], as shown in Table 11, post-hoc comparisons between different reasons for resigning using Tukey's HSD test revealed that the mean planning time for those resigning to work for a competitor was not significantly different than the mean planning times for those resigning for reasons other than those resigning to seek out better schedules and/or benefits. Overall, then, Hypothesis 1d was not supported.

Table 11

Mean Differences in Resignation Deliberation Time by Reason for Resigning

Reason for Resigning	Deliberation time¹	SD
Back to school	67.23 _a	95.10
Accommodate relocation of significant other	52.23 _b	41.67
Stay at home with the children and family	83.00 _c	185.98
Pursue an entrepreneurial opportunity	67.72 _d	59.77
Work for a competitor (in the same industry)	41.22 _e	66.42
Work in the same role in a different industry	30.69 _f	64.27
Work in a different role in a different industry	32.61 _g	58.35
Get away from bad work environment	34.78 _h	44.17
Return to home country / immigration issues	53.50	47.59
Health reasons of self or loved one	34.83 _i	27.66
Better schedule / benefits	509.63 _{a - j}	1266.12
Change in direction of company	19.75 _j	16.78

a, b, c, d, e, f, g, h, i, j = Means that share a letter are significantly different from other means with the same letter ($p < .05$; Tukey's HSD test).

¹ = Reported in mean weeks of deliberation time.

Lastly, Hypothesis 1e predicted that employees who resign to work for a competitor will be less likely to disclose their intentions to coworkers, and more likely to disclose to family and friends, than those resigning for other reasons. However, neither the correlation between working for a competitor and disclosing to coworkers ($r = .06, p = .37$), nor the correlation between working for a competitor and disclosing to family and friends ($r = .03, p = .60$) was significant. As such, there was no support for Hypothesis 1e.

Hypothesis 2. Hypothesis 2 predicted that employees with (a) high coworker satisfaction will be more likely to disclose their resignation intentions to their coworkers, and those with (b) high-quality LMX relationships or (c) low abusive supervision will be more likely to disclose their resignation intentions to their

supervisor. As shown in Table 6, coworker satisfaction positively related to sharing resignation plans with coworkers during pre-resignation ($r = .15, p = .02$); thus Hypothesis 2a was supported. Hypothesis 2b was also supported, as LMX positively related to confiding in one's supervisor regarding one's resignation plans ($r = .13, p = .04$). Finally, the relationship between abusive supervision and disclosure to supervisors was marginally significant ($r = -.11, p = .08$), further supporting the idea that workers who have good relationships with their boss are more likely to let him or her in on their resignation plans prior to formally announcing it. Overall, then, Hypothesis 2 was largely supported.

Hypothesis 3. Hypothesis 3 predicted (a) that employees with higher organizational tenure will be more likely to disclose their resignation intentions to others and (b) that employees working for organizations with a visible and formal resignation policy will spend less time deliberating their resignation. As shown in Table 6, and contrary to the prediction made by Hypothesis 3a, organizational tenure was negatively related to the disclosure of resignation plans to others ($r = -.19, p = .003$), suggesting that employees become more tight-lipped about their plans to quit the longer they remain at an organization. Although results suggested that knowledge of formal resignation policies was negatively related to the amount of time that employees spent planning their resignations, this association was not significant ($r = -.09, p = .14$). Hence, Hypothesis 3b was not supported.

Resignation Style Antecedents

Hypotheses 4 through 17 are all multi-part hypotheses involving antecedents to specific resignation styles. Each hypothesis was tested in the following manner, when

possible. First, univariate logistic regression models were used to determine if each antecedent independently predicted the seven resignation styles. Next, in a multivariate analysis, all of the antecedents were included in a single model predicting the seven resignation styles. These first two tests essentially examined whether the independent variables predict differences across the seven resignation categories. However, because each hypothesis involves a prediction concerning a specific resignation (e.g., by the book), the above analyses (i.e., univariate and multivariate) were then rerun with the dependent variable operationalized dichotomously, thereby capturing if the respondent used the focal resignation style (1) or not (0).

Hypothesis 4. Hypothesis 4 predicted that employees who are (a) agreeable and (b) resigning for personal reasons (i.e., to go back to school, to stay at home, to accommodate a spouse, or for health reasons) will be more likely to use a by the book resignation. Logistic regression results indicated that the neither agreeableness ($\chi^2 = .45$, $p = .50$) nor resigning for personal reasons ($\chi^2 = .79$, $p = .37$) predicted resignation styles, either alone or when included in the same model ($\chi^2 = 1.36$, $p = .51$). Therefore, Hypothesis 4a and 4b received no initial support. The model testing the relationship between agreeableness and by the book resignations was marginally significant ($\chi^2 = 2.73$, $p = .10$). Neither the model examining the relationship between resigning for personal reasons ($\chi^2 = .95$, $p = .33$) and by the book resignations, nor the model regressing by the book resignation on both agreeableness and resigning for personal reasons ($\chi^2 = 4.04$, $p = .13$), was significant. When this same set of tests was run using perfunctory resignations as the dependent variable, neither the independent effects of

agreeableness ($\chi^2 = 2.31, p = .13$) and resigning for personal reasons ($\chi^2 = .65, p = .42$), nor their combined effects ($\chi^2 = 3.68, p = .16$), were significant.

To further understand the marginally significant relationship between agreeableness and by the book resignations, Tukey's HSD test was used to determine if these means were significantly different. Although the mean agreeableness for those who resigned using a by the book resignation (4.20) was higher than those who did not (4.03), this difference was not significant. Overall, then, Hypothesis 4a received very limited support for by the book resignations, and Hypothesis 4b received no support.

Hypothesis 5. Hypothesis 5 predicted that employees who (a) are satisfied with their jobs, (b) are affectively committed to their organization, (c) are conscientious, (d) have proactive personalities, and (e) are resigning to pursue a new endeavor that is risky or uncertain will be more likely to use an extra mile to the end resignation. The relationship between job satisfaction and resignation styles was positive and significant ($\chi^2 = 8.39, p = .004$), providing initial support for Hypothesis 5a. The relationship between affective commitment and resignation styles was also positive and significant ($\chi^2 = 13.16, p < .0001$), providing initial support for Hypothesis 5b. The relationship between conscientiousness and resignation styles was not significant ($\chi^2 = .48, p = .49$), which does not support Hypothesis 5c. Proactive personality also did not significantly predict resignation styles ($\chi^2 = .45, p = .50$), and the relationship between leaving for a risky endeavor and resignation styles was not significant ($\chi^2 = .17, p = .68$). Therefore, Hypotheses 5d and 5e received no support in the univariate analyses.

To further understand the relationship between job satisfaction and resignation style, Table 12 displays the mean scores for each predictor by resignation style. Tukey's

HSD test was used to determine if these means were significantly different. As shown in the table, the mean levels of job satisfaction and affective commitment between those who used by the book resignations were significantly higher than those who used a bridge burning resignation. However, although those who used either grateful goodbye or in the loop resignations tended to have the highest levels of job satisfaction and affective commitment, these values were not significantly higher than those using other resignation styles. Next, all five predictors were included in a single logistic regression model predicting resignation styles. As shown in Table 12, the overall model was significant ($\chi^2 = 12.92, p = .02$), but affective commitment was the only predictor variable that remained significant ($\chi^2 = 5.42, p = .02$), which provides some additional support for Hypothesis 5b.

Hypothesis 6. Hypothesis 6 predicted that employees who (a) experience high levels of job stress, (b) are dissatisfied with their jobs, (c) are emotionally unstable, (d) are low in agreeableness, (e) are low in conscientiousness, and (f) intend to work in another job or industry than the one from which they are resigning will be more likely to use a bridge burning resignation. In univariate tests, job stress was marginally significant ($\chi^2 = 2.72, p = .10$), job satisfaction was significant ($\chi^2 = 8.39, p = .004$), emotional stability was not significant ($\chi^2 = .00, p = .99$), agreeableness was not significant ($\chi^2 = .45, p = .50$), conscientiousness was not significant ($\chi^2 = .48, p = .49$), and resigning to work in another industry was not significant ($\chi^2 = .09, p = .77$) in predicting resignation styles, overall. Furthermore, as shown in Table 14, a logistic regression model including all of these predictors was only marginally significant, and job satisfaction was the only significant predictor in the model ($\chi^2 = 6.25, p = .01$).

Table 12
Mean Differences in Study 2 Predictor Variables by Resignation Style

	By the book	Grateful goodbye	Perfunctory	Avoidant	In the loop	Bridge burning	Impulsive quitting
Job satisfaction	3.68 ^a	3.72	3.47	3.38	3.77	2.91 ^a	2.74
Affective commitment	3.26 ^a	3.33	2.94	2.96	3.04	2.42 ^a	2.30
Conscientiousness	4.21	4.18	3.80	4.00	4.00	4.36	4.10
Proactive personality	3.90	3.91	3.61	3.49	3.70	4.19	3.82
Risky endeavor	0.05	0.04	0.13	0.00	0.05	0.13	0.00
Job stress	3.41	3.10	3.53	3.70	3.01	3.81	4.33
Coworker satisfaction	4.12 ^a	4.4 ^b	3.88	3.94	4.16	4.10	3.19 ^{a,b}
Leader-member exchange	3.44 ^{c,d}	3.44 ^{e,f}	3.03	2.90	3.72 ^{g,h}	2.43 ^{c,e,g}	2.29 ^{d,f,h}
Abusive supervision	1.71 ^{a,f}	1.67 ^{b,g}	2.03 ^c	2.10 ^d	1.60 ^{e,h}	3.16 ^{a,b,c,d,e}	2.88 ^{f,g,h}
Resignation policy visibility	3.61 ^a	3.19	3.26	3.24	3.34	2.91	2.22 ^a
Industry resignation norms	0.56	0.74	0.58	0.48	0.48	0.33	0.44
Psychological contract fulfillment	3.28 ^{a,b}	3.27 ^{c,d}	3.06 ^e	2.86	3.53 ^{f,g}	2.40 ^{a,c,f}	2.00 ^{b,d,e,g}
Organizational justice	3.52 ^{a,b}	3.61 ^{c,d}	3.05 ^{e,f}	3.21 ^{g,h}	3.69 ^{i,j}	2.24 ^{a,c,g,e,i}	1.69 ^{b,d,f,h,j}
Perceived organizational support	3.28 ^{a,b}	3.27 ^{c,d}	2.90	2.80	3.35 ^{e,f}	2.32 ^{a,c,e}	1.93 ^{b,d,e}
Pre-resignation disclosure	2.59	2.09	1.86	1.70	2.90	1.58	1.22

^{a-j} = Means sharing letters are significantly different from one another (p < .05; Tukey's HSD test).

Table 13
*Logistic Regression Results for Hypothesis 5 Predictors of
 Resignation Styles*

	Dependent variable: Resignation Style	
	Parameter estimate	S.E.
Intercept 1	-2.39 **	0.85
Intercept 2	-1.97 *	0.84
Intercept 3	-0.70	0.83
Intercept 4	-0.23	0.83
Intercept 5	0.35	0.84
Intercept 6	1.76	0.88
Job satisfaction	0.08	0.14
Affective commitment	0.33 *	0.14
Conscientiousness	0.08	0.16
Proactive personality	-0.03	0.19
Resigning to pursue risky endeavor	0.08	0.23
Overall model fit		
Likelihood ratio		
Chi-square = 12.92*		
df = 5		
R-square = .05		
Maximum rescaled R-square = .05		

* $p < .05$.

** $p < .01$.

To further understand the relationship between job stress and resignation style, Table 12 displays the mean scores for job stress by resignation style (the relationship between job satisfaction and resignation styles was discussed in the Hypothesis 5 results). As shown in the table, levels of job stress among those who engaged in bridge burning resignations were higher than those in all other resignation styles other than impulsive quitting. However, the differences between the means in this table are not significant when tested using Tukey's HSD test.

Table 14
*Logistic Regression Results for Hypothesis 6 Predictors of
 Resignation Styles*

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	-1.46	0.93
Intercept 2	-1.05	0.93
Intercept 3	0.21	0.93
Intercept 4	0.68	0.93
Intercept 5	1.26	0.93
Intercept 6	2.66 **	0.97
Job stress	-0.15	0.11
Job satisfaction	0.28 *	0.11
Emotional stability	-0.25	0.22
Agreeableness	0.16	0.24
Conscientiousness	0.10	0.20
Resigning to work in different industry	0.13	0.24
Overall model fit		
Likelihood ratio		
Chi-square = 10.55 [†]		
df = 6		
R-square = .04		
Maximum rescaled R-square = .04		

** $p \leq .01$

* $p \leq .05$

[†] $p \leq .10$

Next, logistic regressions were again conducted for each predictor to test whether they related to a dichotomous bridge burning variable. Analyzed this way, job stress was not significant ($\chi^2 = 2.29, p = .13$), job satisfaction was again significant ($\chi^2 = 6.74, p = .01$), emotional stability was marginally significant ($\chi^2 = 2.90, p = .09$), agreeableness was not significant ($\chi^2 = 2.06, p = .15$), conscientiousness was marginally significant ($\chi^2 = 3.58, p = .06$), and resigning to work in another industry was not

significant ($\chi^2 = .01, p = .94$) in predicting whether or not employees resign using a bridge burning resignation. To further understand the relationship between job satisfaction, emotional stability, and conscientiousness, and bridge burning resignations, Table 15 displays the mean scores for these variables for employees who did and did not use this resignation style. As shown in the table, employees who used bridge burning resignations tended to have lower job satisfaction than those using other resignation styles, and this difference was significant. Although the differences in mean levels of emotional stability and conscientiousness were not significant, contrary to predictions, these two traits were actually higher for employees who used bridge burning resignations than those who did not.

