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CONVERSION OF THE COLDWATER REGIONAL MENTAL HEALTH CENTER:
THE IMPACT ON EMPLOYEES

by

Connie Dunham Dykman

A Dissertation
Submitted to the
Faculty of The Graduate College
in partial fulfillment of the
requirements for the
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Western Michigan University
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CONVERSION OF THE COLDWATER REGIONAL MENTAL HEALTH CENTER:
THE IMPACT ON EMPLOYEES

Connie Dykman, D.P.A.

Western Michigan University, 1989

The objective of this study was to determine what effects the conversion of the Coldwater Regional Mental Health Center from a facility serving developmentally disabled residents to one serving mentally ill residents had on the lives of its employees.

Deinstitutionalization has been taking place nationwide at the same time prisons have been expanding. In Coldwater, Michigan, buildings that were left empty as a result of deinstitutionalizing mentally retarded individuals were taken over by the Department of Corrections to be used as prisons. This action inspired advocates for retarded citizens to call for the closure of the Coldwater Regional Center. Instead of closing the facility, the Department of Mental Health decided to convert it to one serving mentally ill residents. This action resulted in many changes for employees. This study explored what the effects of those changes were.

The model for the study was developed by interviewing a sample of employees and combining their reactions with findings from the literature. A survey instrument was developed and 1,038 people were surveyed. Everyone who was employed at the Coldwater facility at the time of the conversion was surveyed. There were also three

comparison groups: new hires at the Coldwater facility and 150 employees each from the Mt. Pleasant Regional Center for Developmental Disabilities and the Florence Crane Women's Correctional Facility. There was a 73.7% return. Cross-tabulation was used for descriptive analysis of the data, while regression analysis was used for explanatory purposes.

The descriptive analysis showed that change in supervision, change in job requirements, retraining requirements, and change in job site during the conversion were primary concerns for employees. The employees' primary suggestion for future conversions was to improve communication between management and staff during the conversion process.

Multivariate analysis showed that employees' feelings, satisfaction, and commitment during the conversion were in many instances related to their feelings, job satisfaction, and commitment afterwards. Change in job site and change in supervision were the primary areas in which management could have an effect.

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Western Michigan University, 1989

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ACKNOWLEDGEMENTS

I dedicate this dissertation to the memory of my nephew, Jason D. Horvath, who died April 4, 1987, at age 15. In his short life, Jason developed not only extraordinary talents and interests, but also a wholesome perspective on what was really important in life. Wondering why is futile, but missing him will never stop.

I would like to express my gratitude to my husband, Keith, and my son, Travis, for their tolerance, understanding, and support as the weeks and months grew into years of work on this study.

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Connie Dunham Dykman

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CHAPTER I

INTRODUCTION

Nationwide, people who are developmentally disabled or mentally ill have been deinstitutionalized. In Michigan, too, the Department of Mental Health has downsized its state facilities that serve developmentally disabled residents by successfully using the community placement program and drastically decreasing admissions over several years (Babcock, 1985). This deinstitutionalization process has resulted in the need for fewer Department employees and a smaller physical plant to serve the remaining residential mental health clients.

At the Coldwater Regional Mental Health Center (CRMCH) in Coldwater, Michigan, employees learned on May 10, 1985, through a personal announcement in a crowded auditorium by the then-Director of the Michigan Department of Mental Health, C. Patrick Babcock, that although the Coldwater Regional Center would not be closed, it would be converted from a facility serving developmentally disabled residents to a facility serving mentally ill residents. This initiated a process of transformation that affected hundreds of patients and nearly every employee at the Coldwater facility. Conversion of the Coldwater Regional Center meant that change was inevitable for most of those people whose income was derived from the largest employer in the county.

This study is concerned with what the changes were for those employees who were involved in the conversion process, what the consequences were, and whether there were long-term effects. Recommendations are also made for future institutional changes that may help minimize negative effects for employees.

In connection with the conversion process, in July 1985 a special law was passed allowing employees from the Department of Mental Health to transfer to the Department of Corrections. Thirty-eight employees made that transfer. An additional 48 employees transferred to other Department of Mental Health facilities throughout the state. Only five staff were laid off, whereas 106 left for some other reason. Four hundred thirty-nine employees stayed at the Coldwater Regional Center and were retrained, or converted from working with mentally retarded residents to working with mentally ill residents. An additional 102 new employees were hired at the Coldwater Regional Center. This retraining or conversion process for employees was initiated in August 1985 and continued through January 1987. The first unit for the mentally ill opened in Coldwater in November 1985.

The Coldwater Regional Center Conversion Process

Babcock spelled out plans to accomplish the conversion process at the Coldwater Regional Center in a June 18, 1985, letter to State Senator Nick Smith and State Representative Mike Nye. The Coldwater Regional Center would become a regional psychiatric hospital that

would serve approximately 160 geriatric patients on a long-term basis and 100 patients from Branch, Calhoun, Jackson, and Hillsdale counties who required acute care on a short-term basis.

In October 1980, the census at the Coldwater Regional Center was 588 individuals. By April 1985, the census had been reduced to 357 individuals. The budget called for reducing the census to 317 by September 30, 1985; to 227 by September 30, 1986; and to 158 by September 30, 1987 (Babcock, 1985).

Direct- and indirect-care employee levels (excluding executive management staff and community placement staff) associated with these census levels were to be 562 by September 30, 1985; 470 by September 30, 1986; and 325 by September 30, 1987, a reduction of 237 employees over two years (Babcock, 1985).

At the time of the conversion, individuals who were developmentally disabled and who resided at the Coldwater Regional Center were from 28 different counties. Fifty-one of the residents were deemed not placeable due to medical and/or behavioral problems. Fifty-three residents in the hospital unit at the Coldwater Regional Center would be eligible for placement only in a specialized Alternative Institutional Services group home, the development of which requires considerable time. Under the conversion plan, approximately 242 residents were to be transferred either to community residential placement settings or to other accredited Department of Mental Health facilities. In all cases, individuals

were to be placed either in their county of residence or in a facility closer to their county of residence.

The Michigan Department of Mental Health planned to transfer to the Coldwater Regional Center approximately 160 geriatric mentally ill patients who were long-term-care residents at Ypsilanti Regional Psychiatric Hospital, Kalamazoo Regional Psychiatric Hospital, and possibly residents of other regional psychiatric hospitals if the individuals were from the Coldwater catchment area or did not have any significant family contacts.

The people transferred to the Coldwater Regional Center would be those individuals residing in the back wards of large institutions. It was the desire of the Department of Mental Health to improve the programs offered to the individuals, as well as their quality of life, by taking advantage of the remodeled, apartmentlike buildings at the Coldwater Regional Center. It was anticipated that the mentally ill individuals would be transferred to the Coldwater Regional Center as the developmentally disabled population was reduced. The final phase of the conversion plan was to establish an accredited acute admissions unit serving approximately 100 patients who resided in Calhoun, Branch, Jackson, and Hillsdale counties.

The projected employment level for the Coldwater Regional Center for Fiscal Year 1985-86 was estimated at 562. Although a psychiatric-clinical team would have to be recruited, it was anticipated that the vast majority of the employees at the Coldwater Regional Center with some retraining would be eligible to continue

their employment at the facility. The Department of Corrections also indicated a desire to assist as many Coldwater Regional Center employees as possible in transferring to one of the correctional facilities.

It was anticipated that it would be necessary to make some limited modifications on the buildings that would be converted for psychiatric services. The majority of the costs would be associated with installing unbreakable glass, particularly in the three buildings that would serve the acutely mentally ill. The pending supplemental appropriation authorized the Michigan Department of Management and Budget to allocate up to \$2 million. This amount would be provided for modifications at the Coldwater Regional Center, which were anticipated to be \$1.2 million, and to other Department of Mental Health facilities that were part of the overall transfer process (Babcock, 1985).

The Department of Mental Health recognized that the potential transfer of up to 520 clients in the public mental health system was complex and could be unsettling to some individual clients or their families. It was their intention to insure that the needs of each client were individually assessed and that appropriate programs were in place in the receiving facility or community settings before a transfer was initiated. The Department provided for the active involvement in the transfer process of all family members or guardians of all the developmentally disabled and mentally ill clients who could be transferred (Babcock, 1985).

Michigan Governor James J. Blanchard also wrote to Senator Smith and Representative Nye on June 18, 1985, stating that he had been kept apprised of the developments concerning the conversion of the Coldwater Regional Center. He also stated that it was the administration's position that the two correctional facilities at Coldwater would become permanent sites and that the mental health facilities that would be serving acutely mentally ill and geriatric mentally ill patients would also be there permanently.

Attempts to Close the Coldwater
Regional Center

The decision to convert the Coldwater Regional Center was precipitated by the December 1984 decision of Governor Blanchard to stop his early release program for prisoners in state correctional facilities. In that same year, the Department of Mental Health turned over vacant buildings on their Coldwater site to the Department of Corrections.

In January 1985, the Association of Retarded Citizens demanded closure of the Coldwater Regional Center because it learned that a prison was to be opened in vacant buildings on the grounds of the Regional Center. The Association had two concerns: first, for the security of those residents who remained at the Coldwater Regional Center and second, for the possible stigma that could be attached to mentally retarded residents sharing grounds with prisoners.

In March 1985, legislative hearings were held and closure of the Coldwater Regional Center was disapproved. The first prison, a minimum security facility for women, named Florence Crane Women's Correctional Facility, was opened in April 1985.

A second prison, Lakeland Correctional Facility, a medium-security prison for men, opened on the Coldwater Regional Center grounds in December 1985. During that year the mentally retarded population at the Coldwater Regional Center had been reduced from 371 to 232. The mentally ill population stood at 24.

In September 1986, the Coldwater Regional Center was renamed the Coldwater Regional Mental Health Center and was transferred to the Mental Illness Bureau of the Department of Mental Health. The resident population was nearly balanced at that time with 113 mentally retarded residents and 115 mentally ill residents.

By June 1987, the population balance had shifted. There were only 57 mentally retarded residents remaining, whereas the mentally ill population had risen to 154 and a new Mentally Ill Admissions Unit was opened. Attempts to close the Coldwater Regional Center failed while two prisons opened on the grounds and the resident population balance shifted.

Changes for Employees as the Result of the Conversion Process

The conversion process was problematic for the employees, some of whom were third-generation employees at the Coldwater facility.

Most workers were faced with a decision regarding their jobs. If their desire was to continue working with mentally retarded people and earning a comparable salary, in most cases they would be required to leave Coldwater. If job security was a primary motivator, the Department of Corrections may have been viewed as the best choice for employment because that Michigan department is currently receiving annual budget increases.

Issues Explored in the Survey

To determine what consequences the conversion process had on employees at the Coldwater Regional Mental Health Center, they were asked to respond to a survey that recorded their perceptions on how the conversion could have been handled differently. Outside of questions related directly to the conversion, the survey was composed of eight primary categories: Job Satisfaction, Individual Performance, Job Commitment, Individual Health, Sources of Stress, Significant Life Events, Social Support, and Demographics. Managers were asked to complete an additional section regarding their perspectives on employees in the areas of Performance, Motivation, Attitude Toward the Job, Attitude Toward Management, and Competency.

Critical Questions

Critical questions explored in this study were the following:

1. Does the amount of stress an employee experiences differ depending upon his or her age, sex, job classification, time in position, income, and educational level?

2. Is the amount of commitment an employee feels toward the job affected by his or her age, job classification, time in position, income, and educational level?

3. Does job satisfaction vary according to job classification, time in position, income, age, sex, and educational level?

4. Does job satisfaction lead to job commitment?

5. Does job satisfaction lead to high job performance?

6. Does social support lead to a low level of stress?

7. Does a low level of stress lead to high job satisfaction?

8. Was there a difference in absenteeism between those employees who were involved in the conversion and those who were not?

9. Does the amount of stress a person feels outside the job affect the amount of stress a person feels on the job?

10. Does the amount of stress felt by a person affect his or her health?

It will be beneficial to managers faced with similar situations in the future to know what feelings employees involved in the conversion process experienced and to obtain their suggestions about what management could have done differently. Because conversions such as these are occurring nationwide, results of this study should be important to managers interested in minimizing negative effects on employees. Positive employees should positively affect

residents. Positive employees should be more readily committed to their positions in state government and to the clientele they serve.

The writer explored employees' perceptions about how the conversion process affected them in an effort to make recommendations to managers regarding how negative effects may be minimized in the future.

Areas of Study

The study is divided into the following general areas: relevant literature, prospects for future conversions, how the model for the study was developed, methodology, findings, conclusions, and recommendations.

There are eight chapters. Chapter II discusses the relevant literature. Chapter III explores the conversion of State of Michigan facilities in a turbulent environment, the history of the deinstitutionalization process, and prospects for the future. Chapter IV looks at the development of the research model, the framework for the research, the propositions, and the assumptions for the research. Chapter V describes the methodology used to collect and analyze the data. Chapters VI and VII discuss the findings derived from the descriptive and the explanatory statistics, respectively. Finally, Chapter VIII presents the conclusions drawn from the research and the recommendations.

Summary

The Coldwater conversion plan was designed to provide an opportunity to more appropriately serve the developmentally disabled individuals who had been residing at the Coldwater Regional Center, either through community residential service options or in accredited facilities providing an equal level of service closer to the individuals' homes. It was also intended to provide an opportunity to continue using the hospital unit to serve developmentally disabled clients with serious health problems who were from the immediate Coldwater area. In addition, the Department of Mental Health was willing to make modifications to serve non-mental-health-related clients from the Coldwater area at the Coldwater Regional Center for approximately one year in order to provide time to develop community residential options.

The plan also provided the Department of Mental Health with an opportunity to use the remodeled buildings at the Coldwater Regional Center, which were vastly superior to units in the regional psychiatric hospitals, to serve both the mentally ill geriatric population and acutely mentally ill patients from the four-county area in a more appropriate homelike atmosphere.

As a result of the conversion, hundreds of residents and most of the employees at the Coldwater Regional Mental Health Center experienced substantial changes in their lives. This study focuses on the employees and their perceptions of the effects the conversion

had on their lives. It also attempts to determine what factors lead to the highest level of job performance. The study was completed in an effort to make recommendations to those managers who will be involved in facility conversions in the future.

CHAPTER II

LITERATURE REVIEW

The first immigrants to America believed in individualism, hard work, and self-help. They essentially believed that people in need were somehow morally deficient. According to Max Weber, the Protestant ethic influenced people to work hard and be ascetic. These ideas, deeply ingrained in the capitalist spirit, have persisted to present times. Despite massive relief efforts mobilized during the 1930s by the Roosevelt Administration and continuing thereafter, social welfare has never been viewed by American society as a right. It is viewed more as a regrettably necessary intervention by charitable organizations or government for people who are unable to adapt to social norms or unable to work (Muller & Ventriss, 1985).

The consumer of human services historically has not received favorable treatment in American society. The individualistic ethic, coupled with people's predilection for "blaming the victim," has fostered a view of clients that treats them instrumentally and regards them as passive recipients of assistance. The conservative movement of the early 1980s underscored these values and led to a diminished role for federal government intervention in social welfare (Muller & Ventriss, 1985).

The late 1960s and early 1970s brought several economic changes, which precipitated the current economic malaise and social welfare crisis. Thurow (cited in Muller & Ventris, 1985) outlined three basic trends during this period: (a) inflation increased while the government's economic policy response forced unemployment upward, (b) development of a "no-growth" society hampered the continuing expansion of social welfare programs because the working population resisted increased taxation, and (c) previous United States economic and technological superiority in the world economy ended in the late 1970s, which further dampened the economy.

Levine (1978) suggested that Americans develop a realistic view about our economic situation and expectations when he wrote:

We will have to have a confrontation with our propensity of wishful thinking that denies that some declines are permanent. The world of the future is uncertain, but scarcity and tradeoffs seem inevitable. Boulding has argued, "in a stationary society roughly half the society will be experiencing decline while the other half will be experiencing growth." (pp. 322-323)

Retrenchment

Because government organizations are neither immortal nor unshrinkable, organizational decline and death is a form of organizational change which is compounded by scarcity of slack resources. This diminution of resources, which are necessary for coping with uncertainty, risking innovation, and rewarding loyalty and cooperation, presents government with a problem that simultaneously challenges the underlying premises of feasibility of

both contemporary management systems and the institutions of pluralist liberal democracy (Levine, 1978).

Zammuto and Cammeron (1982) suggested that (a) decline is a multidimensional concept; (b) it is better modeled as environmental decline leading to an organizational response than as organizational decline; and (c) the multidimensional nature of decline explains, to a large degree, the divergence of prescriptions found in the literature.

Managers know very little about cutback management and the decline of public organizations. Levine (1978) said that this may be attributed to the fact that although some federal agencies such as the Works Progress Administration, Economic Recovery Administration, Department of Defense, National Aeronautics and Space Administration, Office of Economic Opportunity, and several state and local agencies have expanded and then contracted or died, the public sector as a whole has expanded greatly over the past several years. During this period, isolated incidents of decline have been considered anomalous, and the difficulties faced by managers of declining agencies coping with retrenchment have been regarded as outside the mainstream of public management concerns. It is a sign of the times that we are now reappraising cases of public organization decline and death as examples in order to develop strategies for the design and management of mainstream public administration in a future dominated by resource scarcity.

Levine (1978) divided the causes of organizational decline along two dimensions. He said they are primarily the result of conditions that are either internal or external to the organization, or they are principally a product of political or economic/technical conditions. Within these categories, there are four types of problems: political vulnerability, organizational atrophy, problem depletion, and environmental entropy.

Problem depletion is the most familiar of the four types and the one with which this paper is concerned. Problem depletion covers government involvement in short-term crises such as floods and earthquakes, medium-length interventions such as wars and employment programs, and longer-term public programs such as polio research and treatment and space exploration. All of these involve development cycles, which are characterized by a political definition of a problem followed by the extensive commitment of resources to attain critical masses, and then contractions once the problem has been solved, alleviated, or has evolved into a less troublesome stage or politically popular issue (Levine, 1978).

Problem depletion is largely caused by forces beyond the control of the affected organization. Special forms of problem depletion involve demographic shifts, problem redefinition, and policy termination. Demographic shifts have resulted, for example, in closing schools in neighborhoods where the school-age population has shrunk. Although the cause for closing schools is usually neighborhood aging, a factor outside the control of the school

system, the decision to close the school is to a large extent politically motivated. The effects of problem redefinition on public organizations can be demonstrated by the movement to deinstitutionalize mentally ill and mentally retarded individuals. In the case of the mentally ill, core bureaucracies responsible for treating these individuals in institutions have decreased as the rising per patient cost of hospitalization combined with pharmaceutical advances in anti-depressants and tranquilizers have caused public attitudes and professional doctrine to shift (Levine, 1978). Similar cost considerations and advocacy can be attributed to the deinstitutionalization of mentally retarded individuals.

Zammuto (1982a) said that organizational decline is based on two dimensions of environmental change: (a) whether decline is the result of decreased availability of resources from the environment or the result of a decline in the acceptance of the organization's products and services, and (b) whether these environmental changes are continuous or discontinuous with past organizational experiences. These two dimensions result in four types of environmental conditions that could cause decline: environmental erosion, contraction, dissolution, and collapse. No matter what the cause of decline, it appears that the effects on organizations and their members are fairly uniform, regardless of the cause.

The decline and death of government organizations is a symptom, a problem, and a contingency. It is a symptom of resource scarcity at a societal, even global, level that is creating the necessity for governments to terminate some programs, lower the

activity level of others, and confront tradeoffs between new demands and old programs rather than to expand whenever a new public problem arises. It is a problem for managers who must maintain organizational capacity by devising new managerial arrangements within prevailing structures that were designed under assumptions of growth. It is a contingency for public employees and clients; employees who must sustain their morale and productivity in the face of increasing control from above and shrinking opportunities for creativity and promotion while clients must find alternative sources for the services governments may no longer be able to provide. (Levine, 1978, p. 316)

Decline does create serious personnel problems in some organizations. Managers who direct organizational contraction and termination can seldom be rewarded because without growth there are few promotions and rewards available to motivate and retain successful and loyal managers. Job opportunities for talented employees inevitably exist outside of the declining organization. During this time, public organizations which are based on merit and career tenure systems are unable to attract and retain new, young, talented employees. This results in the average age of employees increasing and the organization's skill pool freezing at exactly the time younger, more flexible, more mobile, less expensive, and more creative employees are needed (Behn, 1980; Levine, 1978; Turnbull, 1982; Whetten, 1980; Zammuto, 1982b).

Just at the time organizations most need their members to pull together, the dynamics of decline foster a decrease in member involvement. Member commitment to the organization declines, and the overall climate of the organization worsens (Zammuto, 1982a). Ingraham and Barrilleaux (1983) said that their survey of federal

executives found an alienated and frustrated management cadre, one not likely to be a full partner in achieving change. The federal executives were dissatisfied with pay and promotion incentives, did not think that their positions provided the opportunity to have a useful effect on public policy any longer, perceived a low level of trust in their organization, and did not think that they received adequate recognition for their service to the public.

Whereas managers themselves are having problems, their attempts to cut back public organizations are compounded because the organizations are by their very nature authoritative, nonmarket extensions of the state. Public organizations provide services that have no direct or readily measurable monetary value. Because their budgets depend on appropriations, not sales, the diminution or termination of public organizations and problems is a political matter (Levine, 1978; Turnbull, 1982). Cutting employees is also complicated by such considerations as career status, veterans' preference, bumping rights, entitlements, and mandated programs (Levine, 1978).

Levine (1978) suggested that those managers who prefer responsible and tough-minded decision making that would facilitate long-run organizational survival should develop in other managers and employees strong feelings of organizational loyalty and loyalty to clients, provide disincentives to easy exit during retrenchment, and encourage participation so that dissenting views on the location

of cuts can emerge from the ranks of middle management, lower level employees, and clients.

Ingraham and Barrilleaux (1983) suggested that communication with employees in the organization about the cutback process may reduce stress and maintain some level of organizational commitment and trust.

