A ONE-YEAR STUDY OF JOB STABILITY IN THE LUNCHROOMS
OF THE DALLAS INDEPENDENT SCHOOL DISTRICT

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OF THE DALLAS INDEPENDENT SCHOOL DISTRICT

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INTRODUCTION

In an address before the Greater New York Dietetic Association, Robins (14) of the New York State Board of Mediation stated that, while the technical skills and job requirements in the field of dietetics differ from those of similar positions in industry, the employee relations problems and needs are much the same. Employee turnover was cited as one of the specific problems facing the food service industry. Turnover was divided into two types, turnover of short-term employees and turnover of long-term employees. Robins suggested that these two types of turnover are caused by very different conditions.

As defined by Gaudet (4), labor turnover has to do with the movement of workers in and out of particular plants or companies and is regarded by management in general as costly and wasteful. Labor turnover involves an expense made up of the cost of hiring, training, and terminating employees and the consequent lowering of efficiency and morale. Therefore, any method which may reduce its incidence should be of interest to those whose task it is to control expenses.

Dietitians have recognized their need for special training in management techniques and the application of these techniques in the field of dietetics. This need culminated
in a request by the members of the American Dietetics Association (1) in May 1960 for a workshop in management.

The number of published studies of labor turnover appearing during World War I and World War II confirms an observation by Pigors and Meyers (12) that a tight labor market activates an interest in employee turnover by even the most complacent managers.

As early as 1921, Slichter (17) reported that turnover rates of factory labor were reliable indicators of current economic trends, since they reveal changes in labor demand quickly and clearly. Interest in labor turnover statistics on a national basis was reported by Berridge (2) in 1929.

At present the Bureau of Labor Statistics of the United States Department of Labor publishes a monthly series of labor turnover rates for selected industries in *Monthly Labor Review*. Siegel (16) reported that this series is a continuation of a series begun by the Metropolitan Life Insurance Company in 1926. The series was extended back to 1919 through the use of previously collected data, and in 1929 the Bureau of Labor Statistics assumed the responsibility of continuing the collection and compilation of the labor turnover rates.

The first such study of labor turnover among hospital dietary employees was reported by Sexauer (15) in 1949. In the eight Seattle hospitals participating, employees staying
on the job less than three months accounted for 79.6 percent of all labor turnover during the study.

Mace (10), in 1949, reported the turnover rates and causes of employees' leaving three types of cafeterias in Michigan. The industrial cafeteria and the commercial cafeteria had a higher turnover rate than the campus cafeteria. Family reasons accounted for the largest number of quits in all three cafeterias.

From a study of ex-employees of a large aircraft corporation in 1944, Palmer, et al. (11) advocated a shift in the emphasis from the over-all turnover rate to a study of the incidence of turnover within different groups, separated on the basis of age, sex, and job facts. It was also recommended from the study that data be gathered from ex-employees after they have left the company rather than by the customary exit-interview while the individual is still influenced by the circumstances of employment.

Tiffin, et al. (19) reported a study of employee turnover in an optical manufacturing company in 1947. In comparing a group of male employees who quit within three months after employment with a group still on the job after nine months, the employees who stayed at least nine months on the job were older, had less formal education, and more frequently were married.
From a 1947 study of the relationship between labor turnover and forty variables, including age, sex, promotion probability, and rate of pay, Kerr (6) concluded that turnover would be the greatest in organizational units composed of young, low-paid, unskilled women. This was substantiated in 1957 by Lewis (8) and Wright (21) in studies of turnover among nursing personnel in general hospitals. The highest turnover rates were in the groups composed of younger, unskilled workers such as nursing aids and attendants.

Krantz (7), in an analysis of the 1954 turnover figures of American Airlines employees, found the highest percentage of turnover among employees with less than three months' service. Significant differences were reported in the personal characteristics of the employees leaving the company as compared to those staying on the job. Age and marital status were two factors that influenced the stability of these employees, while the number of dependents was not related to stability.

In a 1955 study of labor turnover among women factory workers, Wells (20) reported that women were more stable in their jobs at that time than at any previous time. The increased stability was thought to be related to improved working conditions and better wages on the job. Lighter household tasks through technological improvements made more time available for women to work outside of the home.
Higher living standards and costs made it necessary that more women work in order to supplement the family income.