Finally, as shown in Table 16, a model regressing all of these predictors on bridge burning was significant ($\chi^2 = 13.00, p = .04$); however, job satisfaction was the only significant predictor in the model ($\chi^2 = 4.62, p = .03$). Overall, then, Hypothesis 6b received strong support, Hypothesis 6a, 6c, and 6e received partial support, and Hypotheses 6d and 6f received no support.

Table 15
Mean Differences in Hypothesis 6 Predictor Variables by Resignation Style

	Bridge burning	Other styles
Job satisfaction	2.92 ^a	3.56 ^a
Emotional stability	3.87	3.60
Conscientiousness	4.34	4.03

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Table 16

Logistic Regression Results for Hypothesis 6 Predictors of Bridge Burning Resignations

	Dependent variable: Bridge burning	
	Parameter estimate	S.E.
Intercept 1	4.87 *	2.10
Job stress	-0.19	0.22
Job satisfaction	0.44 *	0.20
Emotional stability	-0.46	0.43
Agreeableness	0.15	0.49
Conscientiousness	-0.54	0.46
Resigning to work in different industry	0.09	0.47
Overall model fit		
Likelihood ratio		
Chi-square = 13.00*		
df = 6		
R-square = .05		
Maximum rescaled R-square = .11		

* $p \leq .05$

Hypothesis 7. Hypothesis 7 predicted that employees who are high in (a) extraversion, (b) organizational tenure, or (c) political skill will be less likely to use an impulsive quitting resignation, and that those who (d) are going to work for a competitor will be more likely to use an impulsive quitting resignation. In univariate tests, extraversion was not significant ($\chi^2 = .12, p = .72$), organizational tenure was not significant ($\chi^2 = 1.19, p = .27$), and political skill was not significant ($\chi^2 = .12, p = .73$); however, going to work for a competitor was significant ($\chi^2 = 3.88, p = .05$) in predicting resignation styles, overall. The multivariate logistic regression model including all of these predictors was not significant ($\chi^2 = 5.15, p = .27$).

Next, logistic regressions were again conducted for each predictor, testing whether the predictors related to a dichotomous impulsive quitting variable. Analyzed this way, extraversion was not significant ($\chi^2 = .66, p = .42$), organizational tenure was not significant ($\chi^2 = .26, p = .61$), political skill was not significant ($\chi^2 = 1.20, p = .27$), and resigning to work for a competitor was marginally significant ($\chi^2 = 3.37, p = .07$) in predicting impulsive quitting resignations. Further investigation of the mean differences between those who used impulsive quitting resignations when going to work for a competitor and those who did not revealed that the significance in the regressions was driven by the fact that none of the employees who used impulsive quitting resignations went to work for a competitor. Finally, a model regressing all of these predictors on impulsive quitting was not significant ($\chi^2 = 4.87, p = .30$). Overall, then, Hypothesis 7 received no support regarding impulsive quitting, likely because only ten respondents (i.e., 4% of the sample) resigned using an impulsive quitting resignation.

Concerning avoidant resignations, extraversion ($\chi^2 = 1.24, p = .27$), organizational tenure ($\chi^2 = 1.19, p = .28$), and resigning to work for a competitor ($\chi^2 = .09, p = .76$) were not significant predictors. However, political skill did relate to avoidant resignations ($\chi^2 = 8.21, p = .004$). In addition, a model regressing avoidant resignations on all four predictors included was also significant ($\chi^2 = 9.73, p = .05$), but political skill was the only significant predictor in the model ($\chi^2 = 7.18, p = .007$). As shown in Table 17, to better understand the relationship between political skill and avoidant resignations, the mean level of political skill in those who used avoidant resignations and those who did not was compared, and results indicated that political

skill was significantly higher in those who used avoidant resignations than those who used other resignation styles, providing support for Hypothesis 7c.

Table 17
Mean Differences in Political Skill by Resignation Style

	Avoidant	Other styles
Political skill	3.80 ^a	3.36 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Hypothesis 8. Hypothesis 8 predicted that employees who are (a) satisfied with their coworkers and (b) have high LMX will be more likely to use an extra mile to the end resignation. Coworker satisfaction was marginally significant ($\chi^2 = 2.82, p = .09$), and LMX was significant ($\chi^2 = 16.66, p < .0001$) in predicting resignation styles, overall. Furthermore, as shown in Table 18, the logistic regression model including both of these predictors was significant ($\chi^2 = 16.96, p = .0002$), but only LMX was significant in the model. To further understand the relationship between these two variables and resignation styles, Table 12 displays the mean scores for each of them by resignation style. As shown in the table, employees who resigned using by the book or grateful goodbye resignations had significantly higher levels of coworker satisfaction than those who resigned via impulsive quitting, which supports Hypothesis 8a. Hypothesis 8b was also supported, since significantly higher levels of LMX were reported by those who resigned in ostensibly positive ways (i.e., by the book, grateful goodbye, and in the loop) compared to ostensibly negative ways (i.e., impulsive quitting, bridge burning).

Table 18
*Logistic Regression Results for Hypothesis 8 Predictors of
 Resignation Styles*

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	-2.54 ***	0.60
Intercept 2	-2.12 ***	0.59
Intercept 3	-0.85	0.57
Intercept 4	-0.37	0.57
Intercept 5	0.20	0.58
Intercept 6	1.65 **	0.64
Coworker satisfaction	0.45	0.12
Leader-member exchange	0.07 ***	0.13
Overall model fit		
Likelihood ratio		
Chi-square = 16.96***		
df = 2		
R-square = .07		
Maximum rescaled R-square = .07		

*** $p \leq .001$

** $p \leq .01$

Hypothesis 8 was further tested by running logistic regression models in which the dependent variable was a dichotomous measure of either grateful goodbye or in the loop resignations. Regarding the models predicting grateful goodbye resignations, both coworker satisfaction ($\chi^2 = 3.25, p = .07$) and LMX ($\chi^2 = 3.23, p = .07$) were marginally significant. A model including both predictors was also marginally significant ($\chi^2 = 5.00, p = .08$), although neither predictor in the model was significant. Regarding the univariate models predicting in the loop resignations, coworker satisfaction was not significant ($\chi^2 = .01, p = .90$), but LMX was significant ($\chi^2 = 10.12, p = .002$). As shown

in Table 19, a model including both predictors was also significant ($\chi^2 = 11.35$, $p = .003$), as was LMX ($\chi^2 = 9.15$, $p = .003$). To further understand the relationship between LMX and in the loop resignations, Table 20 displays the mean levels of LMX for employees who did and did not use in the loop resignations. As shown in the table, employees who used in the loop resignations had significantly higher levels of LMX than those who used other forms of resignation. Thus, Hypothesis 8a received partial support, and Hypothesis 8b was supported.

Table 19
Logistic Regression Results for Hypothesis 8 Predictors of In the Loop Resignations

	Dependent variable:	
	In the loop	
	Parameter estimate	S.E.
Intercept 1	4.26 ***	1.25
Coworker satisfaction	0.33	0.29
Leader-member exchange	-0.93 **	0.31
Overall model fit		
Likelihood ratio		
Chi-square = 11.35**		
df = 2		
R-square = .05		
Maximum rescaled R-square = .10		

*** $p \leq .001$

** $p \leq .01$

Table 20
*Mean Differences in Leader-Member Exchange by
 Resignation Style*

	In the Loop	Other styles
Leader-member exchange	3.80 ^a	3.09 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's test).

Hypothesis 9. Hypothesis 9 predicted that employees who experience abusive supervision will be likely to use a bridge burning resignation. As shown in Table 21, the overall model ($\chi^2 = 25.64, p < .0001$) was significant, and the abusive supervision variable ($\chi^2 = 26.11, p < .0001$) was significant in predicting resignation style. To further investigate this relationship, Table 12 displays the mean levels of abusive supervision by resignation style. As shown in the table, employees who resigned using a bridge burning resignation had experienced significantly higher levels of abusive supervision than those who resigned in every other style of resignation, other than impulsive quitting. These findings provide initial support for Hypothesis 9.

Hypothesis 9 was further examined by examining the relationship between abusive supervision and a dichotomous measure of bridge burning. As shown in Table 22, the overall model ($\chi^2 = 30.72, p < .0001$) was significant, and abusive supervision ($\chi^2 = 25.50, p < .0001$) was significant in predicting bridge burning resignations. As shown in Table 23, the mean level of abusive supervision was significantly higher among employees who used bridge burning resignations compared to those who used other resignation styles. Collectively, these findings provide robust support for Hypothesis 9.

Table 21

Logistic Regression Results for Effect of Abusive Supervision on Resignation Styles

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	0.29	0.25
Intercept 2	0.71 **	0.25
Intercept 3	2.01 ***	0.28
Intercept 4	2.51 ***	0.30
Intercept 5	3.11 ***	0.32
Intercept 6	4.62 ***	0.44
Abusive supervision	-0.57 ***	0.11
Overall model fit		
Likelihood ratio		
Chi-square = 25.64***		
df = 1		
R-square = .10		
Maximum rescaled R-square = .10		

*** $p \leq .001$

** $p \leq .01$

Table 22

Logistic Regression Results for Effect of Abusive Supervision on Bridge Burning Resignations

	Dependent variable: Bridge burning	
	Parameter estimate	S.E.
Intercept 1	4.91 ***	0.67
Abusive supervision	-1.07 ***	0.21
Overall model fit		
Likelihood ratio		
Chi-square = 30.72***		
df = 1		
R-square = .12		
Maximum rescaled R-square = .25		

*** $p < .001$

Table 23

Mean Differences in Abusive Supervision by Resignation Style

Resignation Style	Bridge burning	Other styles
Abusive supervision	3.24 ^a	1.88 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Hypothesis 10. Hypothesis 10 predicted that employees who (a) perceive high levels of abusive supervision, (b) have low LMX, or (c) are not satisfied with their coworkers will be more likely to use an impulsive quitting resignation. As reported earlier, the relationships between these predictors and all seven resignation styles were significant for abusive supervision ($\chi^2 = 25.64, p < .0001$) and for LMX ($\chi^2 = 16.66, p < .0001$), and were marginally significant for coworker satisfaction ($\chi^2 = 2.82, p = .09$). As shown in Table 12, those who resigned using impulsive quitting experienced significantly higher levels of supervisor abuse than those who resigned via by the book, grateful goodbye, or in the loop. Table 12 also shows that those who resigned via impulsive quitting reported significantly lower levels of LMX than those who resigned using by the book, grateful goodbye, or in the loop resignations, and that employees who resigned via impulsive quitting had significantly lower levels of coworker satisfaction than those who used by the book or grateful goodbye resignations. These findings provide initial support for Hypothesis 10.

Next, resignation styles were regressed on all three predictor variables. As shown in Table 24, this overall model was significant ($\chi^2 = 29.61, p < .0001$), and both abusive supervision ($\chi^2 = 12.95, p < .001$) and LMX ($\chi^2 = 3.78, p = .05$) were significant in the model, providing further support for Hypotheses 10a and 10b.

Hypothesis 10 was further examined by testing the relationship between each predictor and a dichotomous measure of impulsive quitting. Results indicated that neither abusive supervision ($\chi^2 = 1.56, p = .21$) nor LMX ($\chi^2 = 2.05, p = .15$) were significant in predicting impulsive quitting, but the effect of coworker satisfaction was significant ($\chi^2 = 5.22, p = .02$). A model including all predictors was not significant ($\chi^2 = 5.98, p = .11$). To better understand the relationship between coworker satisfaction and impulsive quitting, Table 25 displays the means of coworker satisfaction for those who did and did not resign via impulsive quitting. As shown in the table, mean levels of coworker satisfaction were significantly lower for those who resigned via impulsive quitting than for those who used other resignation styles, providing support for Hypothesis 10c.