Turnbull (1982) agreed that participation and communication with employees is an important factor in assuring a workable cutback. By keeping the lines of communication open, staff can help identify where logical cuts can be made. They are the program experts. Communication will also help minimize morale problems. Management should be the best source of available information during the cutback process. Management should be upfront with staff by answering questions directly and sharing information. Managers must strengthen internal relationships with employees in order to meet the challenge of retrenchment. Employees affected by organization cutbacks seldom understand what is happening to them, why, and where to turn for help. Confusion is born from the lack of effective communication (Final Report, 1980).

Zammuto (1982a) said, however, that decline typically leads to a centralization of decision making and the restriction of communication within the organization because environmental hostility demands quick and rapid coordination of the organization's activities. When an organization is faced with a choice between decentralizing to comprehend a complex environment and centralizing

to cope with a hostile environment, the organization will choose the latter in order to survive in the short run. The first choice is more likely during growth conditions. Top managers need to assume tighter control of the organization during a period of decline.

Centralization reduces the number of communication channels to decision makers. With the increased amount of information carried on fewer channels, the likelihood of information distortion increases. This reduces the decision maker's ability to generate and evaluate alternative courses of action. At the same time, because decision makers are experiencing increased stress, the quality of their decisions is affected (Zammuto, 1982a). Nonetheless, research has shown that there is a distinct preference for directive leadership under conditions of stress. Participative management styles, preferred under growth conditions, are inappropriate under conditions of decline because of the need for quick responses (Zammuto, 1982a).

Ingraham and Barrilleaux (1983), though, said that although there would be some loss of time in decision making, the benefits that could be gained by increased employee cooperation should outweigh the costs of losing time. Even though it is clear that some employees will be losing jobs, providing employees detailed information about the reasons for the cuts, and about their effect on agency mission, should leave intact the morale of those who retain their jobs.

Whetten (1980) suggested that outside observers are helpful in times of stress because they can help management avoid solving the wrong problem or attaching the wrong solution to the right problem. The most common error is exemplified by the tendency of managers to solve symptoms rather than underlying problems.

With this in mind, Zammuto's (1982a) contention should be considered. He said that the influence of leaders within groups increases under cutback conditions, but so does the likelihood that the leader will be replaced if he or she does not generate quick solutions to perceived problems.

This may be one reason why decline has been ignored by management theorists. Since 1946, economic conditions have been conducive to organizational growth and expansion. Because growth rather than decline has been the characteristic of a successful organization, there has been a certain stigma about administering a declining organization. Most American managers may have preferred to ignore decline because they were not psychologically equipped or adequately trained to manage declining organizations (Zammuto, 1982b).

Decline is, however, a natural and common organizational phenomenon. Many of the decline experiences of public organizations reflect the simple fact that society is continually evolving. For example, population migration has been a constant factor in American history, as have fluctuations in the birth rate and population composition. Not only is decline a natural and common occurrence,

but it may actually be desirable and necessary from a societal perspective. The cutback or termination of established programs is often necessary to provide the resources for creating new programs and services (Zammuto, 1982a).

This is evidenced by headlines in the Detroit Free Press on November 19, 1988, which read, "Battle Lines Form Over State Budget." The article stated that Michigan's spending for social services, mental health, and public health programs had stayed about the same since 1979 as a percentage of the total state budget, whereas the percentage for corrections and prison construction had more than doubled. A House Fiscal Agency report comparing the state budgets for Fiscal Year 1979 and Fiscal Year 1989 showed that spending for the Department of Corrections and state building projects, mostly prison construction, far outstripped the growth in spending for human services. Spending for the Department of Mental Health was up 98.5% over the 10-year period, the Department of Social Services was up 69.3%, and the Department of Public Health was up 74.9%. Over the same period, dollars for prisons were up 321%, and building projects were up 362.7%.

Since lack of adequate prison space is the current state concern, plausibility is added to Levine's (1978) contention that so far decline has been met on a "crisis-to-crisis" basis, assuming that it is a special case of temporary disequilibrium, bounded in time and space, which is confined to a single organization, community, or region.

As available resources have declined, agency managers have been faced with a challenge that has been unfamiliar and uncomfortable for them, their employees, and the clientele they serve.

Retrenchment in Mental Health Institutions

Developing space for prisons was the reason for the Coldwater Regional Mental Health Center being converted from a facility serving developmentally disabled individuals to one serving mentally ill residents.

Prison overcrowding also resulted in changes for the Craig Developmental Center, a facility for developmentally disabled residents about 35 miles south of Rochester, New York. Like the Coldwater Regional Center, the Craig Developmental Center was the largest employer in a fairly depressed area. The number of residents in the facility, on the one hand, was reduced from 1,757 in 1970 to 1,140 in 1975 and 703 in 1980. By April 1, 1983, there were only 328 residents remaining. The prison population, on the other hand, had risen from 14,000 in 1975 to over 30,000 in 1983. This made the vacant buildings on the Craig facility grounds look very attractive to the New York Commissioner of Corrections, who had been the Mental Retardation Commissioner only one and one-half years before. It was faster and less expensive for the state to put a fence around the Craig grounds and co-locate a prison there than to build a new prison facility at a cost of \$100,000 per cell and an

estimated completion time of three to four years (Braddock & Heller, 1984).

In early 1982, a prison was co-located on the Craig facility grounds. It was separated from the mental health facility by a large natural creek and a forest. The Department of Corrections built a separate access road and installed triple fencing with electronic sensors. Members of the Association of Retarded Citizens were taken to the facility and shown that there were no effects on the clients there (Braddock & Heller, 1984).

Then in January 1983, without the knowledge of Craig facility administrators, the Executive Budget Commission called for the Craig facility to be closed on April 1, 1984. The budget actually called for zero staff, disregarding the fact that there were still 400 clients in the facility. The governor, however, did not submit enabling legislation that would allow the facility to be closed. Instead he asked the Craig administration to come up with some alternatives to complete termination of the facility. The compromise was to develop community homes, and by October 1, 1983, Craig would be left with approximately 120 residents. There is no mention of what happened to employees as a result (Braddock & Heller, 1984).

The Craig facility is but one of seven institutions either closed or scheduled for closure in New York by 1991. Six will be closed at virtually the same time. Ten years ago, 17,000 people were housed in developmental centers in New York, and 7,000 people

lived in community residential settings. In 1988, fewer than 10,000 people lived in developmental centers, whereas 19,000 individuals resided in community settings. In the last three years alone, 4,100 new community residential beds have been developed. Current community residential bed development is about 1,500 per year (Castellani, 1988).

Something that makes closures in New York unusual is that they were initiated during one of the most prosperous periods in recent state history. A booming economy, budget surpluses, large tax cuts, and an extraordinarily rosy employment picture provided substantial support for the closures. The good employment picture served to make the effect on staff less of a problem than was originally anticipated (Castellani, 1988). Once the census is reduced to a certain point, reshuffling of staff and clients along traditional lines is more difficult and increasingly undesirable for the clients. As an alternative, the remaining staff and clients may be organized as a group and moved as a group to community home settings (Castellani, 1988).

The state of Florida has been closing institutions for the developmentally disabled for different reasons. The presiding governor in 1983 made a campaign promise to reduce the number of state employees to below 1% of the state population. Closing an institution would make an inroad into keeping that promise. Aside from that, institution closures have still been politically

motivated. Over a 13-year period, the political power in the state shifted, and those in control moved the state from an institutionally based service system to a community-based system serving developmentally disabled clients. This, coupled with the advocacy movement and the prevailing philosophy that community services are better and less expensive, led to the passage of legislation in 1977 redirecting services to the community.

That same year, two institutions serving mentally retarded residents were closed. Residents were placed in facilities owned by the state but privately operated. One of the conditions when bidding on running a community facility was agreement to consider employing individuals who worked for the institutions. In some cases, however, the community locations have been 400 miles from the institutions, so it was unlikely that employees would want to transfer. Operators of community-based institutions could be selective in whom they hired from the terminating institutions (Braddock & Heller, 1984).

November 24, 1981, the Maryland governor announced that the Henryton Center, a facility serving mentally retarded individuals, would be phased out by June 30, 1985 (Braddock & Heller, 1984). Located in an isolated rural area of Maryland, Henryton was originally constructed in 1928 as a tuberculosis sanitarium. Estimates to renovate the facility amounted to \$12.6 million. The facility had the largest number of clients in the state who had potential for success in the community. At the time of the closure

there were 303 clients and 285 employees. When the governor made his closure announcement, he made the statement that the Henryton employees would be offered comparable job opportunities in state service. Every employee was to be offered another state job. Direct-care staff were phased out in proportion to the transfer of clients. A system was established to transfer employees to other vacancies in the state system before the date their jobs were scheduled for termination. With the cooperation of other state agencies, personnel started several months in advance to have employees placed in job locations throughout the state. If that did not work, employees could bump into other jobs at the facility, based on a seniority system. "As with parents," wrote Braddock and Heller, "early and clear communication is important in meetings with employees and their unions. We also have a monthly bulletin at the Center to dispel rumors or gossip about the closure" (pp. 21-23).

The Closure Project Manager stated that nurses, some social workers, and other professionals bailed out early in the closure process and had to be replaced. He met with employees and tried to keep anxiety levels down. Some employees talked to him individually, thinking he knew more than he did. He said, "Interestingly, approximately half the employees think the Center is never going to close. Many think that it is going to close tomorrow and that it won't take the full three years to phase out the facility" (Braddock & Heller, 1984, p. 25).

In Michigan, the Plymouth Center for Human Development, located in Northville, was forced to move toward closure in 1979 due to a consent decree based on allegations of neglect and abuse. At the time of the order, there were 837 residents and 867 staff. Those numbers were down from a level of 779 clients and 1,710 staff. Since the 1974 Mental Health Code stated that services would be provided in the least restrictive environment, the Department of Mental Health decided not to fight the order. Clients were moved into six-person group homes because Michigan's zoning law says that six mentally retarded individuals may live together as a family in a residential area (Braddock & Heller, 1984).

Because the bottom had fallen out of Michigan's economy at the time, employees were glad just to have a job and did not leave the institution. Management put together an elaborate transition plan for staff, which could not be fulfilled due to limited resources. The senior administrative staff held on even though four of them developed major medical problems (Braddock & Heller, 1984).

The Dixon Developmental Center was a large, traditional, state-operated residential institution serving developmentally disabled persons. It was located 100 miles west of Chicago in rural north central Illinois. It had been in continuous operation since 1918. At the time the governor announced its closure on February 17, 1982, there were 820 residents, more than 80% of whom were severely or profoundly retarded. One day after the Dixon closure announcement, the Illinois governor ordered the closure of two additional Illinois

institutions at the end of Fiscal Year 1982. The state prison population was projected to grow from 13,300 in 1981 to over 21,000 by 1986. By contrast, in 1973 there were 6,500 prisoners in Illinois, but the state was serving 17,611 mental health clients in state institutions. The pressing need for prison space, coupled with cutback management in Illinois, led state administrators to look at vacant institution buildings for prison grounds. A few months after the governor announced that the institutions would close, he authorized the conversion of the Dixon Development Center to a 750-bed medium-security prison and the conversion of another institution, the Bowen Center, into a juvenile detention facility (Braddock & Heller, 1984).

In Pennsylvania, Halderman v. Pennhurst (1979) was a landmark court case involving the deinstitutionalization of a facility for the mentally retarded. The Office of Employee Services was created by court order on April 26, 1979, to design and deliver services to 1,700 state employees who would be losing their jobs as residents of the Pennhurst State School and Hospital were relocated to community facilities. The office was then terminated on January 4, 1980, as a result of a Court of Appeals ruling that held that relief for employees was not reasonably related to facilitating the rights of retarded individuals. The plan to include opportunities for alternate employment for displaced employees was developed for three important reasons. First, their cooperation would be essential in

making a smooth transition of residents into the community. Second, political opposition from employee unions could delay the process. Third, a basic tenet of court findings was that employees were free of liability (Final Report, 1980).

Similar to what occurred in Northville, Michigan, there was a history of controversy involving Pennhurst, which became more focused in the late 1960s due to media reports about the treatment of residents. By the mid-1970s, employees were accustomed to hearing that the institution would be closed and they would be unemployed. Yet when the court ordered that residents be removed from the facility, many employees did not believe that the order would actually be carried out (Final Report, 1980). According to other studies, this is a typical employee reaction (Braddock & Heller, 1986; Bushnell, 1973; Friedman, 1980; Gaze, 1985; Sacewicz, 1985; Slote, 1969; Yoder & Staudohar, 1983).

DeWitt State Hospital, the largest employer in Placer County, California, closed in 1969. Stanford Research Institute was contracted to study the effects of the closure on employees. It found that nearly 50% of DeWitt's 1,000 employees were 50 years of age or older, most of them had graduated from high school, and 40% of them had worked at the institution for 10 years or longer (Final Report, 1980).

In September 1973, Grafton State Hospital in Massachusetts was closed as a result of the state's reevaluation of the entire mental health hospital system. The Research Institute for Educational

Problems of Cambridge, Massachusetts, studied the effects on employees. It found that the average Grafton employee had worked at the institution for nearly 10 years, was in his or her mid-40s, and lived in the immediate area (Final Report, 1980).

In December 1972, the Ohio Department of Mental Health and Mental Retardation announced that it planned to close the Cleveland State Hospital, a psychiatric hospital. The Department of Mental Health contracted with the Psychology Department of Case Western Reserve University to investigate the effect of the hospital closure from the perspectives of the hospital's patients and employees (Schultz, Lyons, & Nothnagel, 1975).

It found that most of the employees were women, married, high school graduates, and the primary wage earners in the family. At the time of the closure announcement, the staff reported lower morale, loss of interest and initiative, and a concern about having a job. Eighteen months later, it reported on the long-term effects of the closure. It said that no one helped them find another job even though assistance was available. Trauma associated with the closure was much greater for psychiatric aides than for other staff members (Schultz et al., 1975).

Braddock and Heller (1985) found no documented evidence of any public mental retardation institution closures in the United States before 1970. Nearly 75% of the closures have occurred since 1982. Nationally, the institutional census dropped from a peak of 194,650

in 1967 to 109,827 in 1984, while the per diem cost per patient escalated to \$106 per day. In the last two decades, Michigan's institutional census has plunged from 13,000 to 2,200. Five institutions have been closed, beginning with Fort Custer in 1972, then one each year beginning with Alpine in 1981, Hillcrest in 1982, Northville in 1983, and Plymouth in 1984.

Closure of any place of employment has an effect on its employees, be it a public institution or private industry. The literature explored next concerns effects on displaced employees.

Effects of Displacement on Employees

One of the effects displaced workers perceive most is stress. The term "stress" has been used as a substitute for anxiety, conflict, emotional distress, ego-threat, frustration, threat to security, and tension (Appley & Trumbull, 1967). Gross (cited in Levine & Scotch, 1970) defined it as "the failure of routine methods for managing threats" (p. 55). Luthans (1985) said that high levels of stress may be accompanied by anger, anxiety, depression, nervousness, irritability, tension, and boredom. Stress manifests itself in individual employees by mood changes, lowered self-esteem, resentment of supervision, inability to concentrate and make decisions, and job dissatisfaction, all of which can be dysfunctional for the organization.

Highest periods of stress for displaced workers appear to come at the time closure is announced and at the time layoff notices are

received. Reactions to the last day of work and the first week of unemployment show greater variation in responses, seemingly dependent on future job prospects (Heller & Braddock, 1986). Some writers reported a pattern of initial anxiety followed by a period of denial after the closure announcement (Final Report, 1980; Greenblat & Glazier, cited in Ahmed & Plog, 1976; Stein & Corman, 1977; Weiner, cited in Ahmed & Plog, 1976). Once the reality of closure became too obvious to deny, depression set in, which was followed by a significant drop in employee morale and a deterioration of the employees' attitudes toward their jobs. The job transition is marked by feelings of alienation, loss of group identity, anomie, and family problems, including marked increases in divorce, alcoholism, drug abuse, and illness. Rumors at the workplace only add confusion to the process (Final Report, 1980; Greenblat & Glazier, cited in Ahmed & Plog, 1976; Stein & Corman, 1977).

Some researchers have said that the loss of a job is a major life crisis for an employee, a crisis that requires the availability of counseling to meet the individual's needs at all stages of the transition (Final Report, 1980). As employees go through the stages, they experience considerable feelings of bitterness, self-doubt, and distrust of the state as an employer. One study found that during the first year, negative attitudes among those involved in the closure process were fairly pervasive. During the second

year, intensity of employees' negative feelings diminished very little and in some cases actually increased. In several cases the loss of staff morale, which was suffered during the closure, appeared to carry over to the employees' new jobs. Carry-over to the remainder of the state's institutional system is one of the major effects of the institutional phase-out system, in that transferred workers carry with them considerable skepticism, doubt, and anger toward the employer. This can result in the morale of an entire state institutional system being undermined. The combined effects of uncertainty, anxiety, and the numerous dimensions of change led to employees becoming the major victims of deinstitutionalization even when they obtained new jobs (Final Report, 1980).

Colin Parkes (cited in Strange, 1977), the Tavistock psychiatrist, proposed that all major life changes involve potential loss and that resistance to that loss produces the anguish of grief. He wrote:

In the ongoing flux of life man undergoes many changes. Arriving, departing, growing, declining, achieving, failing--every change involves a loss and gain. The old environment must be given up, the new accepted. People come and go; one job is lost, another begun; territory and possessions are acquired or sold; new skills are learnt, old abandoned; expectations are fulfilled or hopes dashed--in all these situations the individual is faced with the need to give up one mode of life and accept another. If he identifies the change as a gain, acceptance may not be hard, but when it is a loss or a mixed blessing, he will do his best to resist the change. Resistance to change, the reluctance to give up possessions, people, status, expectations--this, I believe, is the basis of grief. (p. 36)

Strange (1977) extended Parke's findings to the work setting and observed that some workers react by denying the inevitable--hoping that some event will intervene to avert a closure, even to the extent of bringing about a reopening of the plant once it is closed. For other workers, rumors, or the announcement of the closing itself, have the potential for triggering a grief process in which the worker anticipates and indeed emotionally rehearses for what is to come and thereby begins the process of detachment. The fact that bereavement generally continues beyond the point of loss and may in some cases be prolonged suggests that until the loss is reconciled, this process will carry over beyond the closing into the period when the worker is looking for a new job or adjusting to a new work environment, thereby distorting and hampering these efforts. From this perspective the problem is not so much finding the displaced worker a new job as it is getting him over the last one.

One study found that those employees who suffered most from the closing were largely the rigid, compulsive types who denied that the plant was closing, and when faced with reality said everything was all right and there was nothing to worry about (Slote, 1969). These were compulsive people who lived by rules, rules that they established to "make things be all right." "This imposition of their own sense of orderliness on an essentially disorderly world," Slote found, "provided protection against inner emotions, against

anxiety, but did nothing to provide protection against life itself" (p. 328).

The same study showed that loss of confidence and self-esteem resulted when individuals were unable to find other jobs (Slote, 1969). Other studies indicated that, when people received social support, they were not dependent on accomplishments for self-esteem. Yet while employees who did not receive social support were required to resort to "instrumental accomplishments" for feelings of self-worth, unemployment led to their inability to make those instrumental accomplishments (Gore, 1978, p. 164).

Support can be defined as "the subjective feeling of belonging, of being accepted, of being loved, or being needed all for oneself and not for what one can do" (Gore, 1978, p. 164).

Although it was agreed that the effects of support were helpful in developing coping strategies, there was not consensus about whether support was interactive and buffering in dealing with stressful situations, or simply positive and additive.

LaRocco and Jones (1978) studied 3,725 United States Navy enlisted men aboard 20 ships in the Atlantic and Pacific and found that either consistently high or consistently low levels of leader support allowed individuals to develop coping strategies that reduced the effects of stress. At the midrange, however, leader inconsistency could make it more difficult to develop effective coping strategies. Additionally, the study showed that the effects of support were positive and additive, but not interactive or

buffering. It appeared that higher levels of support and reduced stress levels were each related to the achievement of various organizationally desirable outcomes. Support, whether from the peer group or leader, did not appear to be effective in removing the negative influences of stress produced by conflict and ambiguity. Therefore, attempts to alleviate the negative effects may be more meaningful when stress is addressed directly by reducing sources of conflict or increasing role clarity, rather than attempting to address the issue indirectly through support.

Caplan (cited in Gore, 1978) reported in 1972, however, that for National Aeronautics and Space Administration (NASA) scientists, administrators, and engineers, positive work relationships did serve as a buffer between some occupational stresses and some physiological strains.

Stein and Corman (1977) found in their study of 30 employees who transferred from an institution to a community-based outpatient clinic that family support and encouragement were important considerations when employees were making transfer decisions. As a result of new job opportunities, many employees reported experiencing unexpected personal growth and change. They enjoyed the struggle for identity instead of having it prescribed for them.

Another study showed that administrative and union support were key factors contributing not only to employee health initially, but also to job satisfaction later (Heller & Braddock, 1986).

Aside from social support, there are few coping strategies that people have found to be effective in occupational settings. For example, in studying individuals' abilities to cope with ordinary life events, Pearlin and Schooler (1978) found that coping interventions were most effective when dealing with problems related to the close interpersonal roles of marriage and child rearing, and least effective with the more impersonal problems that were found in occupations. They also found that effective coping modes were not equally distributed in society. Men, educated people, and affluent people had an advantage. Poor and less educated people had greater exposure to hardship while having the least means at hand to fend off stresses resulting from those hardships.