In a 1954 study of city personnel of the Housing Authority of Baltimore, dissatisfaction with duties and/or working conditions, rather than money, was the cause for employees' leaving during the first six months, according to Disney (3). It was observed that a few supervisors continually experienced the greatest turnover. These supervisors' records gave plausible explanations for each separation, but exit interviews revealed that in the majority of cases the resignations were caused by poor supervisory practices. The average direct cost in replacing an unskilled worker in this study was thirty-six dollars.

A study was undertaken by McNaughton (9), in 1956, to see how time influenced the attitudes of ex-employees. Questionnaires were mailed to former employees of a large aircraft firm who had not been employed for a number of months. Twenty-six per cent replied from the group that had not worked in two months, 21.9 per cent replied from the group that had not worked in seven months, and only 13.5 per cent replied from the group that had not worked in eleven months. The desire to return to work for this firm decreased in proportion to the number of months they had not worked. In comparing reasons for quitting with reasons they gave at the time of separation, it was found that 43 per cent changed
their reasons for quitting, and time had little influence on these discrepancies. The main reason given at the time of separation was other employment, but on the questionnaire the main reasons given were poor pay and bad supervision.

Heneman, et al. (5) reported, in 1956, that post-terminal questionnaires can be helpful to administrators as a means of evaluating employee relations, policies, and practices. Questionnaires also have been found to be of great value in maintaining good will.

From the studies reported, it was evident that there was a number of factors which influenced job stability within specific industries or companies. Apparently, a study of school lunchroom personnel had not been reported, therefore it seemed advisable that a study be made of job stability within the lunchrooms.

The present study was undertaken to investigate some of the factors influencing job stability among the women employees of the Dallas Independent School District's lunchrooms.
PROCEDURE

The personnel section of the lunchroom department of the Dallas Independent School District is responsible for the selection of all lunchroom personnel. At the beginning of the school year 1959-60, there were 132 lunchrooms in operation. In addition to the manager assigned to each lunchroom, a total of 720 women were employed. Ninety of these employees were new to the lunchroom department, while the remainder had prior service in the Dallas lunchrooms. The present study followed the new entrants from September, 1959, through August, 1960.

Leavers are defined as the new entrants whose employment terminated during the twelve-months study. Stayers are defined as the new entrants who were continually employed throughout the twelve-months study.

Information regarding the race, age, marital status, number of dependents, years of experience, and education of the new employees was obtained from their application forms (see Appendix). The personal characteristics of the leavers were compared with those of the stayers to determine if a relationship existed between these factors and job stability.

The termination reports (see Appendix) filled out by the lunchroom managers for the leavers gave a reason for
each employee's leaving and the date of each separation. The quit rates and discharge rates were calculated for the entire group and for each job classification: cook, pastry cook, salad cook, cashier, counter, and dishwasher. The formulas for these rates as stated by Gaudet (4) were:

\[
\text{Quit rate} = \frac{\text{Quits}}{\text{Original number of entrants}} \times 100
\]

\[
\text{Discharge rate} = \frac{\text{Discharges}}{\text{Original number of entrants}} \times 100
\]

In order to determine if turnover was greater during any particular month of the school year, the wastage rate and the survival rate were calculated by the method used by the Tavistock Institute and recommended by Gaudet (4). The formulas for these calculations were:

\[
\text{Wastage rate} = \frac{\text{Number of leavers in each period}}{\text{Original number of entrants}} \times 100
\]

\[
\text{Survival rate} = 100\% - \text{wastage rate}
\]

Since the lunchrooms were not in operation during the months of June, July, and August, all employees were suspended from pay status, but with the understanding that they would be recalled in September. In order to determine the influence of the summer lay-off on job stability, the present study extended through the summer months rather than concluding at the close of the school year.
A post-terminal questionnaire (see Appendix), based on the exit-interview questionnaire used by the State Farm Insurance Company, was mailed to those employees used in the calculation of the quit rate. The questionnaire was designed to reveal the attitudes of the ex-employees toward duties, working conditions, and pay. It also included the reason for leaving so that a comparison could be made with the reason given the lunchroom manager at the time of separation. At the time the questionnaire was mailed, seven to nineteen months had elapsed since the separations had occurred. In order to encourage as many returns as possible, the questionnaire was accompanied by a letter from the director of the lunchrooms, as well as a stamped, self-addressed envelope.
RESULTS AND DISCUSSION

The present study was undertaken to investigate some of the factors influencing job stability of the employees of the Dallas Independent School District's lunchrooms. As of September 1, 1959, the lunchrooms employed 720 women in hourly-paid jobs. Staffing these jobs were 630 women employees with prior service in the lunchrooms and ninety employees with no prior service. This study follows these ninety women employees with no prior service through one complete year from September, 1959, to September, 1960. These ninety employees were distributed among the lunchrooms of twelve high schools, fourteen junior high schools, and 116 elementary schools.