Finally, a dichotomous measure of avoidant resignation was regressed on the three predictor variables. However, neither abusive supervision ($\chi^2 = .20, p = .66$), nor LMX ($\chi^2 = 1.24, p = .26$), nor coworker satisfaction ($\chi^2 = .52, p = .47$) predicted avoidant resignations.

Hypothesis 11. Hypothesis 11 predicted that employees with greater organizational tenure will be more likely to use a by the book resignation. A model regressing the seven resignation styles on organizational tenure was not significant ($\chi^2 = 1.19, p = .27$). Furthermore, a model regressing a dichotomous by the book variable on organizational tenure was not significant ($\chi^2 = .74, p = .39$), and a model using perfunctory resignations as the dependent variable was also not significant ($\chi^2 = .05, p = .82$). Therefore, Hypothesis 11 was not supported.

Table 24
Logistic Regression Results for Effects of Hypothesis 10
Predictor Variables of Resignation Styles

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	-0.76	0.77
Intercept 2	-0.34	0.76
Intercept 3	0.98	0.77
Intercept 4	1.48 *	0.77
Intercept 5	2.09 **	0.78
Intercept 6	3.60 ***	0.83
Abusive supervision	-0.45 ***	0.13
Leader-member exchange	0.26 *	0.13
Coworker satisfaction	0.00	0.13
Overall model fit		
Likelihood ratio		
Chi-square = 29.61 ***		
df = 3		
R-square = .11		
Maximum rescaled R-square = .12		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

Table 25
Mean Differences in Coworker Satisfaction by Resignation Style

	Impulsive quitting	Other styles
Coworker satisfaction	3.33 ^a	4.05 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; HSD Tukey's test).

Hypothesis 12. Hypothesis 12 predicted that employees who work (a) at jobs in which the formal resignation policy is very visible or (b) in industries in which the

resignation practices are well established will be more likely to engage in by the book resignations. Logistic regression tests revealed that resignation policy visibility was significant ($\chi^2 = 10.50, p = .001$) and the presence of industry norms concerning resignations was significant ($\chi^2 = 4.04, p = .04$) in predicting resignation styles, overall. As shown in Table 26, the regression model containing both predictors was also significant ($\chi^2 = 14.77, p = .0006$); within the model, both resignation policy visibility ($\chi^2 = 11.38, p = .0007$) and industry norms ($\chi^2 = 4.31, p = .04$) were significant. To better understand the relationship between these two antecedents and resignation styles, Table 12 displays the means for each variable, by resignation style. As shown here, in the eyes of employees, the visibility of resignation policies was highest for those who used by the book resignations than any other style, and was significantly higher than those who resigned via impulsive quitting; this supports Hypothesis 12a. Industry norms regarding resignation seemed to have less of an effect on resignation style, as the differences between those who used by the book resignations was not significantly different from those who used other resignation styles.

Hypothesis 12 was further examined by testing the relationship between each predictor and a dichotomous measure of by the book resignations and perfunctory resignations, respectively. The findings revealed that resignation policy visibility was significantly related to by the book resignations ($\chi^2 = 6.71, p = .01$), but industry norms were not ($\chi^2 = .41, p = .52$). As shown in Table 27, a model regressing by the book resignations on both predictors was significant ($\chi^2 = 7.10, p = .03$), although only resignation policy visibility was significant in the model ($\chi^2 = .632, p = .01$). Furthermore, as shown in Table 28, employees who worked in settings with more

visible resignation policies tended to engage in by the book resignations at significantly higher levels than those who worked in places with less visible resignation policies. Therefore, concerning by the book resignations, Hypothesis 12a received strong support, while Hypothesis 12b received partial support.

Table 26
Logistic Regression Results for Effect of Hypothesis 12 Predictor Variables on Resignation Styles

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	-2.15 ***	0.38
Intercept 2	-1.74 ***	0.37
Intercept 3	-0.49	0.35
Intercept 4	0.00	0.36
Intercept 5	0.62 †	0.37
Intercept 6	2.06 ***	0.46
Resignation policy visibility	0.32 ***	0.10
Industry resignation norms	0.47 *	0.23
Overall model fit		
Likelihood ratio		
Chi-square = 14.77***		
df = 2		
R-square = .06		
Maximum rescaled R-square = .06		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

† $p \leq .10$

Regarding perfunctory resignations, univariate tests revealed that neither resignation policy visibility ($\chi^2 = .53, p = .47$), nor industry norms ($\chi^2 = .08, p = .77$), were significantly related to perfunctory resignations. A model regressing perfunctory

resignations on both predictors was also not significant ($\chi^2 = .61, p = .74$). As such, Hypothesis 12 received no support concerning perfunctory resignations.

Table 27
Logistic Regression Results for Effect of Hypothesis 12 Predictor Variables on By the Book Resignations

	Dependent variable:	
	By the book	
	Parameter estimate	S.E.
Intercept 1	2.04 ***	0.48
Resignation policy visibility	-0.31 *	0.12
Industry resignation norms	-0.18	0.28
Overall model fit		
Likelihood ratio		
Chi-square = 7.10*		
df = 2		
R-square = .03		
Maximum rescaled R-square = .04		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

Table 28
Mean Differences in Resignation Policy Visibility by Resignation Style

	By the Book	Other styles
Resignation policy visibility	3.60 ^a	3.17 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Hypothesis 13. Hypothesis 13 predicted that employees who perceive high levels of (a) PC fulfillment, (b) organizational justice, or (c) POS, or (d) to whom financial incentives are owed in the future will be more likely to use an extra mile to the

end resignation. In univariate tests in which all resignation styles were regressed on each predictor, PC fulfillment ($\chi^2 = 14.34, p = .0002$), organizational justice ($\chi^2 = 22.08, p < .0001$), and POS ($\chi^2 = 18.78, p < .0001$) were significant, but financial incentives owed were not ($\chi^2 = 1.61, p = .20$). As shown in Table 29, a model with all of these predictors included was also significant ($\chi^2 = 24.54, p < .0001$), but only organizational justice remained marginally significant ($\chi^2 = 2.95, p = .09$) within that model.

To better understand the relationships between PC fulfillment, organizational justice, and POS, respectively, and resignation styles, Table 12 reports the mean values for each of these variables for each resignation style. As shown in the table, employees resigning using either grateful goodbye or in the loop resignations tended to have significantly higher perceptions of PC fulfillment, organizational justice, and POS than employees who used bridge burning or impulsive quitting resignations when they resigned. As such, these results provide support for Hypotheses 13a, 13b, and 13c.

Hypothesis 13 was further examined by regressing a dichotomous variable representing either grateful goodbye or in the loop resignations onto the four predictor variables. PC fulfillment ($\chi^2 = 1.62, p = .20$) and financial incentives owed ($\chi^2 = 1.12, p = .29$) were not significant, but organizational justice ($\chi^2 = 6.04, p = .01$) and POS ($\chi^2 = 4.23, p = .04$) were significant, in predicting grateful goodbye resignations. A logistic regression model including all of these variables was not significant ($\chi^2 = 6.92, p = .14$). In addition, as shown in Table 30, employees reporting higher levels of organizational justice and POS were significantly more likely to use grateful goodbye resignations than those holding more negative perceptions of justice and support. These findings provide further support for Hypotheses 13b and 13c.

Table 29

*Logistic Regression Results for Effects of Hypothesis 13
Predictor Variables on Resignation Styles*

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	-2.79 ***	0.46
Intercept 2	-2.36 ***	0.45
Intercept 3	-1.07 *	0.43
Intercept 4	-0.58	0.43
Intercept 5	0.01	0.44
Intercept 6	1.49 **	0.51
Psychological contract fulfillment	0.12	0.18
Organizational justice	0.31 †	0.18
Perceived organizational support	0.13	0.21
Financial incentives owed	0.12	0.10
Overall model fit		
Likelihood ratio		
Chi-square = 24.54***		
df = 4		
R-square = .10		
Maximum rescaled R-square = .10		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

† $p \leq .10$

Table 30
*Mean Differences in Hypothesis 13 Predictor Variables by
 Resignation Style*

	Grateful goodbye	Other styles
Organizational justice	3.67 ^a	3.12 ^a
Perceived organizational support	3.35 ^a	2.94 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

PC fulfillment ($\chi^2 = 3.51, p = .06$) and organizational justice ($\chi^2 = 2.72, p = .10$) were marginally significant, POS was not significant ($\chi^2 = 1.99, p = .16$), and financial incentives owed were significant ($\chi^2 = 4.58, p = .03$) in predicting in the loop resignations. As displayed in Table 31, a model including all of these variables was significant ($\chi^2 = 9.75, p = .05$), and financial incentives owed were significant within this model ($\chi^2 = 4.84, p = .03$). As shown in Table 32, the levels of organizational justice and POS among those who resigned via in the loop were not significantly different than those who used other resignation styles. Financial incentives owed were significantly different for employees who used in the loop resignations than others, but not in the proposed direction. That is, those who kept their bosses in the loop during the resignation process tended to have lower levels of financial incentives owed to them at the time they put in their resignation notice than employees using other resignation styles.

Table 31
*Logistic Regression Results for Effects of Hypothesis 13
 Predictor Variables on In the Loop Resignations*

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	3.06 **	0.96
Psychological contract fulfillment	-0.20	0.36
Organizational justice	-0.27	0.35
Perceived organizational support	0.03	0.41
Financial incentives owed	0.55 *	0.25
Overall model fit		
Likelihood ratio		
Chi-square = 9.75*		
df = 4		
R-square = .04		
Maximum rescaled R-square = .09		

** $p \leq .01$

* $p \leq .05$

Table 32
*Mean Differences in Hypothesis 13 Predictor Variables by
 Resignation Style*

	In the loop	Other styles
Organizational justice	3.58	3.15
Perceived organizational support	3.29	2.96
Financial incentives owed	1.17 ^a	1.71 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Hypothesis 14. Hypothesis 14 predicted that employees who perceive low levels of (a) PC fulfillment, (b) organizational justice, and (c) POS will be more likely to use a bridge burning resignation. As reported in testing Hypothesis 13, PC fulfillment was significant ($\chi^2 = 14.34, p = .0002$), organizational justice was significant ($\chi^2 =$

22.08, $p < .0001$), and POS was significant ($\chi^2 = 18.78$, $p < .0001$) in their associations with resignation styles, overall. As shown in Table 33, a model in which resignation styles was regressed on all three of these variables was also significant ($\chi^2 = 23.10$, $p < .0001$), but again, only organizational justice was moderately significant in this multivariate model ($\chi^2 = 3.43$, $p = .06$). The mean levels of these three predictor variables for each resignation style are also reported in Table 12. In general, the mean levels of each of these three variables were significantly higher among employees who engaged in more positive resignations (e.g., grateful goodbye, in the loop, by the book) than those who engaged in more negative resignations (e.g., avoidant, bridge burning, impulsive quitting).

Hypothesis 14 was further examined by regressing a dichotomous variable representing bridge burning resignations onto the three predictor variables. The findings indicated that PC fulfillment ($\chi^2 = 12.56$, $p = .0004$), organizational justice ($\chi^2 = 18.07$, $p < .0001$), and POS ($\chi^2 = 11.23$, $p = .0008$) were all significant predictors of bridge burning resignations compared to other styles. As shown in Table 34, a model regressing bridge burning resignation on these three variables was also significant ($\chi^2 = 18.98$, $p = .0003$); within that model, though, only organizational justice was significant ($\chi^2 = 5.20$, $p = .02$). To better understand the relationship between PC fulfillment, organizational justice, and POS, respectively, and bridge burning resignations, Table 35 displays the mean values of each predictor variable for those who did and did not use this resignation style. As shown in the table, lower perceptions of PC fulfillment, organizational justice, and POS were associated with bridge burning to a significantly

greater degree than other resignation styles. These results provide strong support for all parts of Hypothesis 14.

Table 33
*Logistic Regression Results for Effects of Hypothesis 14
 Predictor Variables on Resignation Styles*

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	-2.57 ***	0.42
Intercept 2	-2.14 ***	0.42
Intercept 3	-0.86 *	0.39
Intercept 4	-0.37	0.39
Intercept 5	0.21	0.40
Intercept 6	1.69 ***	0.48
Psychological contract fulfillment	0.08	0.17
Organizational justice	0.33 †	0.18
Perceived organizational support	0.14	0.21
Overall model fit		
Likelihood ratio		
Chi-square = 23.10***		
df = 3		
R-square = .09		
Maximum rescaled R-square = .09		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

† $p \leq .10$

Table 34

*Logistic Regression Results for Effects of Hypothesis 14
Predictor Variables on Bridge Burning Resignations*

	Dependent variable: Bridge burning	
	Parameter estimate	S.E.
Intercept 1	-0.17	0.65
Psychological contract fulfillment	0.31	0.34
Organizational justice	0.79 *	0.35
Perceived organizational support	-0.24	0.42
Overall model fit		
Likelihood ratio		
Chi-square = 18.98***		
df = 3		
R-square = .07		
Maximum rescaled R-square = .16		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

Table 35

*Mean Differences in Hypothesis 14 Predictor Variables by
Resignation Style*

	Bridge Burning	Other Styles
Psychological contract fulfillment	2.39 ^a	3.14 ^a
Organizational justice	2.21 ^a	3.29 ^a
Perceived organizational support	2.32 ^a	3.06 ^a

^a = Means that share this letter in the same row are significantly different from one another ($p < .05$; Tukey's HSD test).