The study indicated that what people did or failed to do in dealing with their problems had the potential of affecting their well-being. There are, however, important human problems, particularly in the occupational arena, that do not respond well to individual coping responses, as Pearlin and Schooler (1978) noted:

Coping with these may require interventions by collectivities rather than by individuals. Many of the problems stemming from arrangements deeply rooted in social and economic organization may exert a powerful effect on personal life but be impervious to personal efforts to change them. This perhaps is the reason that much of our coping functions only help us endure that which we cannot avoid. Such coping at best provides but a thin cushion to absorb the impact of imperfect social organization. Coping failures, therefore, do not necessarily reflect the shortcomings of individuals; in a real sense they may represent the failure of social systems in which the individuals are enmeshed. (p. 18)

In a study published two years later, Folkman and Lazarus (1980) found that both problem- and emotion-focused coping were used in 98% of the incidents reported by 100 men and women aged 45 to 64 over a year's time. The study showed that people were inconsistent in their family life coping patterns. Problem-focused coping was used more often in work contexts, whereas emotion-focused coping was used more in health contexts. On the other hand, if a person thought something constructive was possible or that more information was needed, problem-focused coping was more likely to be used. On the other hand, in situations where acceptance of the situation was required, emotion-focused coping was used more often.

In a study that included social support as an issue, Kasl, Gore, and Cobb (1975) compared employees from two plants who would be losing their jobs. One plant was in Detroit, a large urban city, and the other was in Bronson, a small rural town in southern Michigan. A comparison was therefore made of urban versus rural settings. Several elements were designed to measure the degree to which social support could mediate undesirable outcomes. The outcomes included perceived relative economic deprivation, serum cholesterol levels, attitudes toward the union, depression and self-blame, bodily symptoms and days with illness complaints, and peptic ulcer incidence and activity. Data were collected at intervals from 3 months before the closing, at the closing, and 6, 12, and 24 months after the closing. The study showed that the rural men experienced more unemployment than the more mobile urban men, but

that the rural men returned to normal lives more rapidly than the urban men. Rural men were found to have a significantly higher mean level of social support than urban men, which resulted from the disproportionate number of urban men who were inadequately supported (Strange, 1977).

The study also showed that the factory provided a sense of community to the urban workers, whereas in the small town, the town itself was the community. Social support in the small town continued, as did social interaction with former co-workers who were friends (Kasl, Gore, & Cobb, 1975).

Several studies spoke to the alleged effects on people's health of the stress caused by the displacement process (Barocci, 1979; Clague & Couper, 1934; Kasl et al., 1975; Owens, MacNaughton, & Belzung, 1969; Slote, 1969). There was no uniform agreement that physical health was adversely affected.

The best documented study addressing health issues was the urban-rural plant closure reported by Kasl and Cobb (1970). They tested blood pressure changes over a two-year period and found no significant long-term trends. Blood pressure levels were higher during anticipation of job loss and unemployment or probationary reemployment than they were later when people stabilized in new positions. Those whose blood pressure levels remained high longer had more severe unemployment and lower ego resilience. They also reported longer-lasting subjective stress and did not report much

improvement in their well-being. Within the anticipation period, blood pressure clearly rose, which was correlated with subjective ratings of perceived stress.

In Slote's (1969) writing about the closure of a paint plant, a number of accounts of physical illness were reported, affecting not only employees but also their spouses and families. Three of seven salesmen died during the two-year transition. Others became "walking wounded," developing nervous conditions and losing hair.

Clague and Couper (1934) reported that approximately 25% of the families in their study reported a serious illness of some family member following the shutdown of two rubber companies, one in New Haven and one in Hartford, Connecticut.

Barocci (1979) studied a group of workers two and one-half years after they were displaced by a chemical company closure in Fall River, Massachusetts, in 1974. He found no conclusive evidence regarding health issues.

Owens et al. (1969) studied the 1962 workforce reduction at the Humble Oil and Refining Company in Baytown, Texas. They found that, although the effect of the displacement on physical and mental health appeared to be relatively mild, evidence suggested that it would have been worse if the period of unemployment had been significant. Most employees reported no physical or mental problems, and nearly as many reported an improvement as reported a decline in health. All those employees who indicated that they felt worse had been unemployed for two months or longer.

In addition to the effects on health that some displaced employees experienced, long-range problems also developed in employment patterns (Barocci, 1979; Clague & Couper, 1934). Barocci's (1979) study revealed that although displaced employees had worked in their previous jobs for nearly five years, they averaged two and one-half jobs in the two and one-half years following the plant closure. Clague and Couper (1934) similarly discovered that although about 60% of the displaced employees found other jobs within two months, many did not keep them. In fact, some had as many as nine jobs following the shutdown.

Weiner (1976) found that terminated employees either found work quickly, primarily through transfers, or they became part of a pool of the long-term unemployed. Many women who were part of the secondary labor force dropped out of the labor market.

Studies showed that education was one of the factors that influenced displaced people's chances of finding alternate employment initially. In fact, displacement was most serious for those people who did not find another job relatively quickly and for those people who were less well educated. In one study, 71% of those employees who did not know where to find another job had not completed grammar school, compared to 47% in the entire laid-off group. Seventy-one percent of the laid-off workers reported that they recognized the importance of formal education for occupational success (Owens et al., 1969).

Five studies reported by the United States Department of Labor, Bureau of Labor Statistics (n.d.) showed that displaced workers who had completed high school had substantially higher reemployment rates than those who had not. Generally, among older workers, high school graduates fared better than nongraduates, and workers with some high school education fared better than those with none in gaining reemployment.

Although workers with less education experienced the sharpest wage cuts, in general, people who found other jobs experienced lower earnings (U.S. Department of Labor, n.d.). This finding was echoed in other studies (Barocci, 1979; Clague & Couper, 1934; Slote, 1969). In the two plant shutdowns studied by Clague and Couper, only 9% of the employees in one plant and 27% in the other earned as much in their new jobs as they had before the shutdown.

On a more promising note, when the Dixon institution closed, 21% of the displaced employees used the opportunity to return to school, 16% to find a better job, and 10% to make a move they had always wanted to make. Forty-one percent reported that they were working harder (Heller & Braddock, 1986). Slote (1969) also found that during the paint plant closure, some employees used their vacation time to secure technical training and obtained better paying jobs as a result.

One obstacle to some displaced employees' finding a better job was lack of mobility (Barocci, 1979; Heller & Braddock, 1986; Strange, 1977). Factors affecting mobility were identified as home

ownership, family and social ties, the secondary role of the woman's job in the family, children in school, uncertainty about the company's intentions, fear of future layoffs, and the high cost of relocation (U.S. Department of Labor, n.d.). Those employees most likely to transfer, given the opportunity, were primary wage earners (Heller & Braddock, 1986). Older workers and women suffered most as displaced workers, both in ability to find alternate employment and in decreased compensation (U.S. Department of Labor, n.d.).

No matter what the educational level, age, sex, or mobility potential of displaced employees, adjusting to change was difficult for most people and produced concerns that went beyond stress factors. One of those concerns was job satisfaction.

Job Satisfaction

There are many definitions of job satisfaction, but it is generally recognized, according to Francis and Milbourn (1980), as being "the result of the individual's perception of what is expected and what is received from different facets of the work situation. The closer the expectation is to what is actually received, the greater the job satisfaction" (p. 70).

Sometimes people perceive job satisfaction as overall satisfaction or global satisfaction. At other times they may mean considerations such as pay, benefits, promotional opportunities, working conditions, supervision, the work itself, co-workers, or the

organizational structure. Sometimes people feel only globally satisfied or dissatisfied. When that is the case, it is difficult for managers who desire to improve the work environment. More direct action can be taken to eliminate pockets of dissatisfaction when managers know what facets are causing or contributing to global dissatisfaction (Francis & Milbourn, 1980).

Likert's (cited in Francis & Milbourn, 1980) research showed that employee satisfaction was influenced by managerial leadership, organizational climate, peer leadership, and group processes. Forty-nine percent of the variation in worker satisfaction was explained by managerial leadership (Francis & Milbourn, 1980).

Regardless of the reality of any of the facets of a job, if reality does not match what is expected--what someone desires--there will undoubtedly be some dissatisfaction. People have preconceived notions of expectancy that reality must match in order to produce satisfaction (Francis & Milbourn, 1980). A person may not feel satisfaction with a job that is not compatible with his or her self-image.

Whether job satisfaction relates to job behavior is not clear. Research has suggested that job dissatisfaction consistently influences absenteeism, turnover, and other "costs." However, the relationship between satisfaction and task performance is not clear. Job performance is influenced by effort, abilities and skills, and problem-solving approaches, whereas job satisfaction is influenced by one's perceived equity. Rewards must be clearly tied to task

performance, and the organization must make that clearly visible to employees (Francis & Milbourn, 1980). The more a person likes his or her job, the less likely he or she is to be absent or quit, but that does not necessarily make him or her a better worker (Francis & Milbourn, 1980).

When questioning whether job satisfaction was related to life satisfaction, research showed that job satisfaction influenced life satisfaction more than life satisfaction influenced job satisfaction. When unhappy workers attached high importance to their jobs, this relationship was particularly noticeable. When an individual thought that his or her job was important but was dissatisfied with it, general discontentment with life developed in some cases. Individuals who were satisfied with their jobs were more likely to express satisfaction with life. When people were in jobs that provided little satisfaction for them, they sometimes appeared to be protecting their mental health by giving up thoughts of improving their work situation; they resigned themselves to the situation (Francis & Milbourn, 1980).

According to Porter and Lawler (cited in Francis & Milbourn, 1980), job satisfaction is perceived when the balance between the effort expended and reward granted seems equitable to the individual worker when compared to the efforts and rewards of other workers in the same category. Job performance is influenced by both effort and ability (Francis & Milbourn, 1980). Since for many employees his or

her supervisor is the organization, the organization itself is judged to a great extent by that employee's feelings about his or her immediate supervisor. It is the supervisor who allows or disallows input into the decision process, gives assignments, does performance appraisals and performance reviews, interprets policies, and decides who has potential for promotion. The supervisor-subordinate relationship represents the primary interface between the organization and the employee (Francis & Milbourn, 1980).

As representatives of the organization, supervisors can reduce role conflict and role ambiguity by clarifying organizational roles for the employees they supervise. Each job should have clear expectations along with the necessary information and support to ensure that conflicting demands and ambiguous interpretations of job expectations are reduced (Luthans, 1985).

Bureaucratic organizations, because of their formalized, impersonal structure, tend to produce stress for employees. Providing employees with opportunities for increased responsibility, recognition, achievement, advancement, and growth not only helps motivate but also reduces job stress (Luthans, 1985).

Whether the Department of Corrections is less formalized and impersonal than the Department of Mental Health is questionable, but those employees who transferred to the Department of Corrections during the Dixon institution closure were more satisfied with their jobs than any other affected employee group. They also reported the most improvement in mental health. People who transferred to other

Department of Mental Health facilities were least satisfied. Furthermore, when comparing job satisfaction on three scales--intrinsic (program quality and professional development), extrinsic (scheduling and benefits), and environmental (social and physical environment)--only the intrinsic scale showed a significant difference among the people still employed in state government. Department of Corrections employees were most satisfied with their jobs (Heller & Braddock, 1986).

The decision to transfer to other Department of Mental Health facilities was apparently an economic one because it was the primary wage earners who moved. Since most of the employees were females in dual-career families, many preferred jobs at the Department of Corrections rather than moving their families to other communities. Given that the difference in satisfaction between Department of Mental Health and Department of Corrections employees was primarily intrinsic, it is proposed that those who transferred to the Department of Correction were challenged by working in a new system with a different type of clientele (Heller & Braddock, 1986).

Employees from the paint plant sought employment at the Department of Corrections for a different reason. They perceived the move as assurance of reliable employment (Slote, 1969).

Summary

Retrenchment has become a way of life for managers in public agencies as resources decline. At the same time, advocates for mentally retarded individuals have worked toward moving these individuals into less restrictive settings. Moving mentally retarded individuals into the community has resulted in decreased need for employees in Department of Mental Health residential facilities.

Change results in a variety of effects for employees. Among other things, these outcomes induce grief, stress, and negative effects on health and influence job satisfaction, job performance, and job security.

CHAPTER III

INSTITUTIONAL TRANSFORMATION IN MICHIGAN

Overview of Branch County

The Coldwater Regional Mental Health Center is located in Branch County, a small rural county in south-central Michigan. It is in the middle of the southernmost tier of counties and borders Indiana. Coldwater, the largest city in Branch County, is nearly equal in distance from Detroit and Chicago and is 40 to 50 miles from any major urban areas.

The county has steadily lost private-sector jobs, and the Coldwater Regional Mental Health Center is now its largest employer. Citizens and community leaders agreed to have prisons located in Coldwater primarily for economic reasons. Prisons were welcomed essentially as a means of regaining lost jobs. Because the state pays relatively high wages, prisons help improve the economic outlook and create a better employment picture for the county.

According to the 1980 census, Branch County has a population of 40,188. It lost six manufacturing industries between 1977 and 1982, resulting in the loss of 1,400 jobs. The median income in Branch County is the lowest in the region at \$18,535. This compares to a \$22,107 median income statewide. The median age in Branch County is 30.2 compared to 29.0 statewide. A majority of residents have at

least a high school education. At the time of the 1980 census, 34.4% of the residents 18 years and over had completed grades one through eight, 46.7% had completed high school, 11.4% had completed one to three years of college, 4.5% had completed four years, and 3.1% had five or more years of college.

Description of the Organizations

The Michigan Department of Corrections

The Department of Corrections is of interest to Branch County because of the two prisons that are located in Coldwater. The Department of Corrections employed 9,637 people or 15.7% of the state classified work force in Fiscal Year 1986-87. The average age of the Department of Corrections employee was 38 years, and the average hourly wage was \$12.35. Average annual-leave usage for Department of Corrections employees in Fiscal Year 1986-87 was 13.8 days, and sick-leave usage averaged 7.5 days. Both of these are below the state average of 16.7 and 8.4, respectively. There were no reduction-in-force layoffs in Fiscal Year 1986-87, whereas there were 131 in Fiscal Year 1981-82. There were 1,870 career new hires in Fiscal Year 1986-87.

The Department of Mental Health

Because the Coldwater Regional Mental Health Center is part of the Department of Mental Health, that organization is very important

to the County. The Michigan Department of Mental Health is the second largest state agency in Michigan. In Fiscal Year 1986-87, the Department employed 11,282 people or 18.4% of the state classified workforce. The average age of the Department of Mental Health employees was 42 years, and the average pay was \$13.17 per hour. Employees used an average of 16.9 days of annual leave that year and 9.3 sick days. This compares favorably to the leave usage of employees in all state departments, who averaged 16.7 annual-leave days and 8.4 sick-leave days in Fiscal Year 1986-87. The Department of Mental Health laid off only six employees in Fiscal Year 1986-87 as a reduction-in-force move, compared to 1,082 in Fiscal Year 1981-82. It hired 584 new career employees in Fiscal Year 1986-87 (State of Michigan, 1988).

In summary, the Department of Corrections hired more than three times as many new employees as the Department of Mental Health hired in Fiscal Year 1986-87. Department of Corrections employees used fewer sick- and annual-leave days than either the Department of Mental Health or the average for the state classified work force, as a whole. Department of Corrections employees were younger, on the average, and earned less money than Department of Mental Health employees.

Both organizations are vital to the economy of Branch County, but its history is with the Department of Mental Health and the Coldwater Regional Mental Health Center.

Historical Perspective of the Coldwater Regional Center

The physical complex now referred to as the Coldwater Regional Mental Health Center opened its doors originally on May 21, 1874, as a home for dependent and neglected children. It was operated by the State of Michigan. The purpose of the school at the time was to provide care and education for dependent and neglected children who were of sound body and mind. It was known as the State Public School and operated until 1935, when it was succeeded by the Michigan Children's Institute in Ann Arbor (Davidson, 1978). Situated one mile north of the heart of the city of Coldwater and just outside the corporation limits, it was about one and one-half miles from the depot. Upon the arrival of trains, several hacks could be found waiting, any one of which would take strangers to the school for \$.50 per passenger (Davidson, 1978).

Coldwater is located on what once was the L.S. & M.S. Railroad, about 156 miles east of Chicago, 86 miles west of Toledo, and 115 miles southwest of Detroit. The site of the State Public School was a commanding one, sitting 20 feet above the city and "having a charming prospect in every direction" (Fortieth Annual Report, 1877). On the 41 acres, there was a small farm, which had a bearing orchard with 300 apple trees. The cost of the whole outfit was about \$150,000 (Fortieth Annual Report, 1877).

The price of admission to the school was dependency on the public. The aim was to relieve the poorhouses in the state of all

children under 16 and over 4 years of age, and to prepare them for good citizenship (Fortieth Annual Report, 1877).

The school, with the necessary resources in its control and the number of children in its care, proved to be satisfactory to the people, and there was pressure from the counties for the admission of young children yet in the poorhouses. The peculiar and unsettled financial condition of the country had much to do in increasing dependency, particularly in the mining and lumbering districts, where there was less demand for labor and less remuneration for it. From these regions the pressure was constant and strong for the admission of children.

The school board thought that the capacity of the school should be increased to accommodate 300 children. To perfect the operation of the school, the board thought there should be sufficient pasturage for 20 cows. Milk was considered the most healthy and economical food for children, but the institution had no land for pasturage. The 41 acres were occupied by the buildings, orchard, garden, and a small meadow that had to be used also for farming and gardening to raise vegetables to afford summer work for the older boys. The school board recommended purchasing pasturage because land was being rented for the 10 cows owned by the school (Fortieth Annual Report, 1877).

Children who were residents of the school were referred to as "it" and as "inmates" of the institution. The school board suggested in 1876 that their admissions policy be modified to give

preference to children under 12 because most children of 12 could maintain themselves, and success with younger children was more certain. The board asked that when a child turned 16 and no home had been found, or if after "its" admission the child was deemed mentally or physically unsound, the child would be returned to "its" proper county. Any boy over 10 years of age who was considered criminal or incorrigible was to be sent to the State Reform School.

Criminal girls, however, created a dilemma. The state provided no penal institution for girls except for the Detroit House of Corrections, which contained many of the most hardened criminals in the United States.

In 1876, the average age of children at the State Public School was nine and one-half, which made the expenses of care greater than if the children had been older. Younger children's labor was less productive than older children's, they required constant supervision, and they needed more medical attention. Appropriations were not adequate to pay staff to supervise all the children and to pay for essential needs.

At this time, 166 children were indentured, 49 of whom were returned. An agent would spend a few months in the spring and summer among the farmers finding homes for the children. Demand for girls was greater than could be accommodated. Only three or four of the indentured children ran away from their homes. Most of the children reportedly did as well as could be expected (Fortieth Annual Report, 1877).

Each child who was old enough was required to perform labor for about three hours per day. About 15 to 18 children were employed making beds, sweeping floors, and scrubbing cottages. An equal number worked on the farm caring for animals, milking, working in the garden, and hauling wood. The dining room and kitchen employed 25 children. Several worked in the bakery, laundry, and engine and sewing rooms; 12 learned the shoemaking business.

Because many children were too small to engage in such labor, they were put together with several hundred knitting needles and yarn to knit mittens, suspenders, garters, and stockings. In addition, each child attended school from three to four and one-half hours per day, depending on his or her age.

Holidays were celebrated with dinners, illuminations, addresses, music processions, fireworks, and presents, the aim of which was not to afford the children pleasure, but to bring them in sympathy with all the institutions of the country. The Agricultural Society always gave the school complimentary tickets to the county fair, where vendors gave them candies, lemonade, rides on the swings, and tickets to the sideshows.

Although there was this occasional recreation, there was a great lack of everyday amusement. The majority of the children were under the age of 10, too young to work much or to study. They actually had nothing to play with that was suitable, and most of the mischief done on the premises was done by the lively little children in pursuit of pleasure (Fortieth Annual Report, 1877).

Sixty boys made up a company of cadets who were drilled twice every week by employees of the school who had previously served in the army. The boys were furnished with wooden guns. A drum corps was also organized, and the boys learned to fife and drum. Their uniform was the same as that which was worn thereafter by the entire school, namely, blue caps, blue cadet coats, and gray pants. Another company of 70 10-year-old boys was formed. These companies elected their own officers, who were able to command them on parade and to take the company to and from church on the Sabbath in an orderly manner. It was thought that the drill furnished the children with amusement as well as good education, teaching self-government, promptness, implicit obedience, order, and precision. The discipline was thought to be of great assistance in governing the school. In addition, it was thought that, in the years ahead, the drill could be of great assistance to the state. The children marched to and from their meals to the sound of the fife and drum, and the youngsters were required to keep step in moving to and from recitations.

If the children had not been maintained in the school, they would have had to stay in the county houses or in the penal institutions of the state. The cost of keeping a child in the school was only a little more expensive than keeping an inmate in the poorhouse. The advantage was that people would take children from the school more readily than from the county houses or from their own homes (Fortieth Annual Report, 1877).

By June 1932, 13,335 children had been received by the State Public School. At that time, 455 children lived at the school, 900 were in homes under supervision of the school, and 3,601 had been legally adopted (Whitney, 1986).

Institutional Change to Serving Mentally Retarded Residents

By 1935, the school began providing services for mildly to moderately retarded children. The name was changed to Michigan Children's Village. In 1939, the name was changed again to Coldwater State Home and Training School, and residents with all levels of retardation were admitted (Whitney, 1986). Because of changes in admission policy, the population increased. With the increased population came the need for additional buildings. As was the case nationwide for this client population, the facility grew (Whitney, 1986). In April 1976 there were approximately 1,130 residents and more than 1,000 employees (Davidson, 1978).

There have been several changes in how the site of the current Coldwater Regional Mental Health Center has been used over the years. A chronology of events at the site follows.

Chronology of Events

May 21, 1874	Operated by the State of Michigan, the physical complex now referred to as the Coldwater Regional Mental Health Center opened its doors as a home
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for dependent and neglected children, called the State Public School.

1935 The school began providing services for mildly to moderately retarded children. The name was changed to Michigan Children's Village.

1939 The name was changed again to Coldwater State Home and Training School and began admitting residents with all levels of retardation.

April 1976 The State of Michigan committed to the federal government for participation in a program called Intermediate Care Facility/Mentally Retarded (ICF/MR).

February 1979 Remodeling of nine buildings began in February 1979 at a cost of approximately \$20 million.

December 1984 Governor James Blanchard decided to stop his early release program for prisoners.