The personnel section of the lunchroom department is responsible for the placement of all lunchroom personnel. Since no direct means of recruitment such as newspaper advertisement is used by the lunchroom department, the majority of the applicants are referred to the lunchrooms by persons connected with the schools. All applicants are interviewed individually by one of the two persons working in the personnel section. Whenever possible, an employee is assigned to a school close to her home. Once the employee
has been assigned, the lunchroom manager of that school is responsible for her training.

The ninety employees in the present study were assigned to the jobs of cook, pastry cook, salad cook, cashier, counter, and dishwasher. The largest number of vacancies existed in the dishwasher and counter jobs because frequently employees in these jobs during the previous year were promoted in order to fill vacancies in the more responsible jobs.

The pay rates ranged from $1.05 to $1.20 per hour at the time of this study. The cooks and pastry cooks received the highest rate of pay and averaged a six-hour working day. Cashiers received the second highest rate of pay and averaged a three-hour working day. The remaining jobs all received the lowest rate of pay and averaged a three and one-half to five and one-half hour working day.

Of the ninety new employees in the present study, fifty-five were white and thirty-five were Negro. The lunchrooms employed both whites and Negroes to work in the white schools; however, only Negroes were employed to work in the Negro schools. Since employees were placed in schools close to their homes whenever possible, the greater number of employees were white because there were more white schools than Negro schools.

Table I gives the personal characteristics of the new white employees obtained from their application forms.
### TABLE I

**PERSONAL CHARACTERISTICS OF NEW WHITE LUNCHROOM EMPLOYEES OF THE DALLAS INDEPENDENT SCHOOL DISTRICT, SEPTEMBER, 1959**

<table>
<thead>
<tr>
<th>Race</th>
<th>Age Range</th>
<th>Number in Study</th>
<th>Number of Leavers</th>
<th>Average Dependents under 18</th>
<th>Average Years of Education</th>
<th>Average Years of Experience</th>
<th>Marital Status</th>
<th>Ms</th>
<th>S*</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>25-30</td>
<td>5</td>
<td>3</td>
<td>2.2 (1-3)**</td>
<td>11.5</td>
<td>5</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>30-35</td>
<td>8</td>
<td>6</td>
<td>2.2 (1-4)</td>
<td>11.2</td>
<td>5</td>
<td>6 1/2</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>35-40</td>
<td>12</td>
<td>8</td>
<td>2.8 (0-4)</td>
<td>10.4</td>
<td>3</td>
<td>3 1/2</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>40-45</td>
<td>8</td>
<td>5</td>
<td>1.8 (0-5)</td>
<td>10.4</td>
<td>4</td>
<td>4 1/2</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>45-50</td>
<td>10</td>
<td>5</td>
<td>1.0 (0-3)</td>
<td>10.2</td>
<td>5</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>50-55</td>
<td>8</td>
<td>2</td>
<td>0.8 (0-3)</td>
<td>10.6</td>
<td>6</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>55-60</td>
<td>4</td>
<td>0</td>
<td>0.3 (0-1)</td>
<td>9.2</td>
<td>1</td>
<td>1/2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>41.7</td>
<td>..</td>
<td>..</td>
<td>1.7</td>
<td>10.5</td>
<td>4</td>
<td>4 1/2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**M**—married, **S**—single.

**Parentheses indicate ranges.
The age range of the white employees was twenty-seven to fifty-six years, with an average of 41.7 years. As shown by the number of original new employees leaving during the year, the age group of 30-35, with 6 of the 8 new employees (75 per cent) leaving, were the least stable of the whites. The employees fifty-five years of age and older were the most stable of the whites, since there were no leavers in this group.

The average number of dependents under eighteen years of age of the white employees was 1.7, with a range of 0 to 5. The employees in the most stable age range had an average of 0.3 dependents, whereas the employees in the least stable age range had a higher average of 2.2 dependents.