Hypothesis 15. Hypothesis 15 predicted that employees to whom little or no financial incentives are owed will be more likely to use an impulsive quitting resignation style. Logistic regression results indicated that financial incentives owed did not relate to resignation styles, overall ($\chi^2 = 1.61, p = .20$). This relationship was

furthered examined by testing how financial incentives owed relate whether or not employees used impulsive quitting resignations, in particular. However, logistic regression results indicated that financial incentives owed did not relate to impulsive quitting ($\chi^2 = .51, p = .47$). Therefore, Hypothesis 15 was not supported.

Hypothesis 16. Hypothesis 16 predicted that employees who spend more time planning their resignation are more likely to resign using extra mile to the end resignation. Logistic regression results indicated that, overall, resignation planning time did not significantly relate to resignation styles ($\chi^2 = 2.03, p = .15$). In addition, planning time did not significantly relate to whether or not employees chose to resign via grateful goodbye versus other resignation styles ($\chi^2 = 1.40, p = .23$). However, as shown in Table 36, the relationship between resignation planning time and in the loop resignations was significant ($\chi^2 = 12.80, p = .0003$). To better understand this relationship, Table 37 displays mean planning times for those who used in the loop resignations and for those who did not. As shown, those who spent more time planning their resignations ended up using in the loop resignations at a significantly higher rate than those who spent less time planning. Therefore, Hypothesis 16 was supported with regard to in the loop resignations, but not for grateful goodbye resignations.

Table 36
Logistic Regression Results for Effects of Resignation Planning Time on In the Loop Resignations

	Dependent variable: In the loop	
	Parameter estimate	S.E.
Intercept	2.69 ***	0.28
Resignation planning time	-0.01 **	0.00
Overall model fit		
Likelihood ratio		
Chi-square = 12.80***		
df = 1		
R-square = .05		
Maximum rescaled R-square = .11		

*** $p \leq .001$

** $p \leq .01$

Table 37
Mean Differences in Resignation Planning Time by Resignation Style

Resignation Style	In the Loop	Other Styles
Planning time (days)	253.30 ^a	39.35 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Hypothesis 17. Hypothesis 17 predicted that employees who discuss their resignation plans with others will be more likely to use a by the book and an extra mile to the end resignation, and less likely to use a bridge burning or an impulsive quitting resignation, than those who do not. As Table 38 displays, logistic regression results revealed that the degree to which resigning employees confide in others during pre-resignation is related to resignation styles, overall ($\chi^2 = 7.39, p = .006$). As shown in Table 12, the more that employees discussed their resignation plans with others, the

more likely it was that they chose to resign in more positive styles (e.g., in the loop, by the book, grateful goodbye) compared to more negative styles (e.g., avoidant, bridge burning, impulsive quit). However, the differences among these means were not significant.

Table 38
Logistic Regression Results for Effect of Pre-Resignation Disclosure on Resignation Styles

	Dependent variable: Resignation style	
	Parameter estimate	S.E.
Intercept 1	-1.20 ***	0.21
Intercept 2	-0.79 ***	0.20
Intercept 3	0.43 *	0.19
Intercept 4	0.91 ***	0.20
Intercept 5	1.51 ***	0.23
Intercept 6	2.92 ***	0.36
Pre-resignation disclosure	0.19 **	0.07
Overall model fit		
Likelihood ratio		
Chi-square = 7.39**		
df = 5		
R-square = .03		
Maximum rescaled R-square = .03		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

Hypothesis 17 was further examined by regressing each resignation style individually on the degree to which employees discussed their resignation plans with others. As shown in Tables 39 - 41, confiding in others prior to resignation significantly related to by the book ($\chi^2 = 8.02, p = .005$), in the loop ($\chi^2 = 5.75, p = .02$), and

perfunctory ($\chi^2 = 5.51, p = .02$) resignation styles; however, grateful goodbye ($\chi^2 = .01, p = .92$), bridge burning ($\chi^2 = 2.63, p = .11$), impulsive quitting ($\chi^2 = .74, p < .39$), and avoidant ($\chi^2 = 1.48, p = .22$) resignations did not relate to employee disclosure.

Table 39
Logistic Regression Results for Effects of Pre-Resignation Disclosure on By the Book Resignations

	Dependent variable:	
	By the book	
	Parameter estimate	S.E.
Intercept	1.41 ***	0.24
Pre-resignation disclosure	-0.23 **	0.08
Overall model fit		
Likelihood ratio		
Chi-square = 8.02**		
df = 1		
R-square = .03		
Maximum rescaled R-square = .05		

*** $p \leq .001$

** $p \leq .01$

To better understand the nature of the relationships between discussing resignation plans with others and these three resignation styles, the mean number of groups with whom employees discussed their resignations for those who engaged in each resignation style were compared. The results are displayed in Table 42. As shown in this table, both by the book and in the loop resignations were preceded by a significantly higher level of pre-resignation discussions than other resignation styles were. In addition, employees who ultimately chose to engage in perfunctory resignations discussed their resignation plans with a significantly lower number of others than those who used other resignation styles. Collectively, these results provide

some support for the idea that the degree to which employees discuss their plans with other during pre-resignation is positively associated with more positive resignation styles, and to some degree, negatively related to less constructive resignation styles.

Table 40

Logistic Regression Results for Effects of Pre-Resignation Disclosure on In the Loop Resignations

	Dependent variable:	
	In the loop	
	Parameter estimate	S.E.
Intercept	3.03 ***	0.41
Pre-resignation disclosure	-0.30 *	0.12
Overall model fit		
Likelihood ratio		
Chi-square = 5.75*		
df = 1		
R-square = .02		
Maximum rescaled R-square = .05		

*** $p \leq .001$

** $p \leq .01$

* $p \leq .05$

Table 41
Logistic Regression Results for Effects of Pre-Resignation Disclosure on Perfunctory Resignations

	Dependent variable:	
	Perfunctory	
	Parameter estimate	S.E.
Intercept	0.56 *	0.22
Pre-resignation disclosure	0.21 *	0.09
Overall model fit		
Likelihood ratio		
Chi-square = 5.51*		
df = 1		
R-square = .02		
Maximum rescaled R-square = .03		

* $p \leq .05$

Table 42
Mean Differences in Pre-Resignation Disclosure by Resignation Style

	By the Book	In the Loop	Perfunctory	Other Styles
Pre-resignation disclosure	2.60 ^a			1.94 ^a
Pre-resignation disclosure		2.96 ^b		2.05 ^b
Pre-resignation disclosure			1.73 ^c	2.28 ^c

^{a-c} = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Post-Resignation Outcomes of Resignation Styles

Hypothesis 18. Hypothesis 18 predicted that employees should (a) experience more positive emotions, (b) have more positive relationships with their supervisors and coworkers, (c) be more involved in the training of a replacement, and (d) feel more comfortable asking their supervisor for a letter of recommendation when they use an extra mile to the end or a by the book resignation than when they use a bridge burning or an impulsive quitting resignation. To test this hypothesis, a one-factor, between-

subjects multivariate analysis of variance (MANOVA) was conducted. Resignation styles served as the independent variable in the analysis, and the four variables in parts (a) through (d) of the hypothesis served as the dependent variables.

The results from the MANOVA were statistically significant (Wilks' Λ (.75), [F(30, 946) = 2.38, $p < .0001$]). Furthermore, Roy's greatest characteristic root (g.c.r.) was statistically significant ($p < .0001$) and indicated that the independent variable and first multivariate combination of dependent variables shared 18% of their variance. Univariate means and standard deviations and the unstandardized discriminant function coefficients for the first multivariate combination are reported in Table 43. As shown in the table, the coefficients (w_s) indicate that the resignation styles differed mainly as an outcome of relatively high comfort in asking for a recommendation letter ($w_s = .05$). To a lesser extent, relationships with coworkers after resignation ($w_s = .01$), involvement in training ($w_s = .01$), and post-resignation positive emotions ($w_s = -.01$) were also influenced by resignation styles. These results also indicate that resignation styles had little effect on relationships with supervisors during post-resignation ($w_s = .00$).

Next, a series of one-way ANOVAs were run in which resignation styles overall was the independent variable and each predictor variable was used as a dependent variable. The models testing the relationship between resignation style and post-resignation positive emotions [F(6, 240) = .97, $p = .44$], relationship with supervisors [F(6, 240) = 1.52, $p = .17$], and involvement in training [F(6, 240) = 1.08, $p = .37$], respectively, were not significant; however, post-resignation relationship with coworkers [F(6, 240) = 2.26, $p = .04$] and comfort in asking for a recommendation letter [F(6, 240) = 6.57, $p < .0001$] were significant. To further understand these significant

Table 43

*Means, Standard Deviations, and Discriminant Function Coefficients for
Different Resignation Styles on Resignation Outcomes*

Resignation Outcome	Resignation Style	<i>M</i>	<i>SD</i>	<i>w_s</i>
Positive emotions	All	3.24	1.14	-0.011
	By the book	3.15	1.21	
	Grateful goodbye	3.34	1.06	
	Perfunctory	3.24	1.06	
	Avoidant	2.95	1.18	
	In the loop	3.26	1.27	
	Bridge burning	3.69	0.98	
	Impulsive quit	3.17	1.22	
Relationship with supervisor	All	2.44	1.05	-0.002
	By the book	2.48	1.12	
	Grateful goodbye	2.35	0.73	
	Perfunctory	2.46	1.10	
	Avoidant	2.70	0.96	
	In the loop	2.69	0.87	
	Bridge burning	2.10	1.02	
	Impulsive quit	1.78	1.06	
Relationship with coworkers	All	2.70	0.92	0.015
	By the book	2.59	1.01	
	Grateful goodbye	2.41	0.73	
	Perfunctory	2.92	0.81	
	Avoidant	2.61	0.95	
	In the loop	2.71	0.75	
	Bridge burning	2.96	1.02	
	Impulsive quit	2.11	1.08	

(continued)

Table 43 (Continued)

Resignation Outcome	Resignation Style	<i>M</i>	<i>SD</i>	<i>w_s</i>
Involvement in training	All	2.78	1.32	0.010
	By the book	2.74	1.35	
	Grateful goodbye	3.06	1.32	
	Perfunctory	2.90	1.32	
	Avoidant	2.58	1.12	
	In the loop	3.00	1.44	
	Bridge burning	2.53	1.39	
	Impulsive quit	2.04	1.03	
Comfort in Asking for a Recommendation Letter	All	3.73	1.19	0.055
	By the book	3.89 ^{a,b}	1.01	
	Grateful goodbye	4.19 ^{c,d}	1.01	
	Perfunctory	3.82 ^{e,f}	1.12	
	Avoidant	3.36	1.18	
	In the loop	4.25 ^{g,h}	1.21	
	Bridge burning	2.94 ^{a,c,e,g}	1.32	
	Impulsive quit	2.30 ^{b,d,f,h}	1.35	

^{a-c} = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

relationships, the mean levels of these outcome variables within each resignation style were compared using Tukey's HSD test. As shown in Table 44, relationships with coworkers were most favorable following bridge burning and perfunctory resignations, but this difference was not significant. Also, as shown in this table, respondents who resigned using by the book, grateful goodbye, perfunctory, and in the loop resignations were significantly more comfortable asking for a letter of recommendation from their bosses than those who resigned via bridge burning or impulsive quitting. This finding provides initial support for Hypothesis 18d.

Table 44

Mean Differences in Post-Resignation Outcomes by Resignation Style

Resignation Style	By the book	Grateful goodbye	Perfunctory	Avoidant	In the loop	Bridge burning	Impulsive quit
Post-resignation relationship with coworkers	2.59	2.41	2.92	2.61	2.71	2.95	2.11
Comfort in asking for a recommendation letter	3.89 ^{a,b}	4.18 ^{c,d}	3.82 ^{e,f}	3.36	4.25 ^{g,h}	2.94 ^{a,c,e,g}	2.30 ^{b,d,f,h}

^{a-h} = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Hypothesis 18 was further tested by examining the univariate relationships between each resignation style and each of the post-resignation outcomes. Concerning the effect of each resignation style on the positive emotions of employees post-resignation, only bridge burning [$F(1, 245) = 4.31, p = .04$] was significant. As shown in Table 45, and contrary to Hypothesis 18a, employees who resigned using a bridge burning resignation tended to experience more positive emotions, post-resignations, than those who used other resignation styles. Therefore Hypothesis 18a received no support.