December 1984 The Department of Mental Health transferred buildings scheduled for demolition on the Coldwater Regional Center grounds to the Department of Corrections.

January 1985	The Michigan Association for Retarded Citizens demanded closure of the Coldwater Regional Center.
March 1985	Legislative hearings were held and closure was disapproved.
April 1985	Women's medium-security prison was opened on the grounds of the Coldwater Regional Center.
May 10, 1985	Announcement was made that the Coldwater Regional Center would be converted from an institution serving developmentally disabled residents to an institution serving mentally ill residents.
June 18, 1985	Director C. Patrick Babcock wrote to State Senator Nick Smith and State Representative Mike Nye, spelling out plans for the conversion process.
June 18, 1985	Governor Blanchard wrote to the same state officials, stating that the two correctional facilities would be permanent sites and that the conversion at the Coldwater Regional Center would also be permanent.
July 1985	A special law was passed allowing employees from the Department of Mental Health to transfer to the Department of Corrections.

August 1985	Training for employees to be converted was initiated.
November 1985	The first unit serving mentally ill residents was opened.
December 1985	A medium-security men's prison opened on the grounds of the Coldwater Regional Center.
September 1986	The agency was renamed the Coldwater Regional Mental Health Center.
June 1987	Only 57 mentally retarded residents remained at the institution, the mentally ill population had risen to 154, and a new admissions unit for mentally ill clients was opened.
September 1987	Employees marched in protest of understaffing at state mental health facilities.

Recent History

In 1976, the State of Michigan committed to the federal government for participation in a program called Intermediate Care Facility/Mentally Retarded (ICF/MR). To meet federal requirements, buildings had to be remodeled. In addition, the resident population was to be reduced to 405 by July 1982. Remodeling of nine buildings

began in February 1979 at a cost of approximately \$20 million (Whitney, 1986).

The nine renovated buildings have a total resident capacity of 288, with each living unit designed for 32 residents. There are two residents to a room. Wardrobes and nightstands are provided, as are two lockable drawers in every bedframe. There is a bathroom for every four residents and a whirlpool bath for physically handicapped residents. The living room/activities area for eight residents is equipped with a television and a music system, as well as storage for games, puzzles, and activity supplies (Whitney, 1986).

Current residents benefit from the renovations that have taken place in the physical plant. The cost of these renovations may have contributed to the decision not to close the facility during the turbulent times that occurred in the state in 1985.

Because of the dramatic increase in the prison population, space to house prison inmates was a major problem for the state's chief administrators in the mid-1980s. According to Robert Rogan, Director of the Coldwater Regional Mental Health Center at the time, the Governor's Office approached both the Director of the Department of Corrections and the Director of the Department of Mental Health and ordered them to look for space for prisons (R. Rogan, personal interview, 1987). The Director of Mental Health went to Coldwater and looked at the buildings that were scheduled for demolition. He selected a building that he considered most appropriate, should the

Department of Corrections wish to use that site (R. Rogan, personal interview, 1987).

The very next day, personnel from the Department of Corrections flew in by helicopter to the Coldwater Regional Center to tour the buildings that were scheduled for demolition. They were impressed with the buildings and selected four of them as the site for a prison that would house female inmates (R. Rogan, personal interview, 1987).

The process of converting the Coldwater Regional Center from an institution serving the mentally retarded to one serving the mentally ill actually began when the Department of Mental Health turned those buildings over to the Department of Corrections. Shortly following their release, the buildings had to be separated from the Regional Center (R. Rogan, personal interview, 1987).

The Association for Retarded Citizens of Michigan went to the House Subcommittee on Appropriations for Mental Health and said that because prisoners would be moving onto the grounds at the Coldwater Regional Center, the institution should be closed within 30 days. The House Appropriations Committee directed the Department of Mental Health Director, C. Patrick Babcock, to come up with a plan within 30 days as to how the Coldwater Regional Center could be closed and the retarded residents moved out (R. Rogan, personal interview, 1987).

The Association for Retarded Citizens of Michigan believed it had worked for years to eliminate the stigma attached to

retardation. Now, with prisoners coming in, whenever the Coldwater Regional Center was mentioned, the public would think about it as a prison, and the people who were placed in the community from the Coldwater Regional Center would be thought of as prisoners. The advocates, in this case, were exhibiting behavior they usually encounter in the community when they attempt to open a group home. Property owners do not want "those people" in their neighborhoods (R. Rogan, personal interview, 1987).

When news reached Coldwater that the House Subcommittee on Appropriations for Mental Health had recommended closing the Coldwater Regional Center, employee unions at the Regional Center, parents and guardians of residents at the facility, and townspeople were up in arms. Both the pro-closure group and the group who wanted the institution to remain in Coldwater testified before the Appropriations Subcommittee in the auditorium of the Coldwater Regional Center. The anti-closure group won. All the legislators with their briefcases and all the advocates went off into the night, after announcing that the Coldwater Regional Center would remain open (R. Rogan, personal interview, 1987).

But a problem remained. The state's prisons were still overcrowded, and the Department of Corrections needed space. After looking at the Caro, Alpine, and Oakdale facilities, Department of Corrections personnel circled back to Coldwater. Since they had moved women prisoners into some buildings on the Regional Center

grounds and found that the Coldwater community did not object, Department of Corrections personnel decided to use additional buildings on the Coldwater Regional Center grounds as a prison for male inmates. With a population of 300 women inmates and the prospect of an additional 500 male prisoners, the Department of Mental Health knew that it was once again headed for trouble with advocacy groups. The Coldwater Regional Center had already moved a number of its residents out into homes in the community, so the Director of the Department of Mental Health decided to allocate an adult foster care homefinder to the Coldwater Regional Center to develop more homes. This would allow residents to move into homes in the community at an accelerated rate. Those residents who could not be moved into the community would be moved into another accredited, certified institution for mentally retarded people (R. Rogan, personal interview, 1987).

While Coldwater's mentally retarded population was being decreased, state hospitals serving the mentally ill were becoming increasingly overcrowded. The Justice Department had ruled that at least two of those institutions were operating under conditions that were inappropriate for serving their resident population. It was decided at that point that the Coldwater Regional Center would take long-term, chronic, psychiatric patients. As the mentally retarded residents were moved out into community homes, mentally ill residents were moved into the beautifully renovated, apartmentlike

buildings on the grounds of the Coldwater Regional Center (R. Rogan, personal interview, 1987).

The Coldwater Regional Center was converted from an institution serving mentally retarded individuals into an institution to serve adult psychiatric patients. Approximately two-thirds of the mentally retarded individuals were moved into homes in the community, and approximately one-third were moved to other institutions. By April 15, 1987, there were 156 mentally ill, long-term, chronic geriatric residents at the Coldwater Regional Mental Health Center, while 56 mentally retarded residents remained. The Department moved like a whirlwind, like the helicopter that flew in (R. Rogan, personal interview, 1987).

At the Coldwater Regional Center, hiring some new employees was essential. Nurse supervisors needed to be hired as a requirement for certification as a psychiatric hospital. Psychiatrists had to be recruited, which would be no easy task in the city of Coldwater, so a nationwide search began. As potential applicants came into town, they asked where the shopping malls and cultural activities were. Recruiting was a challenge (R. Rogan, personal interview, 1987).

The eventual success in recruiting top-notch professionals is now attributed to the potential they see in the Coldwater Regional Mental Health Center. Many of the professionals believe that because it is unique, the Coldwater Regional Mental Health Center can be a national model. It is markedly different from the

traditional asylums. The physical facility boasts two people to a bedroom, apartments for eight, four people sharing a bathroom, and family dining for eight. In addition, the facility has a sophisticated activity therapy program, music therapy, art therapy, swimming instruction, and recreation therapy. It is a unique program that the Coldwater Regional Mental Health Center administration believes the state should be proud to have (R. Rogan, personal interview, 1987).

In summary, advocate groups opposed keeping the Coldwater Regional Mental Health Center open if it would share grounds with a state prison. It was, therefore, converted from an institution serving mentally retarded residents to one serving mentally ill residents.

Second Wave of the Conversion

The second wave of the conversion began in June 1987, when an acute admissions unit was opened. This meant that in addition to serving chronic, long-term geriatric residents, the Coldwater Regional Center would be serving acutely mentally ill clients. These people would stay in residence for 45, 60, or 90 days while they received treatment, and then move back into society. It would save people from going to Kalamazoo or Ypsilanti for treatment (R. Rogan, personal interview, 1987).

Employees had heard several stories about what might happen to the Coldwater Regional Center before they learned about the actual

impending conversion on May 10, 1985. They heard that the Association of Retarded Citizens of Michigan had called for closure of the facility. When it was announced that the facility would not close, they thought that they would be continuing to operate as an institution for the mentally retarded. Then they were hit with C. Patrick Babcock's announcement that the facility would be converted into an institution serving the mentally ill.

That announcement engendered a mixed reaction. There was initially great insecurity on the part of most staff, followed by relief that the facility would remain open, and then concern about how they would be affected individually--how they would fit into the scheme of things. The next development was retraining, a three-week training program about mental illness. It was a somewhat stressful period for everyone. Everything happened so quickly.

But some events leading up to the changes may have conditioned employees to accept the changes more readily than they would have 10 years before. For example, it was announced in 1976 that the population would be decreased when there was a movement to place residents in the community. Renovations began in 1979. During that time, residents were temporarily moved to different buildings, and employees were forced to work under very trying circumstances. At that time there were 1,100 employees, many of whom had worked in the same building with the same residents for 20 years. Moving employees to different buildings in which they would be working with

different clients, and taking their offices away, were major changes for employees (R. Rogan, personal interview, 1987).

During this period, Michigan's automobile industry was in serious trouble. People were not buying as many American-made cars. This resulted in financial trouble for the state. In 1980-81, well over 500 employees were laid off en masse at the Coldwater Regional Center. One Saturday, 135 direct-care and 56 indirect-care employees were given layoff slips. Some employees who were laid off had the ability to bump into other positions, so a person who had been driving a van might bump into the switchboard operator position. Employees began to experience change and to accept it (R. Rogan, personal interview, 1987).

The Center was then asked to accept residents from other institutions. It took 55 residents from Hillcrest, which necessitated reopening the building that later became the women's prison. That building, however, was then closed when the population was decreased. When Northville closed, it had 35 residents who could not be placed. That same building was reopened; residents and staff were moved in and once again moved out as residents were placed in the community. At that point, several employees moved out of Coldwater. With the help of the personnel office, they found jobs in Texas, Wyoming, and Tennessee, among other places. For the prison to hire employees from the Coldwater Regional Center, the state now waived a law that required that Department of Corrections employees have 15 hours of college credit. That law was waived for

Coldwater Regional Center employees only (R. Rogan, personal interview, 1987).

Whereas mentally retarded individuals have been moved into \$150,000 homes in the community, six residents to a home, many mentally ill residents who would like to live in the community remain institutionalized. They do not have the advocate groups working for them that mentally retarded residents have had for a number of years. Therein may lie one of the needs for the future. Some people have been in institutions for the mentally ill for 55 years, since they were 10 years old. Fifty-five years ago, a 10-year-old boy could have been admitted to an institution for the mentally ill because he threw a rock through a sheriff's car window. In Coldwater he has a bedroom. Maybe in the future he could have a house (R. Rogan, personal interview, 1987).

Summary

The site that currently houses both a state prison and an institution for mentally ill residents has a long history as a location for state facilities. It began as a site for orphaned children who had no handicaps, became a site for mentally retarded individuals, and then was converted to an institution serving mentally ill residents. The physical plant is markedly different from traditional asylums. The facility administration believes that the combination of the physical plant and its unique programs makes the facility a national model.

Employees, many of whom were third-generation employees of the institution, faced many changes throughout their years at the facility. This experience may have conditioned them to think that additional changes were inevitable and made the changes more acceptable.

CHAPTER IV

DEVELOPMENT OF THE MODEL

Framework

Many variables were evident during the course of this study. To demonstrate and test how these variables relate to each other, a model was developed (see Figure 1). Variables for the model were based on interview responses from a small sample of employees who were involved in the conversion of the Coldwater Regional Mental Health Center, coupled with findings from the literature.

This chapter shows how the model developed and then changed as the study progressed (see Figure 2). It begins with the results of preliminary interviews, discusses how issues raised in the literature relate to the preliminary interviews, discusses the model itself, and then talks about the hypotheses considered in the study.

Results of Preliminary Interviews

To develop the model, interviews were conducted with (a) two converted employees, (b) two employees who transferred to a different Department of Mental Health facility, (c) two employees who transferred to the Department of Corrections, (d) two new employees, (e) the administrator of the Coldwater Regional Mental Health Center, (f) the warden from Florence Crane Women's

Block A**PREEXISTING CONDITIONS**

Time on the job
 Job classification
 Absenteeism
 Job satisfaction
 Outside stress
 Economic flexibility
 Gender
 Age
 Job stress

Block B**INTERVENTION**

Conversion
 Transfer
 Counseling
 Retraining
 Finding jobs
 Management support
 Layoffs

Block C**INTERVENING VARIABLES**

Level T1
 Level T2
 Coping strategies

Block D**CONSEQUENCES**

Individual job performance
 Job satisfaction
 Job commitment
 Job security
 Social support
 Job stress

Figure 1. Original Model.

Block A**PREEXISTING CONDITIONS**

Time on the job
 Job classification
 Absenteeism
 Job satisfaction
 Job stress
 Outside stress
 Economic flexibility
 Job performance
 Job commitment
 Health
 Social support
 Gender
 Age

Block B**INTERVENTION**

Conversion
 Transfer
 Retraining
 Layoffs
 Quit
 Early retirement

Block C**INTERVENING VARIABLES**

Level T1
 Level T2
 Coping strategies
 Absenteeism
 Job satisfaction
 Job performance
 Job commitment
 Health
 Job stress
 Outside stress
 Social support

Block D**CONSEQUENCES**

Job performance
 Job satisfaction
 Job commitment
 Job security
 Social support
 Job stress
 Job classification
 Place of employment
 Absenteeism
 Job changes
 Health
 Outside stress

Figure 2. Adapted Model.

Correctional Facility, and (g) the American Federation of State and Municipal Employees union steward.

The interviews revealed that the conversion had different effects on different people. For some employees it provided an opportunity to make changes either in their careers or geographic location. For others it created unhappy and undesirable circumstances. Stress was a major factor affecting the lives of individual employees at the time conversion plans were announced. Insecurity was created by uncertainty, while frustration was compounded by the lack of anyone with whom to talk. Change in the focus of responsibility on the job in some cases resulted in adverse effects on employees' personal lives.

The love that some employees felt for their jobs when they were working with the mentally retarded residents--with whom they had worked for years--was gone. Many employees felt forced to continue their employment by working with mentally ill residents because their wages were essential to the family. Because the job was no longer enjoyable, some employees developed a "terrible mental attitude" and fighting with spouses developed at home. Insecurity regarding future employment continued even at the time of the interview. The uncertain trustworthiness of the state as an employer affected the level of commitment employees were emotionally able to make to their jobs. Converting from an institution serving mentally retarded residents to one serving mentally ill residents

required employees to develop an almost entirely different mindset about what their job responsibilities really were.

Employees were no longer responsible for the total care of the facility residents; instead, they must "supervise independence" of the clientele. This transition was difficult for some employees to make, particularly in their "home" environment. It is seemingly less difficult to make the mental transition if an employee changes environments, i.e., transfers to either a different mental health facility or another agency, where the individual anticipates change. On their home ground, however, where generations of families had dealt with the same population, the conversion seemingly led to insecurity and provoked anxiety.

Some employees had been wanting to move to a different location, and the conversion facilitated that move. Some employees were looking for a new challenge in employment, and the conversion provided that opportunity. Many employees were concerned with job security. Those employees who were looking for both change and job security appear to have transferred to the Department of Corrections.

The kind and extent of support available to the individual employees appear to have affected the employment decision they made during the conversion process. Some individuals felt a great deal of family support, whereas others felt supported by the administration, union, and other employees. Other employees perceived an atmosphere in which everyone was on his or her own.

The level of satisfaction with the results of the conversion appears to be measured by how it personally affected each individual. Whereas during the conversion process employees experienced the "me syndrome"--"How will it affect me, what about me?"--the aftereffects apparently were judged by "What did happen to me?"

Effects of the conversion varied. Some employees who took voluntary transfers became physically ill; one actually collapsed at work. At the same time, a new employee to the mental health system experienced adverse physical, job-related effects. A person with low seniority and 19 months until retirement felt greater stress than the person who had a professional degree and the option of either retiring or opening a private practice at any time. Other employees, whose job satisfaction before the conversion resulted from believing that they were helping mentally retarded individuals, now felt helpless, unneeded, and/or disgusted in their work with mentally ill residents after the conversion. Money, as opposed to job satisfaction, became the primary reason for continuing employment with the state. Although working with mentally ill residents was not a job with which some employees were comfortable, they needed to continue their accustomed income level. Some employees described working with mentally ill residents as boring, saying there was not enough to do.

There was apparently some animosity among employees about nurses being hired as supervisors when long-time supervisors were being moved out of their positions.

Overall, the most satisfied employees appear to be those who transferred to the Department of Corrections. Job security was a motivator in the transfer, as was the readiness for change and the need for challenge. Increased responsibility and decision making accompanied the new positions, which enhanced the job-satisfaction level. A smaller staff and increased responsibility seemingly resulted in feelings such as "I'm not just a number anymore." At the Department of Corrections there was more authority, a feeling that the position could be expanded, and greater potential for promotion. There were fewer medical problems, which employees attributed to their jobs. They perceived greater control in their positions, and communication with management was highly regarded.

It also appeared that most employees affected by the conversion had settled into their new jobs. One employee reported that medical problems had actually decreased due to the job change. Nearly all of the employees said they would take the same job they then had if they were to make the decision again. Most employees thought they were doing their jobs as well as they had before the conversion.

When asked if they had any suggestions for managers who would be conducting conversions in the future, the most common response emphasized the need for substantial communication--even though employees thought that relationships with management throughout the conversion were good. Staff thought management should communicate up-front and early, honestly and frankly, and provide as much

information as possible. Also, staff should receive individual communications from management to facilitate reassurance. They suggested that stress-management training for employees at all levels would alleviate some frustrations. They thought management should be more available to individual workers. They also thought that although new supervisors helped to facilitate communication, a conversion should not occur again with brand-new supervisors because "they do not know what they are doing." All employees should be better trained, particularly supervisors.

Issues Raised From the Literature
and Preliminary Interviews

The literature indicates that displaced workers experience substantial stress. Primary stressors at the Coldwater Regional Mental Health Center during the conversion process appeared to be lack of information, concern about the mentally retarded residents who would be moving out of the facility, job security, rumors, a boring new job, uncertainty about the future, inconsistent management, power struggles, employee apathy, retraining, and tests that were given along with the retraining sessions.

If workers carry over their skepticism, doubt, and anger toward the state as an employer, according to the literature, not only does it undermine the morale of the entire state system, but it also reduces the amount of emotional commitment employees are willing to make in their new positions. The extent of job commitment by the

group of Coldwater Regional Mental Health Center employees interviewed covered a range from "no commitment" to "definitely committed."

Employees expressed the loss of job security and the time lag between when they were trained and when the mentally ill residents arrived as job dissatisfiers. Other dissatisfiers that were expressed were not being treated with respect, not feeling useful, not being informed, not having ideas accepted, not having anyone to talk with, and seeing clients moved out.

Insufficient finances inhibited some employees from moving, even though that would have been their choice. Some staff also thought that the institution was not helping residents. These concerns apparently contributed to feelings of dissatisfaction and reduced commitment. On the other hand, autonomy, decision making, responsibility, recognition, opportunity for advancement, control over the job, and a feeling of accomplishment led to expressed job satisfaction and job commitment.

According to the literature, employees' reactions when they heard about an impending closure were ones of disbelief, followed by the onset of the "grief process." Coldwater Regional Mental Health Center employees who were interviewed expressed relief that the institution was being converted, as opposed to being closed, because they would keep their jobs in the community. However, uncertainty about the future remained a concern. Disappointment, job

insecurity, lack of experience with mentally ill individuals, and the "me syndrome" were other responses.

Administrative and union support are recognized in the literature as essential elements in employees' future job satisfaction. Most Coldwater Regional Mental Health Center employees said they received support from the administration but had little involvement with the union. Those employees who had been actively involved with the union, however, expressed feelings of support from that organization as well.

Questions relating to social support issues, important in dealing with stress personally and on the job, met with varying responses in initial interviews. Some employees felt considerable support from families, others felt supported by fellow workers, and still others felt support from neither.

The literature shows that most employees in comparable situations already lived in the area where they worked, were over 40 years of age, married, and long-time employees. Employees who transferred to another location were primary wage earners who had few children. Mobility helped in finding new jobs. Older people with less education were most satisfied with their jobs one year later, presumably because they had fewer options.

Displaced persons, according to the literature, should have access to counseling throughout any transition process. Some employees at the Coldwater Regional Mental Health Center also

expressed concern that they had no one with whom to talk during the conversion process. They needed individual attention.

In summary, issues raised in the literature were used as a basis for conducting initial interviews and for the development of a preliminary model.

The Model

Information from the prestudy interviews, coupled with findings in the literature, generated the framework for the study and questions for the survey. The initial model was composed of four blocks. The first block includes preexisting conditions for employees who were involved in the conversion process. This includes time on the job, job classification, absenteeism, job satisfaction, outside stress, economic flexibility, gender, age, and job stress.

The second block is intervention. Interventions in this study include the conversion, transfer, counseling, retraining, finding jobs, management support, and layoffs. Preliminary interviews revealed that consequences resulted from change, whereas intervening variables controlled the consequences.

Intervening variables, the third block of the model, include variables before and during the conversion, and the strategies that employees used to cope with the conversion process.

The fourth block delineates the consequences the conversion process had on individual employees. It includes job performance,

job satisfaction, job commitment, job security, social support, and job stress.

The level of negative consequences felt by an individual employee was seemingly tempered by his or her coping strategies, which were in turn affected by the intervening variables as they related to the individual.