The average education of the white employees was 10.5 years, with a range of 6 to 12 years. The employees in the most stable age range had an average education of 9.2 years, while the employees in the least stable age range had a higher average of 11.2 years.

The average working experience of the white employees was 4 1/2 years, with a range of 0 to 18 years. The average working experience of the most stable white employees was only six months, whereas the employees in the least stable age brackets had an average of 6 1/2 years.
All employees who were single, widowed, divorced, or separated were classified as single in marital status. Of the fifty-five white employees, only three were single.

Table II gives the personal characteristics of the new Negro employees as obtained from their application blanks. The age range of the Negroes was eighteen to fifty-four years, with an average of 32.4 years. The Negroes in the 25-30 age bracket were the most stable, with only two (33 per cent) of the original six new employees leaving. Least stable of the Negroes were those under twenty-five years of age, with six (36 per cent) of the seven new employees leaving.

The average number of dependents under eighteen years of age of the Negroes was 1.5, with a range of 0 to 8. The dependents of the Negroes were concentrated among a few individuals, as is indicated by the range beginning at 0 in each age bracket.

The Negroes averaged 11.1 years of education, with a range of 7 to 14 years. Two Negroes had completed one year of college, and two Negroes had completed two years of college.

The Negroes showed an average working experience of 3 1/2 years, with a range of 0 to 15 years. The experience of this group showed a tendency to increase as the age increased, and all of the older women had several years' experience.
### TABLE II

**PERSONAL CHARACTERISTICS OF NEW NEGRO LUNCHROOM EMPLOYEES OF THE DALLAS INDEPENDENT SCHOOL DISTRICT, SEPTEMBER, 1959**

<table>
<thead>
<tr>
<th>Race</th>
<th>Age Range</th>
<th>Number in Study</th>
<th>Number of Leavers</th>
<th>Average Dependents under 18</th>
<th>Average Years of Education</th>
<th>Average Years of Experience</th>
<th>Marital Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>M*</td>
</tr>
<tr>
<td>Negro</td>
<td>15-20</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>12.0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>20-25</td>
<td>6</td>
<td>5</td>
<td>0.8 (0-4)**</td>
<td>10.6 (11-13)</td>
<td>1 1/4 (0-2 1/2)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>25-30</td>
<td>6</td>
<td>2</td>
<td>1.3 (0-2)</td>
<td>11.3 (11-12)</td>
<td>3 1/2 (2-7)</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>30-35</td>
<td>10</td>
<td>6</td>
<td>2.8 (0-6)</td>
<td>11.3 (8-14)</td>
<td>2 1/2 (1/2-6)</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>35-40</td>
<td>4</td>
<td>3</td>
<td>2.8 (0-8)</td>
<td>9.8 (7-12)</td>
<td>2 1/2 (0-10)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>40-45</td>
<td>4</td>
<td>2</td>
<td>..</td>
<td>10.5 (8-14)</td>
<td>7 1/2 (1-15)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>45-50</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>12.0 (9-14)</td>
<td>9 1/4 (9-9 1/2)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>50-55</td>
<td>2</td>
<td>1</td>
<td>..</td>
<td>7.5 (7-8)</td>
<td>6 (4-8)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Average</td>
<td>1.5</td>
<td></td>
<td>11.1</td>
<td>3 1/2</td>
<td></td>
<td>1.5</td>
</tr>
</tbody>
</table>

**M**—married, **S**—single.

**Parentheses indicate ranges.**
Of the thirty-five Negro employees, twenty-five were married and ten were single. Greater stability is observed in the age brackets containing the smaller proportions of single women to married women.

Comparing the Negro and white employees, the whites tended to be older than the Negroes. None of the white employees were under twenty-five years of age, while seven of the Negroes in the study were twenty-four years of age or under. A larger proportion of the Negro employees (29 per cent) than of the white employees (5 per cent) were single.

The whites had more working experience than the Negroes, but the Negroes had a higher average education than the whites. Very little difference was noted in the average number of dependents of the Negroes (1.5) and of the whites (1.7). The white employees who were fifty-five years of age and over were the most stable employees among both whites and Negroes, while those with the least stability were the Negroes under twenty-five years of age. In a similar study, Wright (21) reported that the employees twenty to twenty-four years of age were the least stable of the hospital personnel in his study.