Bridge burning was also associated with resigning employees' relationships with their supervisors after resignation [$F(1, 245) = 4.41, p = .04$]. As also shown in Table 45, post-resignation relationships between employees who resigned via bridge burning and their supervisors deteriorated to a significantly greater degree than those using other resignation styles. Therefore, Hypothesis 18b received partial support.

Only perfunctory [$F(1, 245) = 6.34, p = .01$] and impulsive quitting resignations [$F(1, 245) = 9.13, p = .003$] related to post-resignation relationships with coworkers. However, as Table 46 shows, people who resigned using perfunctory resignations had significantly better post-resignation relationships with their coworkers than those who used other resignation styles, whereas those using impulsive quitting had significantly worse relationships with their coworkers, post-resignation, than those using other styles. These findings provide further partial support for Hypothesis 18b.

The results indicated that impulsive quitting [$F(1, 245) = 5.39, p = .02$] was the only resignation style that was related to how involved employees were in the training of their replacements, providing little support for Hypothesis 18c. As Table 47 shows,

employees who resigned via impulsive quitting had significantly less involvement in training their replacements than those who used other resignation styles. This is not surprising, considering the impulsive quitting resignations are characterized by little or no advance notice.

Finally, results indicated that grateful goodbye [$F(1, 245) = 4.80, p = .03$], avoidant [$F(1, 245) = 3.85, p = .05$], in the loop [$F(1, 245) = 4.26, p = .04$]), bridge burning [$F(1, 245) = 18.16, p < .0001$], and impulsive quitting [$F(1, 245) = 6.02, p = .01$] resignations were significantly related to the degree to which employees felt comfortable asking for a recommendation letter after putting in notice of their resignation. Further, the effect of by the book resignations on this dependent variable was marginally significant [$F(1, 245) = 2.99, p = .09$]. These results provide strong support for Hypothesis 18d.

Table 45
Mean Differences in Hypothesis 18 Outcome Variables by Resignation Style

	Bridge Burning	Other Styles
Positive emotions post-resignation	3.70 ^a	3.19 ^a
Relationship with supervisor	2.02 ^b	2.48 ^b

^{a-b} = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Table 46

Mean Differences in Post-Resignation Relationships by Resignation Style

Resignation Style	Perfunctory	Impulsive Quitting	Other Styles
Relationship with coworkers	2.94 ^a	—	2.61 ^a
Relationship with supervisors	—	1.85 ^b	2.73 ^b

^{a-b} = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

Table 47

Mean Difference in Training Involvement by Resignation Style

	Impulsive Quitting	Other Styles
Training Involvement	1.83 ^a	2.82 ^a

^a = Means that share this letter are significantly different from one another ($p < .05$; Tukey's HSD test).

CHAPTER 4: DISCUSSION AND CONCLUSIONS

Most major events in employees' work lives, such as being hired, promoted, and retiring, and nearly every aspect of the turnover process, have received a great deal of scholarly attention. Indeed, the socialization process, which describes how employees become a part of organization, has been heavily studied (see Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007, for a meta-analysis). Yet, the manner in which employees disengage from their organization has been largely uninvestigated (Jablin, 2001). In two qualitative studies, a great deal of evidence was found that the resignation process is an impactful and complex event for employees and their coworkers and supervisors. Further, analyses revealed that employees engage in one of seven distinct styles of resignation, which likely have unique antecedents and consequences for future work to discover. As such, this work serves as the beginning of an exploration of the resignation process, the results of which should yield important insights into the dynamics of this important occurrence and provide guidance for employees and organizational leaders concerning how best to manage this process.

Thus, the main contribution of this dissertation is to fill in the "black box" in our understanding of employee emotions, attitudes, and behaviors from the time they make their decision to quit until they leave their organization for the final time. Overall, the findings indicate that employees use seven distinct styles to resign from their jobs, and these styles are associated with specific attitudinal and behavioral antecedents, and result in particular consequences, particularly for the resigning employees' relationship with their boss after their resignation. Next, I briefly describe each of these styles, and the pre- and post-resignation attitudes and behaviors associated with them.

Styles of Resignation: What Have We Learned?

The most common resignation style was the by the book resignation, representing 31% of the resignations in the sample of adults who had resigned from their jobs in the prior 12 months. By the book resignations are characterized by following general workplace norms for resignation. For example, those using by the book resignations tended to provide two to four weeks of notice, and their resignation meetings entailed face-to-face communication with their superior in which they shared their reasons for leaving, and often discussed a plan for transitioning their responsibilities to others coworkers or their replacement during the notice period. Not surprisingly, then, findings suggested that to the extent that a formal resignation policy is institutionalized in a given workplace, the more common by the book resignations will be. The results also indicate that employees who are high in agreeableness are more likely to use by the book resignations than those low in this trait. Regarding interpersonal interaction, those who discussed their intentions to quit with others before making their resignation tended to choose by the book resignations, suggesting that, through conversations with others during pre-resignation, employees come to understand the standard way to resign in a given organization.

Finally, following resignation, those who used by the book resignations felt relatively more comfortable asking their boss for a letter of recommendation than those who used other styles; this indicates that, at least from the employee's perspective, by the book resignations represent a manner with which to leave one's organization while minimizing the harm one does to his or her relationship with their former employer.

Perfunctory resignations were nearly as common as by the book resignations; 29% of respondents had resigned using this style. Perfunctory resignations share most of the same characteristics as by the book resignation with one key difference—when using a perfunctory resignation, employees do not inform their supervisor or organization why they are quitting their job. In this way, perfunctory resignations are somewhat more impersonal than by the book resignations. It is not surprising, though, that so many people resign using the perfunctory resignation given that a significant amount of the online advice regarding how to resign suggest that resignation meetings are kept short and as little information regarding one’s reason for resigning as possible is shared (e.g., McKay & McKay, 2013). Although no individual attitudes or personality traits associated with perfunctory resignations, as with by the book resignations, disclosing resignation plans to others prior to formally resigning was related to perfunctory resignations.

Following resignation, those who used a perfunctory resignation reported having better relationships with their coworkers than those who used most other styles, suggesting that coworkers may understand and respect those who resign in a perfunctory manner. However, perfunctory resignations were not related to comfort in asking one’s former boss for a recommendation letter, indicating that the more impersonal nature of perfunctory resignations, compared to by the book resignations, leads to a relatively more strained relationship with one’s superiors following resignation.

One in ten individuals in the sample resigned using a bridge burning resignation, making it the third most-common form of resignation. Bridge burning resignations often

involved a short notice period, but their hallmark came in the form of some sort of insult delivered or damage inflicted by the resigning employees toward their supervisor and/or organization during their resignation. As predicted, those who used bridge burning resignations reported harboring a number of negative attitudes about their job prior to resigning. Indeed, job satisfaction, PC fulfillment, organizational justice perceptions, and POS all negatively related to bridge burning resignations. In addition, those who engaged in bridge burning resignation tended to be relatively low in both conscientiousness and emotional stability. Finally, those who perceived that they had experienced abusive supervision were especially likely to engage in bridge burning. In sum, bridge burning, which involves engaging in CWB during the resignation process, shares many of the same antecedents of CWB, in general. Employees who engage in bridge burning resignations seem often to be unhappy with their job and their supervisor, and they likely view their resignation as the final chance to express that dissatisfaction.

Contrary to predictions, bridge burning resignations were associated with positive emotions by the resigning employee following resignation. It is unclear whether this experience of happiness and excitement comes specifically from resigning in a bridge burning manner, or more generally from finally getting away from a supervisor or an organization that one dislikes. Not surprisingly, those who resigned via bridge burning reported significantly worse relationships with their supervisors following resignations, and indicated that they were not at all comfortable asking their former boss for a letter of recommendation.

At the opposite end of the resignation spectrum from bridge burning resignations, 9% of respondents used a grateful goodbye resignation when leaving their organization. Grateful goodbyes often involved somewhat long notice periods and sometimes included offers by the resigning employee to stay longer than they originally planned in order to help the organization adjust to their departure. Further, grateful goodbyes were always characterized by expressions of gratitude by resigning employees toward their supervisor. These “thank you’s” came in a number of different forms, from the general (e.g., “thanked her for all she had done for me”) to the specific (e.g., “thanking the company for the years of opportunity and the training I received”).

Grateful goodbyes were associated with higher perceptions of affective commitment, organizational justice, POS, LMX, and coworker satisfaction, prior to resigning. That is, employees who ended up using grateful goodbye resignations tended to harbor positive feelings toward their organization, their supervisor, and their workers. In addition, proactive personality was associated with grateful goodbye resignations. Given that proactive individuals tend to take anticipatory action in order to benefit their organization, it is not surprising that these individuals also often volunteer to extend their notice period in order to accommodate their company’s needs. Finally, grateful goodbye resignations were positively related to the degree with which employees felt comfortable requesting a recommendation letter from their supervisor following resignation.

Another 9% of the sample also resigned using an avoidant resignation. Employees who used this style attempted to deliver, and in most cases succeeded in delivering, their resignation without having a face-to-face meeting with their supervisor

to discuss their resignation. The results suggested that those who used avoidant resignations had significantly higher levels of political skill than those who used other resignation styles. This finding could indicate that those who have higher political skill are better able to sense that leaving without a face-to-face meeting is an acceptable, albeit nontraditional, way to resign. Alternatively, it could suggest that employees with high political skill feel that they can handle any fallout that comes from resigning in a somewhat clandestine manner. Avoidant resignations did not significantly relate to any post-resignation outcomes.

Eight percent (8%) of the sample resigned via in the loop resignations. Like grateful goodbyes, in the loop resignations represented a relatively positive manner in which to resign from one's organization. In the loop resignations were typified by the inclusion of one's supervisor in one's resignation planning. That is, employees who used this resignation style told their boss of their intentions to depart often well before they formally resigned. Thus, when they did resign, the news came as no surprise to their superiors. Not surprisingly, then, resignation planning time and discussing resignation plans with others during pre-resignation positively related to in the loop resignations. Interestingly, the degree to which employees were entitled to financial obligations by their employer negatively related to in the loop resignations. This may suggest that employees who had a significant amount of financial connections to their employer when they decided to quit felt it would be best to keep their supervisors out of the loop so as not to jeopardize the incentives owed to them upon resignation.

Prior to resigning, those who used in the loop resignations held relatively high perceptions of LMX, PC fulfillment, and organizational justice. That is, they felt they

possessed strong relationships with their supervisors, and felt that their organization had satisfied all of its obligations to them in an equitable manner. Perhaps as a result of these positive feelings before resignation, and the positive nature of the in the loop resignation, employees resigning in this manner felt more comfortable requesting a letter of recommendation from their boss, following resignation, than any other resignation style.

Lastly, 4% of respondents quit using an impulsive quitting resignation. Impulsive quitting was the only resignation style that had been identified in prior work (Maertz & Campion, 2004; Maertz & Knitta, 2012), and it represents an abrupt exit from the workplace with little or no planning on the part of the employee, and little or no notice provided to the organization. The results indicated that individuals who quit their jobs in order to work for a competitor were more likely to use an impulsive quitting resignation compared to any other style. Although supervisors and human resources personnel may react to an employee's resignation by asking him or her to immediately leave the premises, this outcome is arguably most likely when one resigns to work for a competitor. Hence, employees who are going to work for a rival firm may often preempt being escorted from their desks and the property by abruptly leaving their jobs with no notice.

Employees who used an impulsive quitting resignation also reported significantly lower levels of coworker satisfaction than those who resigned via other styles. This finding may suggest that when employees do not get along with their coworkers, they may prefer to forgo a notice period in which they have to deal with these coworkers' questioning, and potential pestering. Alternatively, it could simply

mean that, when employees possess weak ties with coworkers, they see no issue with leaving their fellow workers in a bind by unexpectedly abandoning their jobs. Finally, those who resign using an impulsive quitting resignation were the least involved in the training of their replacement, and felt the least comfortable asking their boss for a letter of recommendation following resignation than those using any other style. Of course, it is not surprising that the prospect of asking for a recommendation is unappealing to those who resigned by essentially ceasing to show up for their job, thereby greatly inconveniencing their supervisors in many cases.

Additional Pre-Resignation Findings

In addition to deepening our understanding of the different ways in which employees resign, and the antecedents and outcomes of these styles, this dissertation also sheds light on employee activities during pre-resignation, or the period of time between when employees decide to quit their job, but before they put in formal notice of their resignation. This pre-resignation period tended to last, on average, well over a month for employees. During this time, employees commonly confided in family and friends regarding their plans to resign. Less commonly, employees also confided in their current coworkers and/or supervisors regarding their intentions to leave their job. Not surprisingly, employees who had strong relationships with their coworkers were more likely to disclose their resignation plans to coworkers during pre-resignation than those who did not. Similarly, strong exchange relationships with supervisors positively related to confiding in supervisors prior to resignation.