Figure 1 is a model of how these variables were related. The intervention seemingly triggered a reaction that was affected by the intervening variables, which in turn affected the consequences. This iterative process continued throughout the conversion period.

Economic flexibility, in the context of this study, refers to the degree of ability employees had to choose a different job, based on economic circumstances. Some employees owned homes, had children in school, and were the sole income providers. Other employees rented, had no children, and had outside income. The latter group was in a position of more flexible economic circumstances, which led to a feeling of less perceived financial stress than those employees who were in the first category.

Support refers to the social support employees received from the union and other groups, such as churches, family, and the community, and encompasses other resources, such as education and skills, which would affect one's ability to obtain alternate employment with greater or lesser degrees of stress.

Current stress levels were explored to see how employees felt about the consequences of the decisions they made regarding their

employment. They were also asked to recollect the feelings they experienced during the conversion process when they were making those decisions and to reveal the means by which they coped with the stress they were feeling in their jobs.

As the study proceeded, a more complete model emerged (see Figure 2). It includes the initial variables and then adds others to create a more complete list of variables within each of the four blocks.

In summary, to develop the model for the study and the questions for the survey instrument, responses were used from interviews with a sample of employees. Those interviewees were involved in the conversion process. They were from various job levels. Their responses were coupled with findings from the literature to develop a model for the study. The model suggests that preexisting conditions help to determine which path employees took at the time of the conversion. In turn, the consequences of job change are determined first by the type of job change and second by certain mediating factors.

Propositions

The propositions in this study are:

1. Employees experienced stress at different levels contingent on their age, sex, job classification, time in position, income, and educational level.

2. The amount of commitment employees felt toward their jobs was affected by the individual's age, job classification, time in position, income, and educational level.

3. Job satisfaction varied according to job classification, time in position, income, age, sex, and educational level.

4. Job satisfaction leads to job commitment.

5. Job satisfaction leads to improved job performance.

6. Social support leads to decreased stress.

7. Decreased stress leads to increased job satisfaction.

8. There is no difference in absenteeism between those employees who were involved in the conversion and those who were not.

9. The amount of outside stress felt by a person does not affect the amount of job stress that person perceived.

10. There is a correlation between perceived stress on the job and perceived health problems.

Summary

The model for the study was developed by interviewing a sample of employees and combining their reactions with findings from the literature. Four blocks of variables were developed, which operated in an iterative process throughout the conversion.

CHAPTER V

METHODOLOGY

Processes Used in Data Collection

Employees affected by the conversion at the Coldwater Regional Mental Health Center were asked to participate in a study that was designed to determine what issues were most important to the employees during and since the conversion process. To identify these critical issues, the first step was to interview a small sample of people affected by the conversion process. The responses to this pilot test were then used to create a survey instrument, which was distributed more widely to the employees affected by the conversion. That survey instrument was distributed to selected comparison groups, as well.

Interviews

In preparation for the development of the survey instrument, 11 people were interviewed in April 1987. This group consisted of the administrator of the Coldwater Regional Mental Health Center, the chief steward of the American Federation of State and Municipal Employees, the warden from Florence Crane Women's Correctional Facility, two employees from the Coldwater Regional Mental Health Center who were retrained (converted) to work with mentally ill

residents, two employees from the Coldwater Regional Mental Health Center who transferred to a different Department of Mental Health facility, two employees from the Coldwater Regional Mental Health Center who transferred to the Department of Corrections, and two employees who were hired at the Coldwater Regional Mental Health Center after the conversion process. These interviews were tape recorded and transcribed.

Responses from these interview participants were used to develop the wording for the final survey instrument. Assistance in developing the survey was obtained from the University of Michigan's Institute for Social Research.

Surveys

A pretest was conducted. The pretest included submitting the survey for completion and comments to the employees who participated in the initial interviews. In addition to this initial interview group, two employees from a mental health institution that was not part of the study and one employee who worked for the Department of Corrections but had not transferred there from the Coldwater Regional Mental Health Center were asked to pretest the survey. Employees who participated in the pretest were asked to note the amount of time it took them to complete the survey and to make any notations about questions that were unclear or anything else about the survey that they found bothersome.

Once the initial surveys were completed, suggested changes were made and the survey was submitted to an interested group from the Department of Mental Health. This group was composed of the Director of Research and Development for the Department of Mental Health, her administrative assistant, the administrator of the Coldwater Regional Mental Health Center, and the personnel director for the center. Changes suggested by this group were incorporated into the survey, and a final draft of each survey instrument was prepared.

Permission was obtained from the administration at the Michigan Department of Corrections to survey employees at the Florence Crane Women's Correctional Facility. The survey and rationale for the study were shared with the Director of Research for the Michigan Department of Corrections. Once permission was obtained, and at the request of the warden of the Florence Crane Correctional Facility, the union representatives at the prison were contacted and the reasons for the study were explained. At the same time, the survey was shared with the administrator and personnel director at the Mt. Pleasant Regional Center for Developmental Disabilities, and they discussed the study with the union stewards at the facility.

The survey administered to those employees involved in the conversion was nine pages (Appendix A), whereas the survey for the comparison group was seven pages (Appendix B). Participants in the comparison groups and new employees at the Coldwater Regional Mental Health Center were asked the same questions as the original

employees at the Coldwater Regional Mental Health Center, except for questions related directly to the conversion.

Initial letters were mailed to each participant on February 16, 1988. These letters were signed by the director or warden of the agency where the participant was an employee or by the former director where the person was a former employee. The initial letter explained that a survey instrument would be mailed within 10 days and that the survey would be confidential.

In addition to questions related directly to the conversion process, the survey instrument was composed of eight primary categories: Job Satisfaction, Individual Performance, Job Commitment, Individual Health, Sources of Stress, Significant Life Events, Social Support, and Demographics. Managers were asked to complete an additional survey section, which asked their perceptions about Employee Performance, Motivation, Attitude Toward the Job, Attitude Toward Management, and Competency.

Participants in the survey process were divided into eight different groups, including employees from three separate facilities. Employees from the Coldwater Regional Mental Health Center were divided into five categories, whereas the employees at the Mt. Pleasant Regional Center for Developmental Disabilities, Florence Crane Women's Correctional Facility, and employees hired at the Coldwater Regional Mental Health Center after the conversion were selected as comparison groups.

Employees from the Coldwater Regional Mental Health Center affected by the conversion were divided into the following categories:

1. Converted: 439 employees
2. Transferred to the Department of Corrections: 38 employees
3. Transferred to a different Department of Mental Health facility: 48 employees
4. Laid off: 5 employees
5. Left for other reasons: 106 employees

A random sample of 150 employees each was selected from the Mt. Pleasant Regional Center for Developmental Disabilities and the Florence Crane Women's Correctional Facility. Employee lists were obtained from the Mt. Pleasant Regional Center for Developmental Disabilities and Florence Crane Women's Correctional Facility, and a random number table was used to select the 150 employees to survey from each facility. Employees hired at the Coldwater Regional Mental Health Center since the conversion also served as a comparison group. It comprised 102 employees.

On February 24, 1988, the surveys were delivered to the Coldwater Regional Mental Health Center for distribution through the state mail system. Those surveys that could not be sent through the state system were mailed through regular federal mail. All surveys were returned through the federal mail in preaddressed, prestamped envelopes to the School of Public Affairs and Administration at Western Michigan University in Kalamazoo. These surveys were

forwarded to the Center for Social Research at the University, where identification numbers were written on the surveys in order to follow up with those employees who did not respond. Reminder letters were sent March 22, 1988. Employees who did not respond were sent a second survey on May 5, 1988.

The number of surveys returned in each category of study is shown in Table 1.

The surveys were coded by the Center for Social Research. Initial cross-tabs were done on July 30, 1988. Job classifications were identified for employees who selected "other" on the survey instrument. Those were recoded.

Analysis

Interviews

Analysis of the content of the initial employee interviews was completed using typed transcripts of the recorded interviews. Responses from the interviews were used in conjunction with the available literature to form the questions and elective responses for the survey instrument.

Surveys

Several forms of analysis were used to analyze information from the completed survey instruments. Initially, responses to the various open-ended questions were grouped according to categories of

Table 1
Number of Surveys Returned, by Category

Category	Original <u>N</u>	Total ^a	Explicit refusals	Coded	Percent of total
0 Converted	435	439	(1)	306	69.7 (69.9)
1 Transferred to corrections	38	30	-	19	63.3
2 Transferred to another DMH	48	44	(1)	28	63.6 (65.1)
3 Laid off	5	4	-	4	100.0
4 Left for other reasons	106	103	(3)	57	55.3 (57.0)
5 New hires	102	102	-	89	87.3
6 Florence Crane	150	150	-	114	78.6
7 Mt. Pleasant	150	150	(1)	128	85.3 (85.9)
Total	1,034	1,017	(6)	745 ^b	73.3 (73.7)

^aSome of the totals are larger than their original Ns. This is because cases were added to those categories. Others are smaller. This is due to instruments that were returned as undeliverable. In one situation--Category 4--9 cases were added and 12 were returned, for a net loss of 3.

^bThere were 6 or 7 cases for which the category is not identifiable. The respondents obliterated the ID numbers from the return envelopes.

response, and tables were created to reflect those responses. Descriptive analysis was completed by using cross-tabulation of the data items. Regression analysis was then completed for explanatory purposes and predictive ability. The regression analysis was done through the Center for Statistical Services at Western Michigan University.

Process of Analysis

This study produced many different variables. These variables formed natural groupings that were consistent with the model, i.e., blocks of variables as in the model. Within those blocks there were multiple indicators of the same concepts. Because there were so many variables or indicators, it was important to see how the variables clustered together. Factor analysis was used for that purpose. It was used to find out which indicators were most closely related to each other. Factor loadings, in effect, showed the degree to which any given variable or indicator was related to a cluster.

As a result of this factor analysis, certain clusters developed that appeared to be conceptually as well as statistically related. Items seemed to fit together and loaded heavily on certain factors. Those factors were initially just a statistical prospect; then, they were named. For each factor there was a factor loading. As the factors clustered together and appeared to be related, they could be named. Those related to the same concept now received names such as

job satisfaction and job commitment. Having done that, identifying which variables went into which clusters was essentially accomplished. Factor analysis was thus used both as a statistical and a classification process.

Once factor analysis was completed, scaling was the next step. A straightforward approach was taken to scaling. Those variables that were associated with a particular factor were summated. This variable now represented all of the related variables together, and so their scores were summed.

Following that step, rescaling was done. This involved inverting the direction of some scales. Some variables, for example, went 1 to 5 with 5 being the highest, whereas others had 1 as the highest on a 1 to 5 scale. The direction of the latter scale would then be inverted. Rescaling was accomplished by recoding.

Once all the variables were identified, a model could be created. This is called estimation. At this point, scale variables had to be identified. It is known that events and attitudes that manifest themselves last are a consequence of earlier events and attitudes. They are produced. One of the major theories of causality emphasizes such chronological ordering and its consequences. What happens last is dependent on what happened first. Working back, it can thus be determined which variables in each block affected the previous step. In the case of the model in this study, it showed which factors in the consequences block were

related to intervening factors, which of the intervening factors were, in turn, related to the intervention factors, and which of the intervention factors were related to preexisting variables. However, because it is possible that the more powerful effect may have emanated, for example, from the intervening block to the consequences block, or across the model rather than in chronological order from one block to the next, alternate versions of association were tested. There thus emerged a pattern--a pattern in which it appears the effects occurred. This pattern indicated which of the variables within each block were really consequential.

Statistical Analysis

Two approaches were used to evaluate the data. These were the chain model and the overall approach.

The chain model uses either ordinary least squares or logistic regression to estimate the effect of individual variables in a model. It looks at whether each link affects the next. In this study, it tested whether preexisting conditions (A) and personal variables (P) were related to the intervention (B), to the intervening variables (C), and finally to the consequences (D).

The overall approach looks at whether personal characteristics, preexisting conditions, and circumstances either before or during the conversion affected how people felt as a consequence of the conversion. It determines which blocks (P, A, B, or C) affect each

scale of Block D the most, or how much effect they have on each scale of Block D.

Each of the models gave a different perspective on the data and helped to provide a more complete picture for analysis.

Summary

In summary, to identify critical issues to explore, a small sample of employees affected by the conversion process was interviewed. These responses were used to develop a survey instrument, which was distributed to employees affected by the conversion, as well as to selected comparison groups. There was a 73.7% return. Cross-tabulation of the data was used for descriptive analysis, whereas regression analysis was used for explanatory purposes.

CHAPTER VI

DESCRIPTIVE FINDINGS

Effects of the Conversion

Preliminary descriptive results were taken from simple frequency distributions and cross-tabulation of the data by facility. A number of these descriptive findings are discussed in this chapter. Different ways in which employees were affected by the conversion are examined. First, factors that limited people's choices are discussed, and then the major factors that people identified as important consequences for them are considered. Following that, the major areas of concern in the study are summarized in detail, and points for further consideration are discussed.

Mobility Factors

Of those employees affected by the conversion, 68.4% were married, 89.2% had children, 84.0% owned their homes, 92.1% were white, 61.5% were female, and 64.5% had a high school education or less. This would appear to be the profile of a relatively immobile population (see Table 2; complete tables may be found in Appendix C).

Table 2
Mobility Factors

	% of Responses
Married	68.4
Children	89.2
Own home	84.0
White	92.1
Female	61.5
High school or less	64.5

Employees who stayed at the Coldwater Regional Mental Health Center and were converted were less satisfied overall than employees in other groups surveyed. They were unhappy with their work schedules and nurse supervisors. Nonprofessionals may have felt trapped in Coldwater because of their comparatively limited job mobility.

It appears that these employees may have developed a generally negative feeling about themselves, their supervisors, and the agency. It is conceivable that the negative feelings employees had toward their supervisors may have transcended their feelings about other important aspects of their work lives.

Employees involved in the conversion were asked how management could have made it easier. Their responses reflected clearly that

communication between management and staff could have been improved. A total of 451 participants responded with the two choices containing the word "communication." When the fourth most chosen statement, "Give as much advance notice as possible," is added, the communication total rises to 617. Keeping experienced supervisors throughout the conversion process was the third most chosen statement, with 170 responses (see Table 3 or Appendix C).

Table 3

What Could Management Have Done to Make the Conversion Easier?

	Number of responses
Maintain up-front, early, frank, honest communication	258
Develop an open door policy--clear lines of communication between management and staff	193
Keep experienced supervisors through the conversion process	170
Give as much advance notice of changes as possible	166

When employees were asked what consequences the conversion had for them, change in supervision was the most frequent response. The most significant change for 204 employees was such change. Even though the focus of the facility changed from working with mentally retarded residents to working with mentally ill residents, which

would make one believe that a change in job requirements would affect most of the staff, that concern was actually ranked second after the statement about change in supervision. The statement about change in job requirements was third, with 176. This appears to indicate that the employee's supervisor made a bigger difference in his or her daily work life than the actual job requirements (see Table 4 or Appendix C).

Table 4
What Consequences Did the Conversion Have for You?

	Number of responses
Change in supervisor	204
Change in job requirements	180
Retraining requirements	176
Change in job site	127

Job Stress

When presented with an open-ended opportunity to comment about how the conversion affected them, employees most often cited increased stress, understaffing problems, and their inability to get time off. One hundred nine participants wrote in one of these three responses. Job insecurity and job change followed, with 22 responses each (see Table 5 or Appendix G for complete tables).

Table 5
Open-Ended Comments About How the Conversion Affected Employees

	Number of responses
Increased stress	37
Understaffed	36
Can't get time off	36
Job insecurity	22
Change/job	22

When the groups affected by the conversion were asked about their biggest work-related problem or source of stress, the top two responses had to do with management. Lack of respect from management was mentioned most often, followed by lack of communication with management. A total of 355 chose one or both of those responses. Maintaining consistent staffing patterns and dissatisfaction with supervision were next at 145 and 140, respectively (see Table 6 or Appendix C).

In the case of employees who were at the Coldwater Regional Mental Health Center at the time of the conversion, those who identified their stress levels as moderate to very stressful went from 58.3% before the conversion to 90.1% during and 76.7% since the conversion (Appendix C).

Table 6
What Is Your Biggest Work-Related Problem or Source of Stress?

	Number of responses
Lack of respect from management	179
Lack of communication with management	176
Maintaining consistent staffing patterns	145
Dissatisfaction with supervision	140
Confusion over policy interpretation	130

Those who stayed and were converted showed the highest stress level, with 80.7% describing themselves as moderately to very stressed, followed by those employees who transferred to the Department of Corrections at 77.8%. This was followed by 66.7% of those who transferred to a different Department of Mental Health facility. The lowest stress level, 50%, was felt by those employees who left for other reasons (see Table 7 or Appendix E).

Among the comparison groups, the highest stress level was found among the Mt. Pleasant Regional Center employees, of whom 86.5% said that they were moderately or very stressed. Employees hired at the Coldwater Regional Mental Health Center since the conversion reported stress levels in 66.7% of the cases, and the Florence Crane Women's Correctional Facility employees in 58.2% of the cases.

Table 7

In General, How Would You Describe Your Level of Stress on the Job?

	Moderate or very stressful (%)
Transferred to Department of Corrections	77.8
Transferred to another Department of Mental Health facility	66.7
Laid off	50.0
Left for other reasons	50.0
Newly hired at Coldwater Regional Mental Health Center	66.7
Florence Crane Women's Correctional Facility	58.2
Mt. Pleasant Regional Center	86.5
Converted employees	80.7

In summary, it is interesting that those who were newly hired at the Coldwater Regional Mental Health Center recorded 14% less stress than those who stayed at the Coldwater Regional Mental Health Center and were converted. At the same time, those employees who transferred from the Coldwater Regional Mental Health Center to the Department of Corrections showed stress in 19.6% more cases than the comparison group from the Florence Crane Women's Correctional Facility.

Job Satisfaction

Considering the question of job satisfaction among all employees who were at the Coldwater Regional Mental Health Center at the time of the conversion, those who said they were somewhat or very satisfied with their jobs decreased from a high of 77.6% before the conversion to 30.9% during and 59.4% since the conversion. Thus, it appears that the conversion affected employees' satisfaction with their jobs and that they had yet to regain the level of satisfaction they had felt with their jobs before the conversion (Appendix C).

It is interesting that since the conversion, when the people who stayed at the Coldwater Regional Mental Health Center and were converted were examined separately, employees who said they were previously somewhat or very satisfied reflected the lowest job satisfaction level, 57.5%, whereas those who transferred to the Department of Corrections recorded the highest satisfaction level, 78.9%. Those who transferred to a different Department of Mental Health facility recorded these satisfaction levels in 74.7% of the cases, compared to 62.2% of those who left for other reasons (see Table 8 or Appendix E).

Among the comparison groups, 67.8% of the employees hired at the Coldwater Regional Mental Health Center since the conversion said they were somewhat or very satisfied. Florence Crane Women's Correctional Facility employees recorded the highest level of

satisfaction, 81.8%, whereas Mt. Pleasant Regional Center employees reported this level of satisfaction in 65.3% of the cases.

Table 8

All in All, How Satisfied Would You Say You Are With Your Job?

	Somewhat or very satisfied (%)
Transferred to the Department of Corrections	78.9
Transferred to another Department of Mental Health facility	74.1
Laid off	0
Left for other reasons	62.2
Newly hired at Coldwater Regional Mental Health Center	67.8
Florence Crane Women's Correctional Facility	81.8
Mt. Pleasant Regional Center	65.3
Converted employees	57.5

In summary, the group registering the most satisfaction was the comparison group at the Florence Crane Women's Correctional Facility, with 81.8%, followed by the Coldwater Regional Mental Health Center employees who transferred to the Department of Corrections, with 78.9%. The lowest level of job satisfaction was reflected by employees at the Coldwater Regional Mental Health

Center who stayed and were converted, followed by the comparison group of Mt. Pleasant Regional Center employees and then the new employees at the Coldwater Regional Mental Health Center.

Job Performance

When those employees involved in the conversion were asked about their job performance before the conversion, 79.2% said they performed their jobs very or extremely well, 63.6% thought the same during the conversion, and 66.5% since the conversion. Perceived high performance on the job thus decreased 12.7% since the conversion (Appendix C).

Since the conversion, those employees who stayed at the Coldwater Regional Mental Health Center and were converted recorded the lowest perception of high job performance, with 64.7% saying they performed their jobs very or extremely well. This group was followed by those employees who transferred to the Department of Corrections, with 72.2%, and those who left the Coldwater Regional Mental Health Center for other reasons, with 74.2%. The highest level of perceived job performance was reported by those employees who transferred to another Department of Mental Health facility, with 77.8% (see Table 9 or Appendix E).

Among the comparison groups, the highest perceived job performance was recorded by those employees at the Florence Crane Women's Correctional Facility, with 85.5%, followed closely by

employees at the Mt. Pleasant Regional Center, with 83.1%, and employees hired at the Coldwater Regional Mental Health Center since the conversion, with 80.5%.

Table 9
How Well Do You Feel You Perform Your Job?

	Very or extremely well (%)
Transferred to Department of Corrections	72.2
Transferred to another Department of Mental Health facility	77.8
Laid off	50.0
Left for other reasons	74.2
Newly hired at Coldwater Regional Mental Health Center	80.5
Florence Crane Women's Correctional Facility	85.5
Mt. Pleasant Regional Center	83.1
Converted Employees	64.7

In summary, both employees at the Coldwater Regional Mental Health Center who were converted and those hired since the conversion reported the lowest job performance levels, although new hires were 15.8% higher than converted employees. A similar relationship was shown among Department of Corrections employees.

Florence Crane Women's Correctional Facility employees recorded a 13.3% higher level of perceived job performance than the Coldwater Regional Mental Health Center employees who transferred to the Department of Corrections.

Job Commitment

Concerning job commitment levels among employees involved in the conversion process, 87.3% said they were somewhat or very committed before the conversion, 76.2% during, and 80.2% since the conversion (Appendix C).