Of the original ninety entrants of the 1959-60 school year, fifty left prior to twelve months' service. Table III gives the personal characteristics of the leavers as compared to the stayers.
# Table III

Comparison of the personal characteristics of the leavers and the stayers

<table>
<thead>
<tr>
<th>Employees</th>
<th>Number in Study</th>
<th>Average Age</th>
<th>Average Dependents under 18</th>
<th>Average Years of Education</th>
<th>Average Years of Experience</th>
<th>Marital Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>White leavers</td>
<td>29</td>
<td>38.9</td>
<td>1.8</td>
<td>10.8</td>
<td>5</td>
<td>..</td>
</tr>
<tr>
<td>White stayers</td>
<td>26</td>
<td>44.8</td>
<td>1.6</td>
<td>10.2</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>Negro leavers</td>
<td>21</td>
<td>31.5</td>
<td>1.5</td>
<td>11.1</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Negro stayers</td>
<td>14</td>
<td>33.7</td>
<td>1.6</td>
<td>11.0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Total leavers</td>
<td>50</td>
<td>35.3</td>
<td>1.6</td>
<td>10.9</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Total stayers</td>
<td>40</td>
<td>40.6</td>
<td>1.6</td>
<td>10.5</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

*"M"*--married, *"S"*--single.
Proportionately, a larger number of Negro employees (60 per cent) than white employees (53 per cent) left the lunchrooms during their first year of employment. The single white and Negro employees, with turnover rates of 67 per cent and 75 per cent, respectively, appeared less stable than the married whites and Negroes, who had turnover rates of 52 per cent and 54 per cent, respectively. The average number of dependents was slightly higher among the white leavers (1.8) as compared to the white stayers (1.6). The reverse was true of the Negroes, where the average number of dependents was lower for the leavers (1.5) than for the stayers (1.6). The education and experience of both white and Negro leavers were higher than that of the stayers.

Comparing the total stayers to the total leavers, the stayers were older than the leavers, and a higher proportion of the stayers were married. The stayers had less education and less experience than the leavers. These findings concur with those of Tiffin, et al. (19), who reported that male employees of an optical manufacturing firm who stayed on the job were older, had less formal education, and more frequently were married, than those who left the job.

Since the average number of dependents of the stayers and the leavers in the present study were identical, it was possible to assume that there was no relationship in the
number of dependents to job stability of these new employees. This concurs with the finding of Krantz (7), who reported no relationship in job stability and number of dependents in a study of American Airlines employees. Krantz also reported that age and marital status were positively related to job stability, which concurs with the findings of the present study.

Table IV gives both the quit and discharge rates of the new employees according to job classification. Of the six job classifications studied, the quit rates were highest for dishwashers (50 per cent) and counter personnel (48.7 per cent). Of the fifty new employees leaving prior to twelve months' service, forty-one quit and nine were discharged, giving a quit rate of 45.6 and a discharge rate of 10 per cent. This number of quits was greater in proportion to the number of discharges than in a study of 206 female factory workers by Rice, et al. (13), who reported that 34.6 per cent quit while 14.9 per cent were discharged.

In the present study, the reasons for leaving were obtained from the employees' termination reports. Personal illness, including pregnancy, was the reason given by 32 per cent of the quits. Home responsibilities accounted for 20 per cent, and other employment was the reason given by 24 per cent of the quits. Dissatisfaction with working conditions was the reason given by 12 per cent of the quits,
## TABLE IV
QUIT AND DISCHARGE RATES ACCORDING TO JOB CLASSIFICATIONS*

<table>
<thead>
<tr>
<th>Job</th>
<th>Hourly Rate of Pay</th>
<th>Total Number Employed</th>
<th>New Employees</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Old and New</td>
<td>Old</td>
<td>New</td>
<td>No.</td>
</tr>
<tr>
<td>Cook</td>
<td>$1.20</td>
<td>128</td>
<td>126</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Pastry cook</td>
<td>1.20</td>
<td>87</td>
<td>85</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Cashier</td>
<td>1.15</td>
<td>29</td>
<td>24</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Salad cook</td>
<td>1.05</td>
<td>69</td>
<td>65</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Counter</td>
<td>1.05</td>
<td>247</td>
<td>210</td>
<td>37</td>
<td>18</td>
</tr>
<tr>
<td>Dishwasher</td>
<td>1.05</td>
<td>160</td>
<td>120</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>720</td>
<td>630</td>
<td>90</td>
<td>41</td>
</tr>
<tr>
<td>Cumulative Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Quit rate = \( \frac{\text{Quits}}{\text{Original number of entrants}} \times 100 \)