Directions for Future Research

Beyond a deeper understanding of the antecedents of the ways in which employees experience the resignation process, future work should seek to understand how different resignation styles uniquely influence relevant outcomes at the individual, team, and organizational level. Specifically, regarding individual outcomes, prior work has not examined the effect that the resignation of a subordinate has on the supervisor. As suggested by this exploratory work, supervisors reacted to employee resignations in a number of ways including sadness, anger, relief, and happiness. Beyond these surface reactions, however, it would be interesting to get supervisors' reports of how they felt, and whether their feelings changed based on the manner in which employees resigned, by the attributions supervisors make for employees' voluntary departures, or by individual differences among supervisors. For example, a manager with low self-esteem may take a subordinates' exit very personally, while another supervisor who attributes an employees' resignation to poor pay, may not take it personally at all. Furthermore, the individual reactions of supervisors may influence subsequent communication from supervisors to their remaining subordinates, which could positively or negatively affect the job attitudes of these stayers.

Also at the individual level, it would be useful to understand how the manner in which employees resign influences the degree to which turnover contagion affects their coworkers. Clearly, the findings here indicate the presence of turnover contagion (Felps et al., 2009) during the resignation process. For example, in Study 1, referring to a coworker's reaction to his resignation, one respondent remarked that, "She was not surprised, but said that the only reason she had stayed at the job as long as she had was

because she enjoyed working for me and that she would leave when I did.” However, it may be that the degree to which coworkers experience turnover contagion may be related to the manner in which their peer resigns. For example, when one employee engages in a grateful goodbye resignation, remaining employees may actually become more committed to their jobs after hearing how thankful their departing coworker is for what the company has done for him or her. In the loop resignations may also stymie turnover contagion because coworkers of departing employees using this style may have had adequate time to adjust to their coworker’s impending exit so that when it happens, it really does not affect their work life at all. Conversely, having a coworker rant about what a terrible place one’s organization is to work for may cause employee’s to think more deeply about why they are working there, which may contribute to turnover contagion.

Different resignation styles should also have unique effects on team-level outcomes. In general then, future work should explore how, if at all, different resignation styles affect other team processes (e.g., conflict), team emergent states (e.g., cohesion, psychological safety), and team performance. For example, in some teams, remaining members may rally around one another when one of their own resigns in a bridge burning manner, whereas in other teams, this somewhat explosive resignation style may rupture group faultlines (Lau & Murnighan, 1998), thereby causing group conflict. As previously mentioned, some respondents indicated that their departure news often opened the door for other employees to begin exploring and discussing plans to pursue other jobs and opportunities in their own lives. These indicators of turnover

contagion (Felps et al., 2009) could weaken the overall commitment and motivation of team members, thereby harming team performance (Mathieu & Schulze, 2006).

Another natural extension of the findings of these studies would involve testing the relationships between different resignation styles and organizational functioning. Intuitively, it would stand to reason that bridge burning and impulsive quitting would be more harmful to the overall organization than grateful goodbyes or by the book resignations. However, beyond these direct relationships, there are likely a number of contextual factors that will influence the effect of resignation styles on outcomes in the workplace. For instance, the abrupt and unplanned departure of an employee who holds a central position in an organization's social network should affect firm performance more than those at the periphery of organizational structures (Brass, 1984). Further, a worker who resigns in a perfunctory manner, yet still puts in multiple weeks' notice, may serve as a distraction from the work of other employees who are curious as to why their peer is leaving and whether he or she knows something that they do not. Thus, research that more deeply explores the workplace dynamics during the notice period could also provide useful guidance to practicing managers as to how to handle employees after they put in notice, but before they leave (e.g., whether it is better to pay them out and have them leave immediately, or to stay and risk their disruptions to workplace functioning).

The results of Study 1 suggest that when resigning employees are managers of other employees, they tend to inform their subordinates of their resignation plans either in group meetings or individually. In addition, two respondents indicated that they never informed their subordinates that they were leaving. Subsequent research should more

deeply investigate the different ways in which managers inform their employees of their resignations, and how the manner in which they deliver their resignation message influences the performance of their subordinates and the work group overall. Clearly, employees react in different ways to the news that their boss is resigning. Responses in Study 1 suggested that some react with anxiety over who will be their next boss, whereas others become more competitive to try to position themselves to be the next boss. It would be useful, then, to understand the factors that influence subordinate reactions to, and behaviors following, supervisor resignation.

Practical Implications

In addition, the findings of this dissertation suggest that the benefits of positive relationships between supervisors and subordinates and among coworkers extend to the resignation process. During pre-resignation, employees who had positive relationships with their coworkers and supervisors were more likely to confide in each group, respectively, as they planned to exit the organization. When employees let their supervisors in on their plans to quit before putting in their notice, supervisors are arguably better able to plan for the disruption caused by the departure of a member of their work group. In addition, when employees inform their peers of their intentions to resign, these coworkers can also begin to prepare, personally and professionally, for the loss of an officemate, and the potential changes to their work lives that will come as a result of it.

The findings of this dissertation also have implications for HR professionals. One common tool used in the employee selection process is the letter of recommendation (Paunonen, Jackson, & Oberman, 1987). As the results of Study 2

indicate, individuals who used a bridge burning or impulsive quitting resignation in their prior job will likely not list their prior boss as a reference on their resume. When interviewers notice that applicants have not listed their most recent boss as a reference, they may want to craft a behavioral interview question requesting applicants to describe how they handled their resignation from their prior job, in order to determine if there are any “red flags” with this employee, such as engaging in a bridge burning or impulsive quitting resignation in a prior job.

Limitations

This dissertation is not without limitations. Because, in both studies, all of the variables were collected from a single source at a single point in time, the results could be biased by consistency effects (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) and percept-percept inflation (Crampton & Wagner, 1994). However, given that this study sought to understand how employees experienced the resignation process, in this initial study it seemed appropriate to collect information solely from employees. Clearly, to gain a complete understanding of the resignation process, future work should investigate the extent to which others, such as supervisors and coworkers, view the seven resignation styles in the same way that resigning employees do. For example, an employee may perceive that they resigned in a positive manner, while, unbeknownst to them, their supervisor may feel that they resigned in a very unprofessional manner.

In addition, as described earlier, because respondents reported their experiences and attitudes for resignations that occurred up to 12 months prior, the findings may have also been skewed by retroactive sensemaking (Weick, 1979). However, respondents were asked to indicate the extent to which they agree that they could clearly recall their

resignation experience, and none indicated disagreement that they could, which suggests that 12 months was an appropriate window of time to collect data concerning employee resignations. Moreover, as indicated by the findings of this paper, resignations are an emotion-filled event in employees' lives, and as such employees' actions and attitudes during the resignation process should stand out in their memory (Christianson, 1992). Finally, Study 2 also included measures of stable traits, such as personality, to temper the effect of time on the findings. Nonetheless, although challenging, future studies of resignation should seek to capture employee attitudes and behaviors during the resignation process as it happens.

Conclusion: Is Breaking Up Hard to Do?

The findings of this dissertation suggest that, regarding resignations, the answer to the question "is breaking up hard to do?" is, as with many research questions in the organizational sciences, "it depends." For the majority of employees, resignation is viewed as a major event in their work lives, and is preceded by feelings such as anxiety, guilt, and excitement, and by a significant amount of information seeking from a number of different sources. The result of these feelings and information seeking is often standard, by the book resignations, but not uncommonly, employees decide to resign in very constructive ways and in quite destructive ways. For a minority of employees, however, "breaking up" with their employer is not a big deal at all; some simply quit showing up or attempt to resign while avoiding their superiors, while some simply follow formal guidelines and do not give it much thought beyond that. This dissertation has shed some light on how employees resign, why they resign in certain fashions, and some individual consequences of resigning in different ways. Hopefully

however, this is simply the first step in illuminating the resignation process, and it has laid the groundwork for a stream of future research that develops a comprehensive understanding of how employees resign.

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Appendix A – Study 1 Survey

AK Resignation Period Survey Fall 2011

1. Letter of Introduction

Dear Sir or Madam,

My name is Anthony Klotz, and I am a PhD student in the Price College of Business at the University of the Oklahoma. I am requesting that you volunteer to participate in a research study titled "Methods of Employee Resignation." You were selected as a possible participant because you are a current MBA student at the University of Oklahoma. Please read this information sheet and contact me to ask any questions that you may have before agreeing to take part in this study.

The purpose of this study is to develop an understanding of the ways in which people resign from their jobs.

If you agree to be in this study, you will be asked to complete a web-based survey by clicking on the "Next" button at the bottom of this page.

There are no risks and no benefits to participation.

You will not be compensated for your time and participation in this study, although you will have the option to enter your e-mail address at the end of the survey to be enrolled in a drawing for a \$50 gift card to a local retailer.

Participation in this study is voluntary. Your decision whether or not to participate will not result in penalty or loss of benefits to which you are otherwise entitled. If you decide to participate, you are free not to answer any question or discontinue participation at any time without penalty or loss of benefits to which you are otherwise entitled.

The survey should take about 20 - 30 minutes to complete.

The records of this study will be kept private and no one outside of approved researchers will have access to your responses. In published reports, there will be no information included that will make it possible to identify you as a research participant. Research records will be stored securely. The surveys will be kept in my office in a secure area. Data will be kept in electronic format on my password-protected computer. Only approved researchers will have access to the records.

If you have concerns or complaints about the research, I can be contacted by telephone at 405-325-7773 or via e-mail at klotz@ou.edu. Additionally, my faculty sponsor, Dr. Mark Bolino, can be contacted by telephone at 405-325-3982 or via e-mail at mbolino@ou.edu. In the event of a research-related injury, contact the researchers. You are encouraged to contact the researchers if you have any questions. If you have any questions, concerns, or complaints about the research or about your rights and wish to talk to someone other than the individuals on the research team, or if you cannot reach the research team, you may contact the University of Oklahoma – Norman Campus Institutional Review Board (OU-NC IRB) at 405-325-8110 or irb@ou.edu.

If you would like to participate in this survey please click the "Agree" button below. If you do not want to participate please click on the "Decline" button below.

Thank you for your consideration!

Sincerely,

Anthony C. Klotz
PhD Candidate
Division of Management and Entrepreneurship
Price College of Business
University of Oklahoma
Norman, OK 73019-4006
(405) 325-7773
klotz@ou.edu

AK Resignation Period Survey Fall 2011

The University of Oklahoma is an Equal Opportunity Employer.

***1. Please indicate below whether or not you agree to participate in this survey.**

Agree

Decline

AK Resignation Period Survey Fall 2011

2. General Information

Please think back to when you resigned from your last job.

1. Before resigning from your previous job, how long did you work at your employer?

Years

Months

2. Before resigning from your previous job, how long did you work in your job role?

Years

Months

3. How long ago was it that you resigned from your previous job?

- 6 - 12 months
- 12 - 18 months
- 18 - 24 months
- Over 24 months

4. Please briefly describe your job title and responsibilities in your previous job.

5. When you resigned from your last job, how many weeks of notice did you provide your employer?

- No notice
- One week
- Two weeks
- Three weeks
- Four weeks
- Between one to two months
- Between two to six months
- More than six months

AK Resignation Period Survey Fall 2011

3. Pre-Notice Period

The following questions refer to the time period after which you decided to resign from your last job, but before you put in your official notice to leave.

1. How long was the period of time from when you knew you were going to leave your job until you officially put in notice of your resignation?

- One week or less
- Two weeks
- Three weeks
- Four weeks
- Between one to two months
- Between two to six months
- More than six months

2. Thinking about the circumstances surrounding the time BEFORE you gave your resignation, describe how you felt about yourself in the box provided:

3. During the time BEFORE you gave your resignation, what resources or persons, inside or outside of work, did you use to seek out information that influenced how and when you would inform your boss of your resignation?

4. Please describe your former company's formal policy regarding resignation. Further, how did this resignation policy influence your resignation process?

AK Resignation Period Survey Fall 2011

5. During the time BEFORE you gave your resignation, who did you confide in at work, if anyone, that you were planning to leave?

6. Please describe why you confided in these coworkers that you were going to resign.

7. If you did confide in anyone during the time BEFORE you gave your resignation, what was their reaction? How did their reaction(s) make you feel?

8. How did the reaction(s) of the coworkers in whom you confided influence the amount of notice you ultimately decided to give your employer?

9. What ONE factor most strongly influenced the amount of notice that you ultimately decided to give your employer?

AK Resignation Period Survey Fall 2011

10. How much dedicated time did you spend explicitly planning how to inform your boss of your resignation?

- No time
- About an hour
- Several hours
- One day
- Several days
- One week
- Several weeks

AK Resignation Period Survey Fall 2011

4. Act of Resignation

The following questions pertain to the actual act of putting in your notice to leave.