When broken down by groups, those employees who left for other reasons during the conversion process showed the lowest commitment level, with 75% saying they were somewhat or very committed. They were followed by the group who stayed at the Coldwater Regional Mental Health Center and were converted, with 80.3%, and those employees who transferred to a different Department of Mental Health facility, with 82.1%. Those who transferred to the Department of Corrections showed the highest level of commitment, with 94.4% (see Table 10 or Appendix E).

Among the comparison groups, employees from the Florence Crane Women's Correctional Facility recorded the highest commitment level, with 92% of the employees saying they were somewhat or very committed. This was followed by employees from the Mt. Pleasant Regional Center for Developmental Disabilities, with 84.9%, and

employees hired since the conversion of the Coldwater Regional Mental Health Center, with 84.1%.

Table 10
How Committed Are You to Your Job?

	Somewhat or very committed (%)
Transferred to Department of Corrections	94.4
Transferred to another Department of Mental Health facility	82.1
Laid off	0
Left for other reasons	75.0
Newly hired at Coldwater Regional Mental Health Center	84.1
Florence Crane Women's Correctional Facility	92.0
Mt. Pleasant Regional Center	84.9
Converted employees	80.3

In summary, there was very little difference in levels of commitment reported by converted employees and new employees at the Coldwater Regional Mental Health Center, with 80.3% and 84.1%, respectively. Both the employees who transferred to the Department of Corrections and the comparison group from the Florence Crane Women's Correctional Facility recorded the highest levels in their

groups, with 94.4% and 92%, respectively. Department of Corrections employees appeared to report greater commitment to their jobs than Coldwater Regional Mental Health Center employees.

Health

Excellent or good health among employees involved in the conversion was reported in 87.2% of the cases before conversion, 77% during the conversion, and 74.3% since the conversion (Appendix C).

When broken down by groups, those employees who transferred to a different Department of Mental Health facility as a group indicated the best health, with 88.9%, followed by converted employees, with 74.6%. Excellent or good health was reported in 66.7% of the cases both by those employees who transferred to the Department of Corrections and those who left for other reasons (see Table 11 or Appendix E).

Among the comparison groups, the best health was recorded by new employees at the Coldwater Regional Mental Health Center, with 92%, followed by employees at the Florence Crane Women's Correctional Facility, with 89.2%, and Mt. Pleasant Regional Center employees, with 82.4%.

In summary, those employees who stayed at the Coldwater Regional Mental Health Center and underwent conversion reported good health levels 17.9% less frequently than the new employees did. Those employees who worked at the Florence Crane Women's

Correctional Facility reported a 22.5% higher level of good health than former Coldwater Regional Mental Health Center employees who transferred to the Department of Corrections.

Table 11
In General, How Would You Describe Your Health?

	Excellent, good (%)
Transferred to Department of Corrections	66.7
Transferred to another Department of Mental Health facility	88.9
Laid off	66.7
Left for other reasons	66.7
Newly hired at Coldwater Regional Mental Health Center	92.0
Florence Crane Women's Correctional Facility	89.2
Mt. Pleasant Regional Center	82.4
Converted employees	74.6

Points for Further Consideration

Preliminary results appear to indicate that communication, supervision, and lack of an adequate number of staff were primary concerns for employees. The feelings expressed by employees hired at the Coldwater Regional Mental Health Center since the conversion

appear to warrant further exploration. Compared to other groups, new employees were not as satisfied with their jobs. They recorded only a 10% higher job satisfaction level than converted employees, who were the least satisfied of all groups. They were actually less satisfied with their supervisors and other staff members than converted employees. They did not feel much more satisfied with administration than converted employees did. And when it came to putting in extra effort in order to make the agency be successful, new employees rated lower than the converted group. Only 55.7% of the new employees said they would rather work in their agency than in any other. Fewer new employees than converted employees cared about the fate of the agency. And fewer new employees than converted employees thought things at the agency ran smoothly. Pay and satisfaction with the residents, though, are two areas where new employees were more satisfied than any other group surveyed (Appendix E).

What differences were found between the groups involved in the conversion and the comparison groups? Employees in the comparison group were more satisfied with their jobs in 80% of the cases, in contrast to 69.4% of the conversion group. Similarly, 66.3% of the comparison group were more satisfied with job security, in contrast to 49.3% of the conversion group. Employees in the comparison group thought they performed their jobs better (83.2% to 66.5%) and were in better health (87.3% to 74.3%). Stress levels were closer; 76.7%

of the conversion group reported high levels of stress, in contrast to 71.8% of the comparison group. Sources of stress and how employees coped with that stress were virtually the same for both groups, as was perceived stress outside the job. Perceived support from significant people in their lives was virtually the same for both groups, as was the description of the employees' immediate supervisors. Both groups felt virtually the same about their jobs, but the conversion groups felt considerably better about other workers (91.2% to 63.4%) and management (55.8% to 35.9%). The comparison group used considerably more annual leave (65.8% to 46.8%). Managers viewed their workers nearly the same in every respect except for competence. Managers whose employees were part of the conversion group saw their employees as being more competent 69.3% of the time as opposed to 56.4% for the comparison group (Appendix D).

As to the effectiveness of the converted employees, managers generally thought their converted employees performed their jobs better than they had done before the conversion. They also rightly thought that the attitude employees had toward management was not as good then as it had been before the conversion. But positive attitudes toward management were found in only 25.7% of the cases before the conversion and 16.6% after, in any event (see Appendix A).

Overall, it appears that people who were employed with the Department of Corrections were more satisfied with their jobs than

employees in other institutions surveyed. They ranked highest in satisfaction with their jobs, saying that they would recommend their employer to a friend; would take the same job again; were happy, challenged, contented, and proud of the work they did; and were satisfied with supervision. They were also satisfied with their job security (although those who transferred to the Department of Corrections scored 36.8% lower than the Department of Corrections comparison group, with 57.9% compared to 94.7%), their potential for promotion (once again, employees who transferred scored lower, with 21.1%, compared to 43.8% for persons already working at the Florence Crane Women's Correctional Facility), their job performance (Florence Crane Women's Correctional Facility personnel scored highest, with 85.5%, whereas employees who transferred scored 72.2%), and their job commitment (see Appendix E).

During the time period in which the survey was being conducted, Mt. Pleasant Regional Center employees had just received an announcement that layoffs would be occurring at their facility. It is thus interesting to note the areas in which these employees expressed the least and most support and satisfaction. They were less likely to say they would recommend their employer to a friend or to say they would take the same job. They were also less likely to express feelings of happiness, a feeling of being challenged, satisfaction with supervision, satisfaction with the Department of Mental Health, satisfaction with the work itself, satisfaction with

job security, satisfaction with use of skills, satisfaction with the variety of work, satisfaction with agency administration, satisfaction with the professionals in their agency, satisfaction with the residents, or satisfaction with the job as a whole. They expressed the highest feelings of satisfaction and support in getting along with others at work, getting things done on time, willingness to put in extra effort, pride in the agency where they worked, deriving inspiration from the agency, satisfaction with staff policies, and satisfaction with how smoothly the agency ran. They also ranked highest, however, in level of perceived stress, feeling tense, feeling discouraged, feeling drained of energy, and avoiding arguments with others (Appendix E). These results make one wonder whether this may have been how employees at the Coldwater Regional Center felt when they were faced with the conversion in May 1985.

Summary

Employees affected by the conversion were fairly immobile. They felt very strongly that communication should have been improved between administration and staff during the conversion process. Change in supervision was the primary consequence employees felt from the conversion. Primary effects of the conversion for employees of the Coldwater Regional Mental Health Center were increased stress, insufficient staff, and the inability to get time off. That group recorded the highest stress level, the lowest job

satisfaction level, and the lowest level of perceived job performance. Employees who worked for the Department of Corrections appeared to be the most satisfied with their jobs.

CHAPTER VII

MULTIVARIATE ANALYSIS

Two approaches were used to evaluate the data for this study, the Chain Model and the Overall Approach. Although it provides useful information, the Chain Model is constrained in that it assumes one can measure effects in sequential fashion. In this case it assumes that Blocks A, B, C, and D are really effects across time. The Overall Model, on the other hand, looks at all the models in P, A, B, and C at the same time to see if any had effects on Block D, the final outcome of such factors as satisfaction, commitment, and job performance. This model is much less restrictive because any variable can have an effect if it is going to have an effect. It allows one to see more relationships than the Chain Model does. The analysis compares the results of the two approaches.

In estimating the Chain Model, where there were interval appearing scales as dependent variables, ordinary least squares regression analysis was used. Where there were indicator or dichotomous dependent variables, on the other hand, logistic regression was used.

Fienberg (1981) said a basic problem with using logistic regression models is the difficulty in determining whether the models provide an adequate fit to the data. As in standard

regression analysis, one can assess the need for sets of variables by means of a likelihood-ratio test based on a pair of nested models with and without the variables in question. But as long as some of the predictors are not categorical, an omnibus goodness-of-fit test for a model cannot be carried out. Moreover, no easily interpretable criterion such as R^2 is available to aid in an assessment of the predictive power of the fitted logistic regression equation. Thus, the individual independent variables were examined and considered "significant" when the coefficient divided by its standard error was greater than 2.0.

In estimating the Overall Model, ordinary least squares was used.

Chain Model

The Chain Model estimates the effect of individual variables in a model. The model was used in this study to determine whether preexisting conditions (A) and personal variables (P) were related to the intervention (B), to the intervening variables (C), and, finally, to the consequences (D). In other words, it determines whether P and A affect B, B affects C, and C affects D. It gives specific estimates of the effects of individual variables (see Figure 3).

P & A ---->B---->C---->D

Figure 3. Chain Model.

Chain Model, Part 1: Block B Dependent,
Blocks P and A Independent

The variables in Block B were intended to measure the various kinds of change that the conversion imposed on staff. These variables were measured as indicator or dummy variables. The analysis indicated that people experiencing the conversion, after controlling for other variables, perceived few differences in satisfaction, commitment, and other variables as compared to members of the control groups.

In the logistic regressions of the intervention variables (B) on personal variables (P) and preexisting variables (A), there were only a few variables that stood out. A list of the variables in each block is shown in Figure 4.

The first dependent variable explored was change in job site. Only one individual variable in the block of variables was significant. The greater the number of years a person worked, the more likely he or she was to change job sites. This is puzzling because it seems that just the opposite would be the case since the long-term employee would have seniority in the position and would, therefore, be less likely to change.

A summary of the significant items is given in Table 12.

Second, considering all independent variables in relation to change in job requirements, the only variable that was significant was that home renters were more likely than home owners to have a

Block B Dependent Variables

Change in job site
 Change in job requirements
 Retraining requirements
 Change in supervision
 Change in number of residents per staff
 Laid off, quit, or retired early
 Transferred
 Converted

Blocks P and A Independent Variables

Sum of outside stress variables--outside stress in the last
 four weeks
 Marital status
 Number of children
 Ethnicity
 Income
 Birth year
 Gender
 Education
 Years of work
 Absence from work before the conversion
 Worker's compensation before the conversion
 Feelings, job satisfaction, and job commitment before the
 conversion
 Feelings about job security
 Job performance before the conversion
 Health before the conversion
 Level of stress before the conversion
 Outside stress before the conversion

Figure 4. Chain Model, Part 1: Block B Dependent, Blocks P and A Independent.

Table 12

Summary of Significant Individual Variables for Chain Model,
Part I: Block B Is Dependent; Blocks P and A Are Independent

Dependent Variable	Independent Variable	Regression coefficient	Standard error	I-Statistic coeff./SE
<u>Change in job site</u>	Number of years worked	.026	.011	2.356
<u>Change in job requirements</u>	Rent home	.509	.234	2.173
<u>Retraining requirements</u>	Income \$40,000 to \$49,999	-.636	.207	-3.075
	Income \$60,000 or more	-.715	.350	-2.046
	Job stress level before the conversion	-.271	.105	-2.587
<u>Change in supervisor</u>	Income \$19,999 or less	-.757	.368	-2.058
	Income \$40,000 to \$49,999	-.424	.200	-2.116
	Number years of school	-.104	.044	-2.386
	Number of years worked	.023	.011	2.080

Table 12--Continued

Dependent Variable	Independent Variable	Regression coefficient	Standard error	<u>I-Statistic</u> coeff./SE
<u>Change in no. of residents per staff</u>	Level of stress before the conversion	-.249	.125	-2.000
<u>Laid off, quit, or retired early</u>	Number of years worked	.048	.020	2.409
<u>Transferred to different state or private agency</u>	Outside stress before the conversion	.416	.175	2.375
	Divorced	1.734	.583	2.973
	Income \$50,000 to \$59,999	1.595	.582	2.740
	Feel about job before the conversion	-.941	.371	-2.536
	Number years of school	.229	.113	2.021
<u>Converted</u>	Separated	1.151	.513	2.243

change in job requirements. This could mean that home renters were short-time employees with less seniority and as a result could be transferred to different job responsibilities more readily, or they were more mobile because they did not have a home to sell during a recession.

Three variables within the equation for retraining requirements were significant. Employees who experienced less job stress before the conversion were less likely to retrain, as were those with incomes of \$40,000 to \$49,000, and those with incomes of \$60,000 or more. Employees with \$40,000 incomes and higher were probably professionals who would not likely be required to learn new job skills. It appears that employees who experienced less job stress retained their job duties.

Looking at change in supervision as a dependent variable, four individual variables within the block were significant at the .05 level. Employees with incomes of \$19,000 or less, and those with incomes of \$40,000-\$49,999, were less likely to have a change in supervision than were employees with incomes of \$20,000-\$29,999. Also, the greater the number of years an employee attended school, the less likely he or she was to have changed supervisors. The greater the number of years a person worked, the more likely he or she was to change supervisors. Essentially, it appears that an employee who had worked for his or her employer for a long time, who had less education, and/or made between \$20,000-\$29,000 or \$40,000-\$49,999 per year was more likely to have a change in supervision.

Considering all independent variables that affected change in the number of residents per staff as a dependent variable, only one variable was significant. The lower the employee's perceived job stress before the conversion, the less likely he or she was to experience a change in the number of residents per staff. It may be that people who perceived low job stress before the conversion showed an increase in stress after the conversion because they looked fondly upon the "good old days" in relation to the number of residents with whom they worked. Further research would be necessary to substantiate this thought.

Considering the relationship between the independent variables and the dependent variable of quit, retired early, or laid off, those who had worked the greatest number of years were more likely to change their employment status. This is reasonable in that the more years a person works, the more likely he or she is to be in a position to retire.

In the case of employees who transferred to a new state department or to a private agency, five variables pertaining to this group were significant. Employees who were more likely to transfer had a greater amount of outside stress, were divorced rather than married, had incomes of \$50,000-\$59,999 rather than \$20,000-\$29,999, had more years of education, and were less happy in their jobs. It appears that a person who was experiencing considerable stress in his or her life outside of work may have thought he or she could

escape by moving to a different location. A divorced person could feel the same. He or she could also have more freedom to move to a different location. A person in a higher income bracket was probably educated in an area specific to a job, which may not have been available had he or she stayed in the area. The more educated person probably also had greater ability to transfer. A person who was unhappy with his or her current job may have thought that he or she could find something better by transferring. Further study would be necessary to verify these suppositions.

Finally, when considering the independent variables that affected an employee's decision to convert from working with mentally retarded residents to working with mentally ill residents as a dependent variable, the only individual variable that was significant was that people who were separated were more likely to convert than those who were married. No relevance is evident here.

In summary, three variables stood out here: change in supervision, change in job site, and transferred to another state department or private agency. In addition, two different groups of people seem to stand out. It appears that those most affected by change in supervision were the less affluent group, probably the direct-care staff. They had worked for the facility for a long time, probably because their options were limited by lack of advanced education and relatively low incomes. The only thing that is known right now about those who changed job sites is that they were also long-time employees. The other group, the more affluent,

mobile group, were more likely to have transferred from the area as a result of the conversion. They tended to be more highly educated, to have higher incomes, and to have had more divorces. They were also not happy with their jobs and were suffering from a greater amount of outside stress, perhaps related to their divorces.

Chain Model, Part 2: Block C
Dependent, Block B Independent

The variables in the B Block were included in an equation as independent variables to find the relationship to the dependent variables in the C Block. Block C measures the intervening variables. It was expected to be related to Block B, which measures the intervention.

When the intervention, Block B, was used, supplying the independent variables and time of the conversion, Block C, supplying the dependent variables, the statistical technique of ordinary least squares regression was used. This is because the scales in Block C are interval appearing scales. Thus, ordinary regression is an acceptable technique.

Block C consists of seven dependent variables, all of which were applicable during the conversion process. See Figure 5 for a list of the dependent and independent variables used in the equation.

Block C: Dependent Variables

Feelings, job satisfaction, and job commitment
 Absence from work
 Job stress
 Outside stress
 Job performance
 Worker's compensation
 Health

Block B: Independent Variables

Transferred to a private agency
 Quit
 Laid off
 Converted
 Change in job site
 Transferred to a new state department
 Change in number of residents per staff
 Early retirement
 Change in job requirements
 Retraining
 Change in supervisor

Figure 5. Chain Model, Part 2: Block C Dependent, Block B Independent.

There were few significant findings in this section. Very little measured in Block B explains Block C. Whether a person was laid off, transferred, converted, quit, retrained, or took early retirement apparently made little difference in how he or she felt during the conversion. A summary of the significant variables is given in Table 13.

When looking at people's feelings-job satisfaction-job commitment as the dependent variable and relating it to intervention

Table 13
Summary of Significant Individual Variables for Chain Model,
Part 2: Block C Is Dependent; Block B Is Independent

Dependent variable	Independent variable	Regression coefficient	Standard error	I-Statistic coeff./SE	Sig. I
<u>Feelings, satisfac-</u> <u>tion, commitment</u> *F = .0045	Quit	-.822	.327	-2.511	.012
<u>Absence from job</u> F = .1328	Laid off	-.494	.174	-2.833	.005
<u>Level of job stress</u> <u>during conversion</u> F = .0725	Laid off	-.669	.245	-2.731	.007
<u>Worker's compensation</u> <u>during conversion</u> F = .3470	Change in number of residents per staff	-.126	.054	-2.322	.021

*Significant relationship.

factors as the independent variables, however, there was a significant relationship. Of all the independent variables, three had the strongest influence in explaining the dependent variable: quit, laid off, and change in supervision. Only quit was significant at the .05 level. Employees who quit were less likely to have positive feelings-job satisfaction-job commitment during the conversion. It is reasonable that someone who is facing upheaval in a job that is already unfulfilling would choose to leave. Employees who were laid off were less likely to have high absence from work. This does not seem reasonable.

When worker's compensation usage during the conversion was the dependent variable, the independent variables as a block were not significant. One individual variable, change in the number of residents per staff, was significant. Employees who had a change in the number of residents per staff were less likely to use worker's compensation. There is no apparent explanation for this.

Considering the intervention factors as a block and comparing the level of job stress employees felt during the conversion as the dependent variable, there was no statistical significance. One factor, laid off, was significant at the .05 level. Employees who were laid off were likely to experience greater stress during the conversion. Since a person's job is a major factor in one's life, it is reasonable that being laid off would create anxiety.

The intervention factors as independent variables were not significantly related to outside stress, job performance, health, or

worker's compensation as dependent variables, either collectively or individually.

In summary, although this section does not add a great deal to one's understanding, it does appear to confirm a couple of things that might be taken for granted. Those who were laid off experienced greater stress than the other groups. And those who quit were not feeling very satisfied or committed to their jobs. Further study would be necessary to substantiate these findings.

Chain Model, Part 3: Block D Dependent,
Block C Independent

Part 3 is the regression of Block D scales on Block C. Block D measures the consequences employees experienced. Block C measures the intervening variables. Block D consists of five scales of dependent variables. Those variables are shown in Figure 6.

Block D: Dependent Variables

Satisfaction scales 1-4
Two job commitment scales
Two job stress scales
Job performance
Two social support scales

Figure 6. Chain Model, Part 3: Block D Dependent, Block C Independent.

A list of variables that were included in each of the above scales follows.

Satisfaction 1 Scale: Affect Variables

Feelings about the job after the conversion

Advice to a friend interested in your job

If you were to decide about your job all over again

Feel happy

Feel frustrated

Feel drained of energy

Feel tense

Feel contented

Feel discouraged

Feel about your job as a whole

Satisfaction 2 Scale: Organizational Environment

Feelings about management after the conversion

Feelings about the department

Feelings about personal job security

Feelings about opportunities for promotion

Feelings about agency administration

Feelings about professionals

Satisfaction 3 Scale: Engagement, Efficacy, and Involvement

Feel challenged

Feel bored

Feel proud of the work I do

Feel about the work that you do on the job, that is the work itself

Satisfaction 3 Scale (continued)

Feel about the chance to use your skills

Feel about the variety of different things you do at work

Satisfaction 4 Scale: Peer Satisfaction

Feelings about others after the conversion

Feelings about staff

Commitment 1 Scale: Commitment to the Quality of the Agency

This agency really inspires me to do my best on the job

This agency has good staff policies

In general, I believe that things at our agency run smoothly

In general, I believe the clients at our agency receive high-quality
care

Commitment 2 Scale: Commitment to the Agency

Commitment to the job after the conversion

Willing to put in a great deal of effort beyond that normally
expected in order to help this agency be successful

Proud to tell others I am part of this agency

Rather do the work I do in this agency than in any other

I really care about the fate of this agency

Job Stress 1 Scale: Management/Agency Sources of Stress

Level of job stress after the conversion

Lack of respect from the Department of Mental Health

Maintaining consistent staffing patterns

Job Stress 1 Scale (continued)

Dissatisfaction with supervision

Lack of communication with management

Job Stress 3 Scale: Uncertainty/Inability

Change

Fear that I have not followed proper procedures

Confusion over policy

Job Performance Scale

Job performance after the conversion

Handling the responsibilities and daily demands of your work

Making the right decisions

Performing without mistakes

Getting things done on time

Getting along with others at work

Avoiding arguments with others

Handling disagreements by meeting others half way

Support 1 Scale: Supervisory Support

Handles the administrative parts of his or her job extremely well

Helps the people he or she supervises develop their skills

Encourages people to say when they disagree with a decision

Is always fair with the people he or she supervises

Knows my job well

Resolves problems or conflicts well

Support 2 Scale: Co-worker Support

Respect and trust each other

Are competent at doing their jobs

Are people I enjoy working with

Take a personal interest in me

Block C: Independent Variables

Health during the conversion

Outside stress during the conversion

Job performance during the conversion

Sum of outside stress dichotomous items

Worker's compensation during the conversion

Level of job stress during the conversion

Feelings/satisfaction/commitment during the conversion

Absence from job during the conversion

The first dependent variable explored was Satisfaction 1. There was a significant relationship at the .05 level between the dependent scale of affect satisfaction, which includes variables measuring feelings-job satisfaction-job commitment, and the Block C independent variables. Considered individually, there was only one variable that was significant at the .05 level. People who scored positively on the scale measuring feelings-job satisfaction-job commitment during the conversion were more likely to be happy, contented, and challenged in their jobs after the conversion. It appears that if people can handle the major job changes a conversion

calls for and still like the job, they will be happy afterwards. It probably says more about the people themselves than about the change that is taking place. (See summary Table 14.)