Discharge rate = \( \frac{\text{Discharges}}{\text{Original number of entrants}} \times 100 \)

with 12 per cent quitting for miscellaneous reasons. Palmer, et al. (11), in a study of 247 women, reported the reasons given most frequently for quitting were health (28 per cent), child care (19 per cent), other domestic problems (10 per cent), and work too heavy (6 per cent).
Table V shows the wastage and survival rates of the new employees during each of the twelve months of the study. Although the lunchrooms were closed during the months of June, July, and August, the present study included these months in order to study the effect of the imposed layoff. October, February, and June had the highest wastage rates (8.9 per cent), suggesting that wastage may follow a pattern related to the semesters of the school calendar. Of the eight employees terminated in October, four were discharged. This is the largest number of employees discharged in any one month, indicating that unsuitable personnel were being eliminated. One of the eight employees terminated in February was discharged. All eight terminations in June were quits. According to the termination reports, other employment was the reason for leaving given by five of the eight employees. Since this was the largest number of quits in any one month for the reason of other employment, the summer layoff appeared to be a factor influencing job stability in the lunchroom department.

Differing from other studies (7, 13, 15), the wastage rate of the new employees was not the highest during the first three months after employment. The total wastage rate for the first three months was 20 per cent, whereas the total wastage rate for the fifth, sixth, and seventh months after employment was 21.1 per cent. The reason for the high
TABLE V
WASTAGE AND SURVIVAL RATES OF NEW EMPLOYEES*

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Leavers</th>
<th>Number of Survivors</th>
<th>Wastage Rate (%)</th>
<th>Survival Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>4</td>
<td>36</td>
<td>4.4</td>
<td>95.6</td>
</tr>
<tr>
<td>October</td>
<td>3</td>
<td>73</td>
<td>8.9</td>
<td>91.7</td>
</tr>
<tr>
<td>November</td>
<td>6</td>
<td>72</td>
<td>6.7</td>
<td>93.3</td>
</tr>
<tr>
<td>December</td>
<td>2</td>
<td>70</td>
<td>2.2</td>
<td>97.8</td>
</tr>
<tr>
<td>January</td>
<td>4</td>
<td>66</td>
<td>4.4</td>
<td>95.6</td>
</tr>
<tr>
<td>February</td>
<td>8</td>
<td>58</td>
<td>8.9</td>
<td>91.1</td>
</tr>
<tr>
<td>March</td>
<td>7</td>
<td>51</td>
<td>7.8</td>
<td>92.2</td>
</tr>
<tr>
<td>April</td>
<td>2</td>
<td>49</td>
<td>2.2</td>
<td>97.8</td>
</tr>
<tr>
<td>May</td>
<td>0</td>
<td>49</td>
<td>0.0</td>
<td>100</td>
</tr>
<tr>
<td>June</td>
<td>3</td>
<td>41</td>
<td>3.9</td>
<td>96.1</td>
</tr>
<tr>
<td>July</td>
<td>0</td>
<td>41</td>
<td>0.0</td>
<td>100</td>
</tr>
<tr>
<td>August</td>
<td>1</td>
<td>40</td>
<td>1.1</td>
<td>98.9</td>
</tr>
</tbody>
</table>

Wastage rate = \[
\frac{\text{Number of leavers in each period}}{\text{Original number of entrants}} \times 100
\]

Survival rate = 100 per cent - Wastage rate

wastage rate at the later time could not be explained from the data collected in the present study.

For the twelve-months period, the cumulative wastage rate was 55.5 per cent and the survival rate was 44.5 per
cent. In a larger study of 1,604 entrants over a three-year period, Rice, et al. (13) reported a wastage rate of 46.6 per cent and a survival rate of 53.3 per cent at the end of the first year. Along with this was a report of a group of 773 entrants, which showed a wastage rate of 86.6 per cent and a survival rate of 13.3 per cent. No similarity of wastage and survival rates of these entrants and the entrants in the present, smaller study is evident.