1. Please tell the story, in detail, of how you informed your boss that you were resigning. Be sure to include how you delivered the message, the length of the meeting, and the setting of the meeting.

2. Please describe your boss's verbal and emotional reaction to your resignation.

3. How was your boss or other organizational members (i.e., human resources personnel, executives) able to alter your intended plan for how you would resign, in terms of duties, length of notice period, etc.?

AK Resignation Period Survey Fall 2011

4. In three words, explain how you felt emotionally after informing your boss of your resignation.

5. If you managed subordinates, how did you inform them of your resignation?

6. If you managed subordinates, how did they react to your resignation?

AK Resignation Period Survey Fall 2011

5. After Resignation Notice

The following questions refer to the time period after you put in your notice, but before you left the organization.

1. If possible, please provide an example of how your relationship with your boss changed after your resignation. If your relationship did not change, please explain that as well.

2. If possible, please provide an example of how your relationship with your coworkers changed after your resignation. If your relationship did not change, please explain that as well.

3. If possible, please provide an example of how your relationship with your mentor changed after your resignation. If your relationship did not change, please explain that as well.

4. How involved were you in training another employee to take over your responsibilities?

5. How comfortable would you feel asking your boss for a letter of recommendation?

AK Resignation Period Survey Fall 2011

6. If given the opportunity, would you work for your previous employer again?

- Yes
- No

6. Final Questions

1. What is your gender?

- Male
- Female

2. What is your age?

- Under 20
- 20-29
- 30-39
- 40-49
- 50-59
- 60 and over

Appendix B – Study 2 Survey

Employee Resignation Study

1. Letter of Introduction

Dear ZoomPanel Member,

My name is Anthony Klotz, and I am a PhD student in the Price College of Business at the University of the Oklahoma. I am requesting that you volunteer to participate in a research study titled "Patterns of Employee Resignation," conducted by myself and Dr. Mark Bolino. You were selected as a possible participant because you resigned from a full-time job in the past 12 months. Please read this information sheet and contact me to ask any questions that you may have before agreeing to take part in this study.

The purpose of this study is to develop an understanding of the ways in which people resign from their jobs. There are no risks and no benefits to participation. The survey should take about 20 minutes to complete.

If you agree to be in this study, you will be asked to complete a web-based survey by clicking on the "Next" button at the bottom of this page.

If you meet the survey criteria and complete the study, you will receive ZoomPoints. These are redeemable for merchandise ranging from electronics, books, music downloads and much more. Surveys are available for a limited period of time and we encourage you to participate at your earliest convenience.

Participation in this study is voluntary. Your decision whether or not to participate will not result in penalty or loss of benefits to which you are otherwise entitled. If you decide to participate, you are free not to answer any question or discontinue participation at any time without penalty or loss of benefits to which you are otherwise entitled.

The records of this study will be kept private and no one outside of approved researchers will have access to your responses. In published reports, there will be no information included that will make it possible to identify you as a research participant. Research records will be stored securely. The surveys will be kept in my office in a secure area. Data will be kept in electronic format on my password-protected computer. Only approved researchers will have access to the records.

If you have concerns or complaints about the research, I can be contacted by telephone at 405-325-7773 or via e-mail at klotz@ou.edu. Additionally, my faculty sponsor, Dr. Mark Bolino, can be contacted by telephone at 405-325-3982 or via e-mail at mbolino@ou.edu. In the event of a research-related injury, contact the researchers. You are encouraged to contact the researchers if you have any questions. If you have any questions, concerns, or complaints about the research or about your rights and wish to talk to someone other than the individuals on the research team, or if you cannot reach the research team, you may contact the University of Oklahoma – Norman Campus Institutional Review Board (OU-NC IRB) at 405-325-8110 or irb@ou.edu.

If you would like to participate in this survey please click the "Agree" button below. If you do not want to participate please click on the "Decline" button below.

Thank you for your consideration!

Sincerely,

Anthony C. Klotz
PhD Candidate
Division of Management and Entrepreneurship
Price College of Business
University of Oklahoma
Norman, OK 73019-4006
(405) 325-7773
klotz@ou.edu

Employee Resignation Study

***1. Please indicate below whether or not you agree to participate in this survey.**

Agree

Decline

2.

***1. Thank you for participating in the Patterns of Employee Resignation project!**

This survey is intended only for individuals who have voluntarily resigned or quit their full-time jobs in the past year. Please confirm that you are eligible for this survey by indicating below whether you have voluntarily resigned from a full-time job in the past 12 months.

- Yes, I have resigned from a full-time job in the past 12 months.
- No, I have not resigned from a full-time job in the past 12 months.

Employee Resignation Study

3. General Information

*** 1. Before resigning, how long had you worked in your prior role?**

Years

Months

*** 2. Before resigning, how long had you worked for your prior organization?**

Years

Months

*** 3. In your prior role, how many subordinates, if any, did you directly manage?**

*** 4. What is your gender?**

Male

Female

*** 5. What is your age?**

Years

*** 6. What is the highest level of education you have completed?**

High School

Some College

4-Year College Degree (BA/BS)

Masters Degree (MA/MS/MBA)

Doctoral Degree (PhD)

Professional Graduate Degree (JD/M.D.)

Employee Resignation Study

4. General Resignation Questions

The following questions refer to the job from which you recently resigned.

***1. Please briefly describe your job title and responsibilities in your previous job.**

***2. When you resigned from your last job, how many weeks of notice did you provide your employer?**

***3. How long was the period of time from when you knew you were going to leave your job until you officially put in notice of your resignation?**

***4. Using the scale below, please indicate the degree to which you agree or disagree with the following statements concerning how well you remember your resignation experience.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
I cannot recall my resignation experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can recall my resignation experience as if it just happened.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can remember almost every detail of my resignation experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***5. What was the main reason you resigned from your prior job?**

- To go back to school
- To accommodate the relocation of my significant other
- To stay at home with my children and family
- To pursue an entrepreneurial opportunity
- To go to work for a competitor (in the same industry)
- To go to work in the same role in a different industry
- To go to work in a different role in a different industry
- Other (please specify)

Employee Resignation Study

***6. During the time BEFORE you gave your resignation, who did you confide in at work, if anyone, that you were planning to leave? (Please select all that apply)**

- Parents
- Significant other
- Other family members
- Friends outside of work
- Coworkers
- Past coworkers
- Current supervisor
- Past supervisor
- No one

Other (please specify)

***7. Using the scale below, please indicate the degree to which you agree or disagree with the following statements concerning your prior organization's resignation policy.**

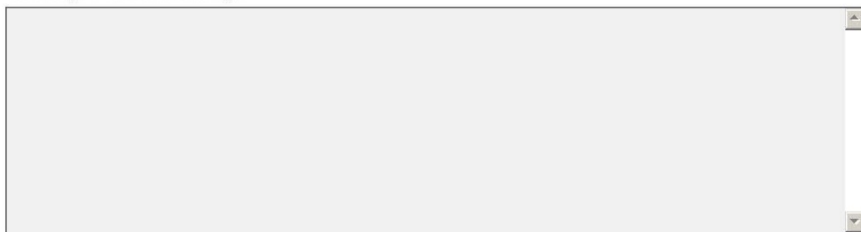
	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
The organization's formal resignation policy was clearly stated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, employees knew the organization's formal resignation policy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was familiar with the organization's formal resignation policy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***8. Please describe the norms, if any, concerning the manner in which employees in the industry in which you previously worked typically resign.**

Employee Resignation Study

5.

***1. Please tell the story, in detail, of how you informed your boss that you were resigning. Be sure to include how you delivered the message, the length of the meeting, and the setting of the meeting.**



Employee Resignation Study

6.

***1. This question consists of a number of words that describe different feelings and emotions. Read each item and then indicate to what extent you felt this way immediately after you gave your resignation notice.**

	Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
Distressed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ashamed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspired	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nervous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guilty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Determined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scared	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attentive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hostile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jittery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enthusiastic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Active	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Afraid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relieved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tired	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indifferent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Calm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peaceful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nostalgic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grateful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

Confident

***2. Using the scale below, please indicate the degree to which you agree or disagree with the following statements concerning asking your former boss for a letter of recommendation.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Stongly Agree
I would feel very comfortable asking my former boss for a letter of recommendation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I needed a letter of recommendation, I would not hesitate to ask my former boss for one.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would not feel comfortable asking my former boss for a letter of recommendation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***3. Using the scale below, please indicate the degree to which you agree or disagree with the following statements concerning working for your previous employer.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Stongly Agree
I would consider working for my previous employer again in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If the situation was right, I might accept a position with my previous employer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Under no circumstances would I ever work for my previous employer again.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***4. At the time of your resignation, which of the following financial connections did you still have with the company, if any (check all that apply)?**

- 401K or other retirement account
- Pension
- Stock options
- Future incentive or bonus due to you
- Vacation pay due to you
- Sick pay due to you

Other (please specify)

Employee Resignation Study

***5. Using the scale below, please indicate the degree to which you agree or disagree with the following statements concerning training your replacement before you left your last job.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
I was very involved in training another employee to take over my responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Before leaving my employer, I taught another employee how to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was not involved in training my replacement in any way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***6. The following questions also focus on your relationship with your replacement prior to your resignation. Using the scale below, please indicate the degree to which you agree or disagree with the following statements.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	I did not interact with my replacement
I liked my replacement very much.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoyed working with my replacement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt very friendly toward my replacement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***7. The following questions focus on your relationship with your boss after your resignation. Using the scale below, please indicate the degree to which you agree or disagree with the following statements.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
My boss and I became closer after I resigned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The relationship between my boss and I became more distant after I resigned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got along better with my boss after I put in my resignation notice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After I resigned, my relationship with my boss deteriorated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

***8. The following questions focus on your relationship with your coworkers after your resignation. Using the scale below, please indicate the degree to which you agree or disagree with the following statements.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
My coworkers and I became closer after I resigned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The relationship between my coworkers and I became more distant after I resigned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got along better with my coworkers after I put in my resignation notice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After I resigned, my relationship with my coworkers deteriorated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

7. Attitudes about Prior Organization and Job

*** 1. The following questions focus on your feelings about your prior organization immediately prior to your resignation, so please think back to how you felt during that time. Using the scale below, please indicate the degree to which you agree or disagree with the following statements.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Stongly Agree
All in all, I was satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I liked my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I liked working there.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I was treated fairly by my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I could count on that organization to be fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the treatment I received around there was fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usually, the ways things worked in that organization were fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
For the most part, that organization treated its employees fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most of the people who worked there would say they were treated fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would have been very happy to spend the rest of my career with that organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really felt as if that organization's problems were my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt a strong sense of "belonging" to that organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt "emotionally attached" to that organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt like "part of the family" at that organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
That organization had a great deal of personal meaning for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt a great deal of stress because of my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Many stressful things happened to me at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job was extremely stressful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often felt stressed at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization strongly considered my goals and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization really cared about my well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization showed concern for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization would have forgiven an honest mistake on my part.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization cared about my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If given the opportunity, my organization would not have taken advantage of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help was available from my organization when I had a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization was willing to help me when I needed a special favor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

After work, I came home too tired to do some of the things I'd liked to have done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On the job, I had so much work to do that it took away from my personal interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family and friends disliked how often I was preoccupied with my work while I was at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work took up time that I'd liked to have spent with family or friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work schedule allowed me sufficient flexibility to meet my personal/family needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Almost all the promises made by my employer during recruitment had been kept.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt that my employer had come through in fulfilling the promises made to me when I was hired.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer had done an excellent job of fulfilling its promises to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had not received everything promised to me in exchange for my contributions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer had broken many of its promises to me even though I'd upheld my side of the deal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

8. Attitudes about Prior Supervisor, Coworkers, and Mentor

The following questions primarily focus on your feelings about your boss (i.e., supervisor, leader) immediately prior to your resignation, so please think back to how you felt during that time.