The second dependent variable was the second satisfaction scale, organizational environment. This relationship was significant at the .05 level. Additionally, one individual item was statistically significant: feelings-job satisfaction-job commitment during the conversion. The more positive feelings-job satisfaction-job commitment employees had during the conversion, the more likely they were to be satisfied with such things as management, job security, and opportunities for promotion afterwards. This seems to speak to people's flexibility in dealing with change, and with their optimistic outlooks.

The Satisfaction 3 dependent scale, engagement, efficacy, and involvement, was significantly related to the Block C independent variables. One individual variable was also significant at the .05 level: feeling-job satisfaction-job commitment at the time of the conversion. Those who had positive feelings-job satisfaction-job commitment during the conversion were more likely to be proud of their work and the chance to use their skills afterwards. It may be that people who feel good about themselves generally feel good about what they are doing, and make opportunities for themselves to use their skills doing work they are proud to do.

Satisfaction 4, peer satisfaction, was significantly related to the Block C independent variables at the .05 level. Only one

Table 14
Summary of Significant Variables Chain Model, Part 3:
Block D Is Dependent; Block C Is Independent

Dependent variable	Independent variable	Regression coefficient	Standard error	I-Statistic coeff./SE	Sig. I
<u>Satisfaction/affect</u> *F = .0000	Feelings during the conversion	.331	.079	4.189	.000
<u>Organizational environment</u> *F = .0000	Feelings during the conversion	.728	.110	6.634	.000
<u>Engagement/efficacy/involvement</u> *F = .0001	Feelings during the conversion	.382	.101	3.764	.000
<u>Peer satisfaction</u> *F = .0000	Feelings during the conversion	.743	.103	7.231	.000
<u>Quality of agency</u> *F = .0000	Feelings during the conversion	-.513	.087	-5.882	.000
<u>Commitment to agency</u> *F = .0021	Health during the conversion	.137	.061	2.242	.026
	Feelings during the conversion	-.236	.074	-3.207	.002

Table 14--Continued

Dependent variable	Independent variable	Regression coefficient	Standard error	T-Statistic coeff./SE	Sig. I
<u>Mgt./agency sources of stress</u> *F = .0002	Job stress during the conversion	-.062	.022	-2.851	.005
	Feelings during the conversion	.095	.027	-3.553	.000
<u>Uncertainty/inability as sources of stress</u> *F = .0120	Job stress during the conversion	-.044	.021	-2.106	.036
	Feelings during the conversion	-.058	.026	-2.227	.027
<u>Job performance</u> *F = .0000	Job performance during the conversion	.551	.037	14.707	.000
	Worker's compensation during the conversion	.266	.114	2.321	.021
<u>Co-worker support</u> *F = .0019	Feelings during the conversion	-.275	.071	-3.892	.001

*Significant relationship.

individual variable, feelings-job satisfaction-job commitment during the conversion, was statistically significant. Those who felt positively about their jobs during the conversion were more likely to feel positively about their peers afterwards. A positive working environment generally means that co-workers enjoy and respect each other, so this is a reasonable relationship.

The independent variables were significantly related to the Commitment 1 dependent scale, quality of the agency. Once again there was one familiar variable that was related: feelings-job satisfaction-job commitment during the conversion. It was significant at the .05 level. Employees who had positive feelings-job satisfaction-job commitment during the conversion were more likely to be inspired to do their best on the job afterwards. It may be that people who are positive generally inspire themselves to do well on the job. What the agency is doing is probably irrelevant.

The independent variables were significantly related to the second commitment dependent scale. Two individual variables were also significant at the .05 level and were significantly related to commitment to the agency after the conversion. These were health during the conversion and feelings-job satisfaction-job commitment during the conversion. Employees who had good health, and those who had positive feelings-job satisfaction-job commitment during the conversion were more likely to put in extra effort to make the agency be successful afterwards. It could be that healthy people

have more energy to devote to work and that people who are flexible and think positively are more likely to invest more readily in their jobs.

The independent variables were also significantly related to the first job stress dependent scale, management/agency sources of stress. Additionally, both the level of job stress during the conversion and feelings-job satisfaction-job commitment during the conversion as individual variables were related to perceived management/agency sources of stress after the conversion. Employees who had a low level of job stress during the conversion, and those who had positive feelings-job satisfaction-job commitment were less likely to see the agency as a source of stress following the conversion. Because a person's supervisor is such an important factor in that person's life, it makes sense that low stress and positive feelings about management are related.

The independent variables were significantly related to the third job stress dependent scale, uncertainty/inability, which was composed of three variables: change, fear that I have not followed proper procedures, and confusion over policy interpretation. Once again, job stress during the conversion and feelings-job satisfaction-job commitment during the conversion were related to uncertainty and inability after the conversion. Employees who had low job stress, and positive feelings, job satisfaction, and job commitment during the conversion process were less likely to

experience stress associated with confusion over policy interpretation and fear of not following proper procedures afterwards. People who have low stress and a positive outlook are apparently more flexible and probably worry less about things like making errors in interpretation.

The Block C variables were significantly related to the job performance dependent variables at the .05 level. Job performance during the conversion was related to job performance after the conversion. Worker's compensation during the conversion was also significant at the .05 level. People who were performing their jobs well and did not use worker's compensation during the conversion were more likely to make the right decisions, get along well with others, and handle the responsibilities of their jobs well after the conversion. It appears that, in general, if people are performing well at one time, they will continue to do so. They are what are called "good employees."

Neither the independent variables nor any of the individual variables were significantly related to the supervisory support dependent variable as a block. The feelings-job satisfaction-job commitment scale was, however, individually significantly related to the supervisory support dependent variable. It may be that people who feel positively about their jobs, by extension, feel supported by their supervisors.

The independent variables were significantly related to co-worker support after the conversion as a dependent variable. One

individual variable was significant: feelings-job satisfaction-job commitment during the conversion. People who had positive feelings-job satisfaction-job commitment during the conversion were more likely to respect their co-workers afterwards. Once again, working cooperatively with peers after a major job change such as this may be the result of pulling together and having a positive attitude throughout the process.

All in all, it appears that people feeling positive about their jobs during the conversion was a pretty good indicator that they would be satisfied and committed to them afterwards. Further study would be needed to substantiate this, but it appears that people who are flexible, healthy, and inner-directed, who have an optimistic outlook, and feel good about themselves and their co-workers adjusted best to their jobs after the conversion.

Summary

In summary, the limitations of a single, one-point-in-time survey must be recognized. This study asked participants to recall feelings about events that had occurred several months in the past. It is not likely that people remember accurately what happened that long ago. In this study, it appears that in many cases the way a person felt during the conversion was related to how he or she felt afterwards. This may be the case. However, how people answered may also be attributed to the way in which the questions were asked--the

before, during, and after the conversion format of the survey. People may have been more consistent in responding to several time phases simultaneously in a way that may make the relationship appear more possible than is actually the case.

Overall, because the equations in this model were not significant, the Chain Model was not successful. In effect, the links of the chain were broken. Occasionally, a particular independent variable was significant, and this was informative. Nevertheless, the results do not support a sequential pattern of effects. See Table 15 for a summary of individual variables that were significant and the number of times they were significant.

Overall Approach

In an effort to view the data from a different perspective, the Overall Approach was used. This approach tests to see if personal characteristics, preexisting conditions, and circumstances before or during the conversion affected how people felt as a consequence of the conversion. It tests to see which variables in blocks (P, A, B, or C) affect each scale of Block D the most, or how much effect they have on each scale of Block D (see Figure 7). This model regressed Block D on Blocks P, B, C, and A--the full model.

Table 15
The Number of Times Individual Variables Were Significant

Individual variable	Number of times it was significant
Feelings during the conversion	9
Number of years worked	4
Job stress during the conversion	2
Laid off	2
Income \$40,000-\$49,000	2
Job stress before the conversion	2
Number of years of school	2
Health during the conversion	1
Job performance during the conversion	1
Worker's compensation during the conversion	1
Quit	1
Change in number of residents per staff	1
Income \$60,000 or more	1
Income less than \$19,000	1
Outside stress before the conversion	1
Divorced	1
Income \$50,000-\$59,999	1
Feelings before the conversion	1
Separated	1
Rent home	1

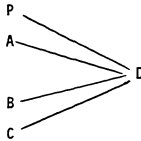


Figure 7. Overall Approach.

Overall Model: Block D Dependent,
Blocks P, B, C, and A Independent

A list of the independent variables in the equation is shown in Figure 8.

Where the affect satisfaction variable scale was dependent, there was a significant relationship at the .05 level. In addition, there were five variables that were also independently statistically related. Employees who had higher job performance before the conversion, or changed supervisors during the conversion were less likely to be happy, challenged, and contented, and more likely to be frustrated, tense, and discouraged after the conversion. Employees who changed their job site, those who did not use worker's compensation during the conversion, and those who had positive feelings-job satisfaction-job commitment during the conversion were more likely to be happy with the job as a whole after the conversion. The "good workers" and those who changed supervisors appear to have suffered more as a result of the conversion, while

Block D: Dependent Variables

Job satisfaction scales
 Two job commitment scales
 Two job stress scales
 Job performance scales
 Two social support scales

Independent VariablesBlock P

Sum of outside stress dichotomous items
 Separated
 Never married
 Widowed
 Divorced
 Number of children at home
 Other home arrangements
 Rent home
 Other racial group
 Black
 Income over \$60,000
 Income \$50,000-\$59,999
 Income \$30,000-\$39,999
 Income \$40,000-\$49,999
 Income less than \$19,000
 Sex
 Birth year
 Years of school completed

Block A

Time on job before the conversion
 Absences from job before the conversion
 Worker's compensation usage before the conversion
 Feelings, satisfaction, and commitment before the conversion
 Job performance before the conversion
 Health during the conversion
 Level of job stress before the conversion
 Outside stress before the conversion

Block B

Transferred to a private agency
 Retraining
 Quit
 Converted
 Laid off
 Transferred to a new state department
 Change in job site
 Number of residents per staff
 Change in job requirements
 Change in supervisor
 Took early retirement

Block C

Worker's compensation during the conversion
 Health before the conversion
 Absences from job during the conversion
 Job performance during the conversion
 Outside stress during the conversion
 Feelings, job satisfaction and job commitment during the conversion
 Level of job stress during the conversion

Figure 8. Overall Model: Block D Dependent, Blocks P, B, C, and A Independent.

those who changed job sites, were healthy, and felt positively during the conversion fared better afterwards.

All of the significant variables are summarized in Table 16.

When the second satisfaction scale, organizational environment, was the dependent variable, there was a significant equation at the .05 level with the independent variables. Six individual variables were also significant at the .05 level. Those less likely to be satisfied with such concerns as their job security, opportunities for promotion, and managers after the conversion included employees who were younger and those who changed supervisors. Black employees, those who changed job sites, those who had positive feelings-job satisfaction-job commitment during, and those who did not use worker's compensation during the conversion were more likely to be satisfied with administrators, job security, and opportunities for promotion after the conversion. Once again, those who changed supervisors appeared to be less optimistic about the future as a result of the conversion, as did younger people. But those who changed job site, black employees, and those who were satisfied during the conversion were more optimistic about their futures with the agency.

The independent variables were significantly related to the third satisfaction dependent scale variable, engagement, efficacy, and involvement. On one hand, employees who changed supervisors, those who performed their jobs well before the conversion, and those who did not use worker's compensation before the conversion were

Table 16

Summary of Significant Variables in the Overall Model:
Block D Dependent; Blocks B, C, A, and P Independent

Dependent variable	Independent variable	Regression coefficient	Standard error	I-Statistic coeff./SE	Sig. I
<u>Satisfaction/affect</u> *F = .0000	Job performance before the conversion	-.154	.060	-2.555	.011
	Change in job site	.242	.106	2.272	.024
	Feelings during the conversion	.405	.104	3.904	.000
	Change in supervisor	-.303	.114	-2.651	.009
	Receiving worker's compensation during the conversion	.342	.162	2.113	.036
<u>Organizational environment</u> *F = .0000	Ethnicity	.875	.287	3.055	.003
	Feelings during the conversion	.728	.139	5.232	.000
	Birth year	-.013	.006	-2.193	.029
	Change in supervisor	-.524	.153	-3.417	.001
	Receiving worker's compensation during the conversion	.477	.217	2.194	.029

Table 16--Continued

Dependent variable	Independent variable	Regression coefficient	Standard error	I-Statistic coeff./SE	Sig. I
<u>Engagement/efficacy/ involvement</u> *F = .0000	Performance before the conversion	-.156	.078	-1.996	.047
	Receiving worker's compensation before the conversion	-.431	.155	-2.783	.006
	Feelings during the conversion	.497	.134	3.707	.000
	Change in supervisor	-.497	.147	-3.372	.001
	Performance during the conversion	.195	.085	2.3032	.021
<u>Peer satisfaction</u> *F = .0001	\$60,000 or more	-.680	.297	-2.291	.023
	Change in supervisor	.313	.156	2.010	.046
	Feelings during the conversion	.658	.141	4.652	.000
<u>Quality of agency</u> *F = .0000	Feelings during the conversion	-.559	.117	-4.368	.000
	Change in supervisor	.449	.128	3.502	.001

Table 16--Continued

Dependent variable	Independent variable	Regression coefficient	Standard error	I-Statistic coeff./SE	Sig. I
<u>Commitment to agency</u> *F = .0034	Transferred to private agency	1.274	.613	2.078	.039
	Widowed	.468	.200	2.308	.022
	Receiving worker's compensation during the conversion	.252	.114	2.211	.028
	Early retirement	.591	.192	3.078	.002
	Feelings during the conversion	-.238	.098	-2.417	.016
	Change in job requirements	.196	.095	2.053	.041
	Birth year	.009	.004	2.137	.034
<u>Mgmt./agency stress</u> *F = .0002	Quit	-.364	.159	-2.290	.023
	Feelings during the conversion	-.108	.036	-3.050	.003
	Change in supervisor	.114	.039	2.914	.004

Table 16--Continued

Dependent variable	Independent variable	Regression coefficient	Standard error	I-Statistic coeff./SE	Sig. I
<u>Uncertainty/ inability</u> *F = .0010	Ethnicity	.163	.070	2.338	.020
	Change in job site	.069	.035	1.979	.049
	Divorced vs. married	-.115	.046	-2.484	.014
	Job stress during the conversion	-.057	.026	-2.164	.031
<u>Job performance</u> *F = .0000	Performance before the conversion	.255	.056	4.563	.000
	Receiving worker's compensation during the conversion	.398	.150	2.656	.008
	Performance during the conversion	.332	.061	5.463	.000

Table 16--Continued

Dependent variable	Independent variable	Regression coefficient	Standard error	T-Statistic coeff./SE	Sig. I
<u>Supervisor support</u> F = .0866	Change in job site	-.432	.159	-2.716	.007
	Feelings during the conversion	-.330	.155	-2.130	.034
	Birth year	.016	.007	2.361	.019
	Change in supervisor	.500	.171	2.928	.004
<u>Co-worker support</u> *F = .0164	Feelings during the conversion	-.265	.097	-2.731	.007

*Significant relationship.

less likely to be proud of their work or satisfied with the chance to use their skills after the conversion. On the other hand, those who were performed their jobs well during the conversion were more likely to be satisfied with the chance to use their skills, and to be proud of their work after the conversion, as were employees who had positive feelings-job satisfaction-job commitment during the conversion. Those who changed supervisors, those who performed their jobs well before the conversion, and those who were healthy before apparently did not feel they were being as useful after the conversion.

The independent variables were significantly related to the fourth satisfaction dependent variable scale, peer satisfaction. Employees who earned \$60,000 or more were less likely to be satisfied with fellow workers. Employees who had positive feelings-job satisfaction-job commitment during the conversion and those who changed supervisors were more likely to feel satisfied with their peers after the conversion. The \$60,000 salary person probably had fewer peers; each was probably a professional in a different field who evidently did not think highly of the others.

There was a significant relationship between the independent variables and the first commitment dependent scale, quality of the agency. Employees who had positive feelings-job satisfaction-job commitment during the conversion and those who did not have a change in supervisor were more likely to be inspired to do their best on

the job after the conversion. The positive-thinking people and those who did not have their lives disrupted by changing whom they reported to at work probably had more emotional energy to spare and thus felt inspired to commit that energy to the job.

There was a significant relationship between the independent variables and the second commitment dependent variable scale, commitment to the agency. Seven individual variables were also significant. Those who transferred to a private agency during the conversion, those who took early retirement, and employees who were widowed were more likely not to be willing to put in extra effort to make the agency successful. Those who were more likely to feel committed to their jobs and the agency afterwards were people who were receiving worker's compensation during the conversion, those who did not experience a change in job requirements, employees who were older, and those who had positive feelings-job satisfaction-job commitment during the conversion. It appears that those who did not feel invested in the agency left. The positive-thinking people, those who had been sick before the conversion, older people, and those whose jobs did not change were more invested in their jobs.

The independent variables were significantly related to the first job stress dependent variable scale, stress associated with management and agency sources. Three individual items within the group were also significant. Employees who quit and those who had positive feelings-job satisfaction-job commitment during the conversion were less likely to be satisfied with their supervisors

and communication with managers afterwards. Employees who changed supervisors were more likely to be dissatisfied with those supervisors and to feel increased stress as a result. Positive-thinking people, those who quit, and those who changed supervisors apparently suffered increased stress as a result of management decisions.

The dependent variable scale of job stress caused by uncertainty and inability was also significantly related to the independent variables. Four individual items were also significant at the .05 level. On the one hand, black employees were more likely to feel confusion over policy interpretation and fear about not following proper procedures after the conversion, as were employees who changed job sites. On the other hand, divorced employees were less likely to experience stress caused by change and confusion afterwards, as were those who experienced low job stress during the conversion. Changing job sites seemed to make people more unsure of themselves. Black people were more likely to be unsure than white people--perhaps because it would be more difficult for them to find equally satisfying alternative employment opportunities. Divorced people probably felt less stress because they had been through a major change in their personal lives already.

The independent variables were significantly related to the job performance dependent variable. Three items were individually significant. Employees who had high job performance before or during the conversion and those who were not using worker's

compensation were more likely to make the right decisions, work well with others, and handle their job responsibilities well afterwards. Healthy people and "good workers" continued to be "good workers" after the conversion.

The independent variables were not significantly related to the supervisor support scale as a dependent variable. However, four of the items were independently significant at the .05 level. People who changed job sites were less likely to think well of their supervisors after the conversion. Older employees, whose who did not change supervisors during the conversion, and those who had positive feelings-job satisfaction-job commitment during the conversion were more likely to think their supervisors performed well afterwards. Although those who changed job sites generally fared well as a result of the move, they did not feel particularly good about the supervisor. Older people, positive-thinking people, and those who kept their supervisors felt good about their supervisors afterwards.

The co-worker support dependent variable was significantly related to the independent variable block. One item was individually significant. Those who had positive feelings-job satisfaction-job commitment during the conversion were more likely to respect their co-workers afterwards. Positive-thinking people appeared to think well of their peers.

In summary, all the scales in Block D except supervisory support were significantly related to variables in Blocks P, A, B,

and C. Six independent variables were responsible for a total of 29 significant relationships in the Overall Model. Of these, two were also responsible for 13 significant relationships in Part 3 of the Chain Model. The feelings-job satisfaction-job commitment independent variable was responsible for 18 significant relationships, nine in each model.

Summary

A summary of the significant variables that appeared the most times in the Overall Model is given in Table 17.

Table 17

Summary of Significant Variables That Appeared Most Often
in the Overall Model

Variable	Number of times variable appeared
Feelings-job satisfaction-job commitment	9
Change in supervision	7
Worker's compensation during the conversion	4
Job performance before the conversion	3
Change in job site	3
Birth year	3

Two of the variables appeared as statistically significant at the .05 level in both Part 3 of the Chain Model and in the Overall

Model: feelings-job satisfaction-job commitment and job stress. A summary chart reflecting the number of times each statistically significant variable appeared in each model is given in Table 18.

Table 18
Summary of the Number of Times Each Significant Variable
Appeared in the Overall Model and Part 3 of
the Chain Model

Variable	Number of times variable appeared	
	Chain Model	Overall Model
Feelings, job satisfaction,		
job commitment	9	9
Job stress during the conversion	2	1

Conclusions

It appears that employees' feelings-job satisfaction-job commitment during the conversion were most likely to indicate how they would feel afterwards. Change in job site and change in supervision are important factors for managers to consider because they persisted as factors in both the univariate and the multivariate statistical analyses (see Table 19).