From the forty-one post-terminal questionnaires sent, sixteen were completed and returned. Although this is too limited a number for any generalizations, the findings seem to be worthy of mention. More response could have been expected had the questionnaires been sent earlier, since McNaughton's study (9) indicated that more response was obtained if the post-terminal questionnaire was sent soon after the employee left his job; in the present study, seven to nineteen months had elapsed.

From the questionnaires returned in the present study, a comparison of the reasons for leaving given on the questionnaire with the reason for leaving given on the termination report revealed some discrepancies. One employee who had quit because of trouble with the principal, according to the termination report, stated on the questionnaire that she quit because she was unable to get along with the manager. Another employee, who had quit because of illness, according to the
termination report, stated on the questionnaire that she "had to have a better-paying job and the cleaning work was too heavy." The employees stating that dissatisfaction with working conditions was the reason for leaving on the questionnaire had given other employment as the reason for leaving, according to their termination reports. This is in keeping with McNaughton's findings (9), in which it was reported that 43 per cent of the former employees of an aircraft firm did not give the same reason for quitting on the post-terminal questionnaire that they gave at the time of separation. The main reason given at the time of separation was other employment, but on the questionnaire the main reasons given were poor pay and bad supervision.

In the present study, the respondents to the questionnaires were satisfied with their managers, co-workers, and the lunchrooms as a place to work. The respondents indicated that the factor they liked most about their lunchroom jobs was the short hours. Eleven stated that they believed they were given enough training; four stated that they did not. Only one did not answer this question. Six did not feel that they were paid enough for the kind of work they performed, while ten were satisfied with the pay. Twelve expressed an interest in returning to work in the lunchrooms, while four stated that they would not be interested in returning.
Of the ninety new employees studied during the 1959-60 school year, forty (44 per cent) returned to work in the lunchrooms the following year. The age and marital status of these forty stayers appeared to influence their job stability more than the other factors considered. Although race appeared to influence job stability in this one study, the Negroes had a higher proportion of young, single women than the whites, which tended to lessen the job stability of the Negro employees.

From the findings of the present study, the lunchroom department may be able to lower the wastage rate of new employees through the establishment of a personnel policy favoring married employees twenty-five years of age or older. Since no attempt was made in the present study to investigate the job performance of either the leavers or the stayers, further research would be required to establish the relationship, if any, of job performance to job stability.
SUMMARY

The present study was undertaken to investigate some of the factors influencing job stability of the lunchroom employees of the Dallas Independent School District. The ninety new women employees of the lunchroom department at the beginning of the school year 1959-60 were the object of this study, which extended over a twelve-months period.

Of the ninety employees in the present study, fifty-five (61 per cent) were white and thirty-five (39 per cent) were Negro. The average age of the whites was 41.7 years, while that of the Negroes was 32.4 years. The average years of education of the Negroes (11.1) was higher than that of the whites (10.5). As compared to an average working experience of four and one-half years for the whites, the Negroes had only three and one-half years. A larger proportion of the Negro employees (29 per cent) than of the white employees (5 per cent) were single. Very little difference was noted in the average number of dependents under eighteen years of age of the Negroes (1.5) and of the whites (1.7). The most stable employees of both whites and Negroes were the whites who were fifty-five years of age and older, since there were no leavers in this group. The Negroes under twenty-five years of age were the least stable of both the whites and Negroes, with an 86 per cent turnover.
Of the original ninety entrants, fifty left prior to twelve months' service. Proportionately, a larger number of Negro employees (60 per cent) left the lunchrooms than white employees (53 per cent) during their first year of employment. As compared to 53 per cent of the married employees leaving, 71 per cent of the single employees either quit or were discharged during their first year of employment.

Comparing the fifty leavers to the forty stayers, the average years of education were 10.9 and 10.5, respectively. The average age was higher for the stayers (40.6 years) than for the leavers (35.8 years). The average working experience differed by only five months, with four years and eight months for the leavers, as compared to four years and three months for the stayers. The average number of dependents under eighteen years of age was identical for the leavers and the stayers.

Of the fifty employees leaving prior to twelve months' service, forty-one quit and nine were discharged, giving a cumulative quit rate and discharge rate of 45.6 per cent and 10 per cent, respectively. Of the six job classifications studied, the quit rates were the highest for dishwashers (50 per cent) and counter personnel (43.7 per cent). Personal illness, including pregnancy, was most frequently given as the reason for leaving (32 per cent).
The monthly wastage rate was highest during October, February, and June; namely, 8.9 per cent per month. The total wastage rate for the fifth, sixth, and seventh months after employment was as great as for the first three months of employment, 21.1 per cent and 20 per cent, respectively. For the twelve-months period, the cumulative wastage rate was 55.5 per cent and the survival rate was 44.5 per cent.