***1. Did you usually know how satisfied your leader was with your work?**

- Rarely Occasionally Sometimes Fairly Often Very Often

***2. How well did your leader understand your job problems and needs?**

- Not a Bit A Little A Fair Amount Quite a Bit A Great Deal

***3. How well did your leader recognize your potential?**

- Not at All A Little Moderately Mostly Fully

***4. Regardless of how much formal authority he/she had built into his/her position, what were the chances that your leader would have used his/her power to help you solve problems in your work?**

- None Small Moderate High Very High

***5. Again, regardless of the amount of formal authority your leader had, what were the chances that he/she would have "bailed you out," at his/ her expense?**

- None Small Moderate High Very High

***6. I had enough confidence in my leader that I would have defended and justified his/her decision if he/she was not present to do so.**

- Strongly disagree Disagree Neutral Agree Strongly agree

***7. At the time of your resignation, how would you have characterized your working relationship with your leader?**

- Extremely ineffective Worse than average Average Better than average Extremely effective

Employee Resignation Study

***8. The following questions focus on how you boss treated you in your job prior to your resignation.**

	I cannot remember him/her ever using this behavior with me	He/she very seldom used this behavior with me	He/she occasionally used this behavior with me	He/she used this behavior moderately often with me	He/she used this behavior very often with me
My boss ridiculed me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss told me my thoughts or feelings were stupid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss gave me the silent treatment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss put me down in front of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss invaded my privacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss reminded me of my past mistakes and failures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss didn't give me credit for jobs that required a lot of effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss blamed me to save himself/herself embarrassment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss broke promises he/she made.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss expressed anger at me when he/she was mad for another reason.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss made negative comments about me to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss was rude to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss did not allow me to interact with my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss told me I was incompetent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss lied to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

***9. The following questions also focus on your relationship with your boss prior to your resignation. Using the scale below, please indicate the degree to which you agree or disagree with the following statements.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
I liked my boss very much.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoyed my boss.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt very friendly toward my boss.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

***10. The following questions focus on your relationship with your coworkers prior to your resignation. Using the scale below, please indicate the degree to which you agree or disagree with the following statements.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Stongly Agree
I liked the people I worked with very much.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoyed my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt very friendly toward my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

9. Your Personality

***1. Using this list of common human traits, describe yourself as accurately as possible. Describe yourself at the present time, not as you wish to be in the future. Describe yourself as you typically or generally are, by comparing yourself to other people you know of the same gender and of roughly the same age. Using the scale below, please indicate how accurately or inaccurately the trait describes you.**

	Very Inaccurate	Somewhat Inaccurate	Neither Inaccurate nor Accurate	Somewhat Accurate	Very Accurate
Organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Systematic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disorganized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sloppy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inefficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Careless	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sympathetic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsympathetic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Harsh	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talkative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Extroverted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energetic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quiet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bashful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Withdrawn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Imaginative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Philosophical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intellectual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

Complex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uncreative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unintellectual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unenvious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relaxed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moody	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jealous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Temperamental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Envious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Touchy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fretful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

***2. In this section we would like to find out more about your personality. Using the scale below, please indicate the degree to which you agree or disagree with the following statements.**

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
I am constantly on the lookout for new ways to improve my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wherever I have been, I have been a powerful force of constructive change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nothing is more exciting than seeing my ideas turn into reality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I see something I don't like, I fix it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No matter what the odds, if I believe in something I will make it happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I love being a champion for my ideas, even against others' opposition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I excel at identifying opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am always looking for better ways to do things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I believe in an idea, no obstacle will prevent me from making it happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I spend a lot of time and effort at work networking with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work, I know a lot of important people and am well connected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am good at using my connections and networks to make things happen at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I spend a lot of time at work developing connections with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am good at building relationships with influential people at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important that people believe I am sincere in what I say and do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When communicating with others, I try to be genuine in what I say and do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to show a genuine interest in other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always seem to instinctively know the right thing to say or do to influence others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have good intuition or savvy about how to present myself to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am particularly good at sensing the motivations and hidden agendas of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I pay close attention to people's facial expressions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand people very well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy for me to develop good rapport with most people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to make most people feel comfortable and at ease around me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to communicate easily and effectively with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employee Resignation Study

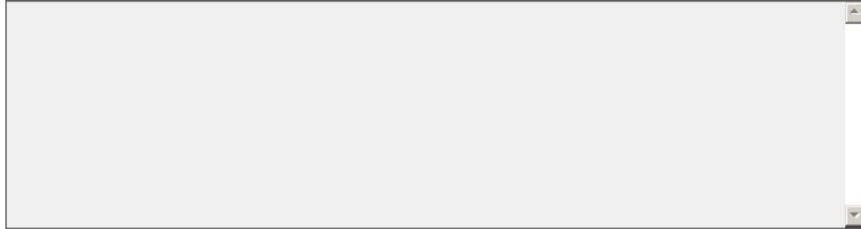
I am good at getting people to like me.



Employee Resignation Study

10. Final comments (OPTIONAL)

1. (Completely OPTIONAL) Using the space below, please feel free to share any general comments you may have about your resignation experience. Thank you!



Appendix C - Items for Study 2 Variables

Job Satisfaction

Response scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. All in all, I was satisfied with my job.
2. In general, I liked my job.
3. In general, I liked working there.

Affective Commitment

Response scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I would have been very happy to spend the rest of my career with that organization.
2. I really felt as if that organization's problems were my own.
3. I felt a strong sense of "belonging" to that organization.
4. I felt "emotionally attached" to that organization.
5. I felt like "part of the family" at that organization.
6. That organization had a great deal of personal meaning for me.

Job Stress

Response scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I felt a great deal of stress because of my job.

Job Stress (continued)

2. Many stressful things happened to me at work.
3. My job was extremely stressful.
4. I often felt stressed at work.

Big Five Personality Traits

Response scale:

- 1 = Very Inaccurate
- 2 = Somewhat Inaccurate
- 3 = Neither Inaccurate nor Accurate
- 4 = Somewhat Accurate
- 5 = Very Accurate

Items:

Conscientiousness

1. Organized
2. Efficient
3. Systematic
4. Practical
5. Disorganized (RS)
6. Sloppy (RS)
7. Inefficient (RS)
8. Careless (RS)

Extraversion

1. Talkative
2. Extroverted
3. Bold
4. Energetic
5. Shy (RS)
6. Quiet (RS)
7. Bashful (RS)
8. Withdrawn (RS)

Openness to experience

1. Creative
2. Imaginative
3. Philosophical
4. Intellectual
5. Complex
6. Deep

Note: (RS) is used to denote items which were Reverse Scored.

Big Five Personality Traits (continued)

Openness to experience

7. Uncreative (RS)
8. Unintellectual (RS)

Emotional stability

1. Unenvious
2. Relaxed
3. Moody (RS)
4. Jealous (RS)
5. Temperamental (RS)
6. Envious (RS)
7. Touchy (RS)
8. Fretful (RS)

Agreeableness

1. Sympathetic
2. Warm
3. Kind
4. Cooperative
5. Cold (RS)
6. Unsympathetic (RS)
7. Rude (RS)
8. Harsh (RS)

Proactive Personality

Response scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I am constantly on the lookout for new ways to improve my life.
2. Wherever I have been, I have been a powerful force of constructive change.
3. Nothing is more exciting than seeing my ideas turn into reality.
4. If I see something I don't like, I fix it.
5. No matter what the odds, if I believe in something I will make it happen.
6. I love being a champion for my ideas, even against others' opposition.
7. I excel at identifying opportunities.
8. I am always looking for better ways to do things.
9. If I believe in an idea, no obstacle will prevent me from making it happen.

Political Skill

Response scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I spend a lot of time and effort at work networking with others.
2. At work, I know a lot of important people and am well connected.
3. I am good at using my connections and networks to make things happen at work.
4. I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done.
5. I spend a lot of time at work developing connections with others.
6. I am good at building relationships with influential people at work.
7. It is important that people believe I am sincere in what I say and do.
8. When communicating with others, I try to be genuine in what I say and do.
9. I try to show a genuine interest in other people.
10. I always seem to instinctively know the right thing to say or do to influence others.
11. I have good intuition or savvy about how to present myself to others.
12. I am particularly good at sensing the motivations and hidden agendas of others.
13. I pay close attention to people's facial expressions.
14. I understand people very well.
15. It is easy for me to develop good rapport with most people.
16. I am able to make most people feel comfortable and at ease around me.
17. I am able to communicate easily and effectively with others.
18. I am good at getting people to like me.

Coworker Satisfaction

Response scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I liked the people I worked with very much.
2. I enjoyed my coworkers.
3. I felt very friendly toward my coworkers.

Leader-Member Exchange

Item 1:

Did you usually know how satisfied your leader was with your work?

Response Scale:

- 1 = Rarely
- 2 = Occasionally
- 3 = Sometimes
- 4 = Fairly Often
- 5 = Very Often

Item 2:

How well did your leader understand your job problems and needs?

Response Scale:

- 1 = Not a Bit
- 2 = A Little
- 3 = A Fair Amount
- 4 = Quite a Bit
- 5 = A Great Deal

Item 3:

How well did your leader recognize your potential?

Response Scale:

- 1 = Not at All
- 2 = A Little
- 3 = Moderately
- 4 = Mostly
- 5 = Fully

Item 4:

Regardless of how much formal authority he/she has built into his/ her position, what were the chances that your leader would have used his/ her power to help you solve problems in your work?

Response Scale:

- 1 = None
- 2 = Small
- 3 = Moderate
- 4 = High
- 5 = Very High

Item 5:

Again, regardless of the amount of formal authority your leader had, what were the chances that he/she would have “bailed you out,” at his/ her expense?

Response Scale:

- 1 = None
- 2 = Small
- 3 = Moderate
- 4 = High
- 5 = Very High

Item 6:

I had enough confidence in my leader that I would have defended and justified his/ her decision if he/she was not present to do so?

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Item 7:

At the time of your resignation, how would you have characterized your working relationship with your leader?

Response Scale:

- 1 = Extremely Ineffective
- 2 = Worse Than Average
- 3 = Average
- 4 = Better Than Average
- 5 = Extremely Effective

Abusive Supervision

Response Scale:

- 1 = I cannot remember him/her ever using this behavior with me
- 2 = He/she very seldom used this behavior with me
- 3 = He/she occasionally used this behavior with me
- 4 = He/she used this behavior moderately often with me
- 5 = He/she used this behavior very often with me

Items:

1. My boss ridiculed me.
2. My boss told me my thoughts or feelings were stupid.
3. My boss gave me the silent treatment.
4. My boss put me down in front of others.

Abusive Supervision (continued)

5. My boss invaded my privacy
6. My boss reminded me of my past mistakes and failures.
7. My boss didn't give me credit for jobs that required a lot of effort.
8. My boss blamed me to save himself/herself embarrassment.
9. My boss broke promises he/she made.
10. My boss expressed anger at me when he/she was mad for another reason.
11. My boss made negative comments about me to others.
12. My boss was rude to me.
13. My boss did not allow me to interact with my coworkers.
14. My boss told me I was incompetent.
15. My boss lied to me.

Organizational Justice

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. Overall, I was treated fairly by my organization.
2. In general, I could count on that organization to be fair.
3. In general, the treatment I received around there was fair.
4. Usually, the ways things worked in that organization were fair.
5. For the most part, that organization treated its employees fairly.
6. Most of the people who worked there would say they were treated fairly.

Perceived Organizational Support

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. My organization strongly considered my goals and values.
2. My organization really cared about my wellbeing.
3. My organization showed concern for me.
4. My organization would have forgiven an honest mistake on my part.
5. My organization cared about my opinions.

Perceived Organizational Support (continued)

6. If given the opportunity, my organization would not have taken advantage of me.
7. Help was available from my organization when I had a problem.
8. My organization was willing to help me when I needed a special favor.

Psychological Contract Fulfillment

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. Almost all the promises made by my employer during recruitment had been kept.
2. I felt that my employer had come through in fulfilling the promises made to me when I was hired.
3. My employer had done an excellent job of fulfilling its promises to me.
4. I had not received everything promised to me in exchange for my contributions.
(RS)
5. My employer had broken many of its promises to me even though I'd upheld my side of the deal. (RS)

Organizational Resignation Policy

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. The organization's formal resignation policy was clearly stated.
2. In general, employees knew the organization's formal resignation policy.
3. I was familiar with the organization's formal resignation policy.

Relationship with Supervisor after Resignation

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. My boss and I became closer after I resigned.
2. I got along better with my boss after I put in my resignation notice.

Relationship with Coworkers after Resignation

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. My coworkers and I became closer after I resigned.
2. I got along better with my coworkers after I put in my resignation notice.

Involvement in Training

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I was very involved in training another employee to take over my responsibilities.
2. Before leaving my employer, I taught another employee how to do my job.
3. I was not involved in training my replacement in any way. (RS)

Comfort in Asking for a Recommendation Letter

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I would feel very comfortable asking my former boss for a letter of recommendation.
2. If I needed a letter of recommendation, I would not hesitate to ask my former boss for one.
3. I would not feel comfortable asking my former boss for a letter of recommendation. (RS)

Emotions after Meeting

Response Scale:

- 1 = Very slightly or not at all
- 2 = A little
- 3 = Moderately
- 4 = Quite a bit
- 5 = Extremely

Items:

1. Excited
2. Enthusiastic
3. Happy
4. Confident

Ability to Recall Resignation Experience

Response Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Disagree nor Agree
- 4 = Agree
- 5 = Strongly Agree

Items:

1. I cannot recall my resignation experience. (RS)
2. I can recall my resignation experience as if it just happened.
3. I can remember almost every detail of my resignation experience.