Of the forty-one questionnaires mailed, 39 per cent were returned. The respondents generally were satisfied with the lunchrooms as a place to work, and 75 per cent expressed an interest in returning to work in the lunchrooms.

Of the ninety new employees studied during the 1959-60 school year, forty (44 per cent) returned to work in the lunchrooms the following year. The age and marital status of these forty stayers appeared to influence their job stability more than the other factors considered. Although race appeared to influence job stability in this one study, the Negroes had a higher proportion of young, single women than the whites, which tended to lessen the job stability of the Negro employees.

From the findings of the present study, the lunchroom department may be able to lower the wastage rate of new employees through the establishment of a personnel policy favoring married employees twenty-five years of age or older. Since no attempt was made in the present study to investigate
the job performance of either the leavers or the stayers, further research would be required to establish the relationship, if any, of job performance to job stability.
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APPLICATION FOR EMPLOYMENT

Date

Full Name ___________________________ Race _______ Age _______
(First) (Middle) (Last)

Maiden Name ___________________________ Date of Birth _______ Height _______ Weight _______

Present Address _________________________ Telephone Number _________________________

Single ______ Married ______ Divorced ______ Widowed ______ Separated ______

Number of children under 18 years ______ Their Ages _________________________

Husband's Name ___________________________ His Employer ____________________________

Have you had an operation ______ in the last five years? ______ What Kind? ______ Are you in good health? ______

Do you have any defects in hearing? _______ Vision? _______ Speech? _______

Do you have any other physical defect? _______ What? ______

Name of any relative employed in the Dallas Schools _______ Relationship _______

What grade did you finish in school? _______

EXPERIENCE:

List 3 Jobs (Present Job First)

<table>
<thead>
<tr>
<th>Where have you worked?</th>
<th>What kind of work did you do?</th>
<th>How long were you there?</th>
<th>When did you leave?</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Person to notify in case of accident ___________________________ Relationship _______ Phone _______

Another contact (Friend or Relative) ___________________________ Phone _______

What schools do you live near? ____________________________
TERMINATION REPORT

NAME_________________________________ JOB_________________________________

SCHOOL________________________________ DATE________________________________

PLEASE MAKE COMMENTS ON THE FOLLOWING:

ABILITY________________________________
ATTITUDE________________________________
APPEARANCE________________________________
ATTENDANCE________________________________
REASON FOR LEAVING_______________________

DATE OF LAST DAY WORKED__________________

ADDITIONAL COMMENTS:

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

Manager's Signature_____________________________________________________________

SUPERVISOR'S COMMENTS:

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

Supervisor's Signature___________________________________________________________

This report is to be submitted to the Lunchroom Office whenever an employee is no

longer employed in your Lunchroom regardless of reason.
DALLAS INDEPENDENT SCHOOL DISTRICT
LUNCHROOM DEPARTMENT
QUESTIONNAIRE FOR FORMER EMPLOYEES

NAME ______________________  SCHOOL ______________________

LAST DATE EMPLOYED _______________  JOB TITLE ______________________

MANAGER ______________________

WHAT WAS YOUR REASON FOR LEAVING? ________________________________________________

WHAT DID YOU LIKE ABOUT YOUR JOB? ________________________________________________

DO YOU BELIEVE YOU WERE GIVEN ENOUGH TRAINING? YES _____ NO _____

HOW WERE THE OTHER EMPLOYEES TO WORK WITH? _______________________________________

WERE YOU TREATED FAIRLY BY YOUR MANAGER? _________________________________________

DO YOU FEEL YOU WERE PAID ENOUGH FOR THE KIND OF WORK YOU DID? _____________________

WHAT DO YOU THINK OF THE LUNCHROOM DEPARTMENT AS A PLACE TO WORK? ______________

WOULD YOU BE INTERESTED IN RETURNING TO WORK WITH THE LUNCHROOM DEPARTMENT? ___

IF NOT, WHY? ____________________________________________________________

ADDITIONAL COMMENTS ____________________________________________________________

____________________________________________________________________________
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