In addition to being satisfied with their jobs, and such concerns as management, job security, opportunities for promotion, and the chance to use their skills after the conversion, employees

Table 19

Summary of Significant Variables in Chain Model, Part 3,
and the Overall Model

<u>Chain Model, Part 3</u>	
Positive feelings- satisfaction- commitment	Satisfaction with affect variables Satisfaction with organization environment Satisfaction with engagement variables Satisfaction with peers Commitment to quality of agency Commitment to the agency Low job stress related to mgt./agency Low job stress related to uncertainty Feel supported by co-workers
<u>Overall Model</u>	
Positive feelings- satisfaction- commitment	Satisfaction with affect variables Satisfaction with organization environment Satisfaction with engagement variables Satisfaction with peers Commitment to the agency Low job stress related to mgt./agency Feel supported by supervisor Feel supported by co-workers Commitment to quality of the agency
Change in job site	Satisfaction with affect variables Satisfaction with organization environment Satisfaction with engagement variables High job stress related to uncertainty Supervisor support
Change in supervision	Satisfaction with affect variables Satisfaction with organization environment Satisfaction with engagement variables High job stress related to mgt./agency
Did not change supervision	Feel supported by supervisor Commitment to quality of the agency

who had positive feelings-job satisfaction-job commitment respected their fellow workers. They were more likely to experience low job stress related to management or the agency, to feel supported by co-workers and supervisors, and to be committed to the agency and the quality of the agency.

The descriptive analysis identified four major consequences for employees as a result of the conversion: change in supervisor, change in job requirements, retraining requirements, and change in job site. A bit more is known about these consequences as a result of the multivariate analysis.

Using what has been learned from all three parts of the Chain Model, and the Overall Model, it was found that change in job site had a statistically significant effect on long-term employees. People who changed job sites were more likely to be happy with their jobs, and optimistic about management, job security, opportunities for promotion, and the chance to use their skills after the conversion. However, changing job sites also created high stress related to change, fear of not following proper procedures, and confusion over policy. And those employees were unhappy with their supervisors.

Employees who changed supervisors were also long-term employees who were less educated and had relatively low income. They were less likely to be happy with their jobs and were more pessimistic about management, job security, opportunities for promotion, and the chance to use their skills after the conversion. They also

experienced high job stress related to the agency in such areas as lack of communication with management, dissatisfaction with supervision, and perceived lack of respect from the Department of Mental Health. Those who did not have a change in supervisor were more likely to be inspired to do their best on the job, feel that the agency was running smoothly, and make certain that clients were receiving high-quality care.

It is interesting that although both of these groups consisted of long-term employees, the two changes affected them differently. Those who changed supervisors had relatively negative results, whereas those who changed job sites had predominantly positive results.

Little was learned about the effects of the other two impacts identified in the descriptive analysis; this analysis merely showed which groups were affected. Change in job requirements affected home renters, whereas retraining requirements affected those with incomes of \$40,000-\$49,000 and \$60,000 or more, and those who experienced less job stress.

Management may be able to minimize negative feelings by offering workers the option to move as a unit, where feasible, since stress did seem to be related to change in supervision. Although change in job site created some anxiety for employees, it provided many more positive effects, so perhaps, where possible, employees should be moved to a new work location.

It appears that individual personality differences may have been more of a factor in this study than the variables that were identified to study.

Overall, why the analysis took this turn is intriguing. Perhaps management did not do very much so there was not much change in the eyes of employees, or management's actions were so comparatively small in relation to the effect of this large-scale conversion that the conversion was painful and hurtful regardless of what management did. Essentially, it appears that people's personal characteristics, situations, and feelings were more a factor in how they reacted to the conversion and consequent changes than any action that management took.

CHAPTER VIII

CONCLUSIONS AND RECOMMENDATIONS

Deinstitutionalization in Michigan resulted in the need for fewer Department of Mental Health employees and the need for a smaller physical plant to serve the remaining residential mental health clients.

Employees of the Coldwater Regional Mental Health Center in Coldwater, Michigan, thus learned on May 10, 1985, that although the Regional Center would not be closed, it would be converted from a facility serving developmentally disabled residents to a facility serving mentally ill residents. This initiated a process of transformation that affected hundreds of patients and nearly every employee at the Coldwater facility.

This study was concerned with what the changes were for those employees involved in the conversion process, what the consequences were, and whether there were long-term effects. Recommendations are also made for future institutional changes that may help minimize negative effects on employees.

Of those employees who were affected by the conversion process, 38 transferred to the Department of Corrections, 48 transferred to other Department of Mental Health facilities throughout the state, 5 were laid off, 106 left for other reasons, 439 stayed at the

Coldwater Regional Mental Health Center and were retrained, and 102 new employees were hired.

To determine what consequences the conversion process had on employees at the Coldwater Regional Mental Health Center, they were asked to respond to a survey that recorded their perceptions on how the conversion had been handled and how it could have been handled differently. Outside of questions related directly to the conversion, the survey was composed of eight primary categories: Job Satisfaction, Individual Performance, Job Commitment, Individual Health, Sources of Stress, Significant Life Events, Social Support, and Demographics. Managers were asked to complete an additional section regarding their perspectives on employees in the areas of Performance, Motivation, Attitude Toward the Job, Attitude Toward Management, and Competency.

Development of the Study

To develop the framework for the study, interviews were conducted with representative employees.

Issues raised in the literature were examined together with the results of the initial interviews in order to develop a preliminary model.

The literature indicated that there are several consequences to employees as a result of such a change in employment. Displacement workers experience substantial stress. Primary stressors at the Coldwater Regional Mental Health Center during the conversion

process appeared to be lack of information, concern about the mentally retarded residents who would be moving out of the facility, job security, uncertainty about the future, inconsistent management, and uncertainty about retraining requirements.

The literature also suggested that if workers carry over their skepticism, doubt, and anger toward the state as an employer, not only does it undermine the morale of the entire state system, but it also reduces the amount of emotional commitment employees are willing to make when they are shifted to new positions.

Although these employees were relieved that the facility was being converted instead of closed, uncertainty about the future remained a concern. Keeping the facility open allowed employees to remain in the community.

Development of the Model

Variables for the preliminary model were based on interview responses, coupled with findings from the literature. The initial model was composed of four blocks.

The first block delineates preexisting conditions for employees who were involved in the conversion process. It includes time on the job, job classification, absenteeism, job satisfaction, outside stress, economic flexibility, gender, age, and job stress.

The second block is intervention. Interventions in terms of this study include the conversion, transfer, counseling, retraining,

finding jobs, management support, and layoffs. Preliminary interviews revealed that consequences resulted from change, while intervening variables controlled the consequences.

The third block of the model, intervening variables, includes variables before and during the conversion, and the strategies that employees used to cope with the conversion process.

Block four consists of the consequences the conversion process had for individual employees. It includes job performance, job satisfaction, job commitment, job security, social support, and job stress.

As variables emerged during the course of the study, the model was revised to reflect these changes.

The Survey Process

Issues raised in the initial interviews were used to create the survey instrument. Participants in the survey process were all those who were employed at the Coldwater Regional Mental Health Center at the time of the conversion. In addition, a comparison group consisting of a random sample of 150 employees each was selected from the Mt. Pleasant Regional Center for Developmental Disabilities and the Florence Crane Women's Correctional Facility. Employees hired at the Coldwater Regional Mental Health Center after the conversion were also part of the comparison group. A total of 1,038 people were surveyed. There was a 73.7% return.

Two separate survey instruments were created. One survey was for people who were employed at the Coldwater Regional Mental Health Center at the time of the conversion. The second survey was for employees hired at the Coldwater Regional Mental Health Center after the conversion began and for other participants from the comparison groups. Except for questions directly related to the conversion, the surveys were the same.

Methodology

Descriptive statistical analysis was performed using simple frequency distributions and cross-tabulation of the data by facility. Regression analysis was also used. Two models were developed to evaluate the data. The Chain Model was used to determine whether each block affected the next. The Overall Approach asked whether any conditions before the conversion affected employees after the conversion.

Propositions

The propositions in this study were:

1. Employees experienced stress at different levels contingent on their age, sex, job classification, time in position, income, and educational level.
2. The amount of commitment employees felt toward their jobs was affected by the individual's age, job classification, time in position, income, and educational level.

3. Job satisfaction varied according to job classification, time in position, income, age, sex, and educational level.

4. Job satisfaction leads to job commitment.

5. Job satisfaction leads to improved job performance.

6. Social support leads to decreased stress.

7. Decreased stress leads to increased job satisfaction.

8. There is no difference in absenteeism between those employees who were involved in the conversion and those who were not.

9. The amount of outside stress felt by a person does not affect the amount of job stress that person perceives.

10. There is a correlation between perceived stress on the job and perceived health problems.

Validation of Propositions

In the final analysis, only three of the propositions were validated by the data as having statistically significant relationships.

1. The amount of commitment employees felt toward their jobs was affected by the individual's age. It was not affected by job classification, time in position, income, or educational level.

2. Job satisfaction varied according to time in position, income, age, and sex. It was not affected by job classification or educational level.

3. Job satisfaction was related to higher perceived job performance.

The other seven propositions showed no statistically significant relationship.

1. Employees did not experience stress at different levels contingent on their age, sex, job classification, time in position, income, or educational level.

2. Job satisfaction did not lead to job commitment.

3. Social support did not lead to decreased stress.

4. Decreased stress did not lead to increased job satisfaction.

5. There was no difference in self-reported absenteeism between those employees who were involved in the conversion and those who were not.

6. There was no correlation between perceived stress on the job and perceived health problems.

7. There was no correlation between the amount of outside stress and the amount of job stress a person perceives.

Results of Descriptive Analyses

Descriptive findings indicated that communication, change in supervision, and lack of an adequate number of staff were primary concerns for employees involved in the conversion. Compared to other groups, new employees were not as satisfied with their jobs. They were actually less satisfied with their supervisors and other staff members than converted employees. They neither felt much more

satisfied with administrators than did converted employees, nor were they as willing to put in extra effort to make the agency successful.

Employees in the comparison groups were more satisfied with their jobs and security than were the conversion group. Employees in the comparison groups thought they performed their jobs better and reported better health. Job stress and outside stress levels were nearly the same between the groups, and the ways in which people coped with that stress were nearly the same as well. Perceived support from significant people in their lives was virtually the same for both groups.

Employees affected by the conversion were fairly immobile. They felt very strongly that communication should have been improved between administration and staff during the conversion process. Change in supervision was the primary consequence employees felt from the conversion. Primary effects of the conversion for employees at the Coldwater facility were increased stress, insufficient staff, and the inability to get time off. Employees who converted recorded the highest stress level, the lowest job satisfaction level, and the lowest level of perceived job performance.

It appears that people who were employed with the Department of Corrections were more satisfied with their jobs than employees in other institutions surveyed.

Results of Regression Analyses

Each part of the Chain Model revealed different information. Three variables stood out in Part 1: change in supervision, change in job site, and transfer to another state department or private agency. Two groups of people also stood out. They will be referred to as the more affluent and the less affluent groups. The more affluent, mobile group was more highly educated, had higher incomes, and more often were divorced. They were not happy with their jobs and were suffering from a great amount of outside stress, perhaps related to their divorces. These people seem to have transferred from the area as a result of the conversion.

The less affluent group had worked for the facility for a long time, probably because their options were limited by lack of advanced education, and they had relatively low incomes. They were probably the direct-care staff. This group was most negatively affected by change in supervision.

The only thing that was learned from this part of the chain about those who changed job sites was that they were also long-time employees.

Part 2 did not add a great deal to one's understanding of the effects of the conversion. However, it does appear to confirm a couple of assumptions that one might make about such situations. First, people who were laid off experienced greater stress than the other groups. Second, those who quit were not very satisfied with

or committed to their jobs. Further study would be necessary to substantiate these assumptions.

The most palpable finding learned from Part 3 of the Chain Model was that people who were satisfied with and committed to their jobs during the conversion were more likely to be satisfied with and committed to their jobs afterwards.

The results of the Overall Model revealed many significant relationships, but three stand out, all of which were revealed in one part or another of the Chain Model. First, the results indicated that those with positive feelings-satisfaction-commitment during the conversion were more likely to be satisfied, committed, less stressed, and supported by both peers and supervisors afterwards. Change in job site essentially meant that employees would be more satisfied with their jobs but would experience stress associated with uncertainty, and would not think as well of their supervisors. Those who changed supervisors were less likely to be happy with their jobs, more likely to feel higher job stress related to management, and more likely to be dissatisfied with their supervisors afterwards.

In summary, a variety of relationships were shown to be statistically significant in the study, but only change in supervision and change in job site appeared in both the descriptive analysis and the multivariate analysis. It is, therefore, reasonable to suggest that management address those areas in future conversions. It appears that individual characteristics had more

effect on how people adjusted to their jobs after the conversion than any actions that management took.

Recommendations

Limitations of the Study

There are three limitations to this study that must be kept in mind.

First, it is necessary to reiterate the limitations of a single, one-point-in-time survey. This survey asked participants to recall events that occurred in their lives several months before--and not once, but twice. It asked for feelings about events that happened before the conversion took place; then, it asked participants to recall their feelings during the conversion; and finally, it asked for current feelings. Perceptions regarding past events may have been colored by current feelings and events. Retrospective measurement is not always accurate. People just plain forget.

Second, the number of cases in the study was sometimes too small. For example, one group, those laid off, had only five possible participants. In the case of such subgroups, the small number of cases limited the findings.

Third, the survey may have been used by some employees as a venting mechanism. It may have been used as a place to be heard without being identified. For example, employees who were

dissatisfied with their supervisors could have been reluctant to say anything to management out of fear of retaliation, but may have felt free to express their feelings in the survey.

Recommendations to Managers

While recognizing these limitations, the research is, nevertheless, strong enough to make some recommendations. Managers involved in converting facilities in the future may wish to consider the following recommendations, which are based both on the literature review and on findings in this study.

1. **Develop an open communication system between management and employees.** Research has suggested that keeping employees informed can help minimize morale problems. Management should be "up-front" with staff by sharing information and answering questions directly. Communicating with employees can reduce stress and maintain some level of organizational commitment and trust. When employees involved in the conversion process were asked what management could have done to make the conversion easier, three of the top four responses had to do with communication: maintain early, honest communication; develop an open-door policy; and give as much advance notice of change as possible.

2. **Conduct early and continuing comprehensive briefings for staff.** The literature has suggested that management should be the best source of information for staff. Confusion is born from lack

of effective communication. When employees involved in the conversion process were asked their biggest work-related problem or source of stress, lack of communication with management was the second highest response. When asked what management could have done to make the conversion easier, conduct early and continuing comprehensive briefings for staff tied as the fifth most frequent response.

3. Management should give weekly updates to staff regarding the status of the facility. Research has shown that when stress is addressed directly by reducing sources of conflict or increasing role clarity, attempts to alleviate stress may be more meaningful. When supervisors involved in the conversion were asked what interventions might have alleviated negative employee reactions, giving weekly updates to staff regarding the status of the facility was the second most chosen response.

4. Develop and distribute a weekly newsletter. The literature showed that monthly bulletins could be used to dispel rumors and gossip, both of which are commonplace and dysfunctional in an organization. Developing and distributing a weekly newsletter was the thirteenth most chosen response when employees involved in the conversion process were asked what management could have done to make the conversion easier.

5. Keep experienced supervisors throughout the conversion process. The literature showed that for many employees, the supervisor is the organization. The organization is, therefore,

judged by how employees feel about their respective supervisors. As a representative of the organization, a supervisor can reduce role conflict and role ambiguity by clarifying roles for the employee. It is difficult for employees to maintain morale and productivity during times of change. When employees involved in the conversion process were asked what management could have done to make the conversion easier, the third highest response was to keep experienced supervisors in place throughout the conversion process. When asked what consequences the conversion had for them, change in supervision was the most frequent response.

6. Provide adequate training for new supervisors and employees. There was considerable concern on the part of converted employees that new supervisors "did not know what they were doing." Training new supervisors to be change agents, and specifically teaching them communication skills, may thus be helpful. When employees involved in the conversion process were asked about their biggest work-related problem or source of stress, dissatisfaction with supervision was the fourth highest response. When asked what management could have done to make the conversion easier, provide better training for supervisors tied as the fifth most frequent response.

7. Provide stress-management training for staff. Studies have shown that the highest stress periods for employees are at the time a closure is announced, and at the time layoff notices are received.

Management should concentrate on those two time periods. Providing employees with opportunities for increased responsibility, recognition, achievement, advancement, and growth may help reduce job stress. When employees involved in the conversion process were asked how they would describe their level of stress on the job, those who stayed and were converted ranked highest among the groups involved in the process. When asked to make open-ended comments about how the conversion affected employees, increased stress was the number one response. When asked what management could have done to make the conversion easier, provide stress-management training was the seventh most frequent response.

8. Management should provide emotional support for their staffs. Research showed that a positive work relationship served as a buffer between some occupational stresses and some physiological strains. One study showed that administrative and union support were key factors to job satisfaction, whereas another revealed that aside from social support, there are few coping strategies that are effective in the work setting. Supervisory support was not significantly related to any of the variables in any part of the study. When asked what management could have done to make the conversion easier, the tenth most frequent response was that management should provide emotional support for employees.

9. Management should provide counseling to employees involved in the conversion process. Research has shown that, because this is a major life change for people, counseling should be available to

meet people's needs throughout the process. When employees involved in the conversion were asked what management could have done to make the conversion easier, providing counseling to employees ranked fifteenth.

10. Management should provide frequent reassurance to converted employees when their jobs are secure. Studies have shown that the combined effects of uncertainty, anxiety, and the numerous dimensions of change contribute to employees' becoming major victims of deinstitutionalization, even when they have new jobs. News reports reaffirm that the Department of Corrections is currently receiving the lion's share of funding in Michigan, while mental health institutions continue to be scheduled for closure. So employees are naturally concerned about their future. When supervisors who were involved in the conversion were asked about interventions that could help alleviate negative employee reactions, providing frequent reassurance to converted employees when their jobs are secure was the number one response.

11. Management should provide assurance to employees that residents will receive good care in their new placements. Management may consider taking representative employee groups to tour the facilities where residents will ultimately be moved. This may help dispel employees' fears that the residents to whom they have become so close will suffer because of some bureaucratic decision that was beyond their control. When employees involved in the conversion

were asked what management could have done to make the conversion easier, providing assurance that residents would receive good care in their new placements ranked fourteenth.

Suggestions for Future Study

Several suggestions can be made for improving research of this kind in the future.

First, a panel study would enhance the results. If a department is aware of a conversion in the future, or any massive change for that matter, before the change is announced, even before the decision is formally made, baseline data should be collected.

Second, 100 people from each institution could be surveyed so that baseline data are always available to researchers. This would allow before, during, and after comparisons to be done at any time, anywhere in the state.

The former would be less expensive to accomplish but would allow no comparability, whereas the latter would be more expensive to do but would also be richer in content.

Third, data from a large sample of civil service employees across all departments could be collected statewide. This would allow comparisons to be made of workers in different facilities within a single department, comparisons of workers within different divisions within a department, or comparisons of workers across departments in all of state service.

There are also some questions that would be interesting to know more about. For instance, was support of co-workers or support of the supervisor more important? It would appear that the supervisor was more important, but further research would be necessary to be certain. More items on internal work-group cohesion could also be asked in an attempt to identify factors that contribute the most.

In addition, from an administrative point of view, several issues seem worthy of future consideration. First, in many instances, new employees hired in this converted facility did not fare a great deal better than did the original employees. They were not happy with their co-workers or supervisors and did not appear to be investing in the facility. This may be an example of the dominance of group behavior over the individual. If pay is a primary motivator for the new people, that is not a good sign, and it may be a signal of problems for the future.

Second, the people who seemed to suffer most from this conversion process were those who stayed at the facility and were retrained. This may demonstrate that when people are faced with change, those who make the decision to leave their familiar ground prepare themselves better for change and, therefore, fare better in the long run than those who choose to stay on familiar ground and have change imposed on them. Perhaps change is more acceptable in a new place because it is expected. Change is seemingly harder to accept when a new boss arrives, and he or she changes practices that in the employee's opinion have worked well for several years.

Third, change in supervision was a real issue in this study. The knowledge that a new manager's mere presence is stressful for staff may make it possible for the new boss to take measures to make his or her presence less threatening. In some cases, the manager could also take advantage of the threat in order to make people more responsible. When discipline has largely broken down, for example, due to a vacancy created by a manager's leaving, one or a few employees may have gained a great deal of power because there was no one in charge. Since there can be only one boss, the new manager can use the uncertainty of his or her presence to bring the situation back into control more readily.

Appendix A
Letter and Nine-Page Survey



Western Michigan University
Kalamazoo, Michigan 49008-3899

Center for Public
Administration Programs
(616) 383-1937

Dear Participant:

Attached is the survey about which Mr. Rogan and your union representatives notified you. The study is being conducted under the sponsorship of the Center for Public Administration Programs at Western Michigan University. The purpose of the study is to determine what you experienced as a result of the conversion of the Coldwater Regional Mental Health Center. Ms. Connie Dykman is the principal investigator, and she will be your contact person if you have any questions. The study is being conducted under a grant from DHE, and also constitutes Ms. Dykman's doctoral dissertation in WMU's Doctoral Program in Public Administration.

Your responses are very important because each person experiences different reactions. Your responses as an individual will not be identified. The survey will be completely CONFIDENTIAL.

In order to assure confidentiality, you will find attached to your survey an envelope with an ID number on it. After you have completed your survey, please place the survey in the envelope. Seal the envelope so no one else sees the survey, and drop the envelope in the mail. After your code number is recorded, your envelope will be destroyed. The ID number is used to assure that you do not receive a second survey. If this survey is not received, a second one will be sent to you.

Surveys are only valuable when every point of view is represented. We need every single survey form completed, including yours!

Should you have any questions, please contact Ms. Connie Dykman at (616) 966-1349 weekdays from 8:00 a.m. to 4:30 p.m., or 369-5865 after 5:00 p.m. and weekends. I would be pleased to answer any questions you have about the sponsorship of the study, and can be reached at (616) 383-1937.

Thank you for participating in this important study.

Sincerely,

Peter Kobrak
Director

CHRONOLOGY OF EVENTS

December, 1984	Governor decided to stop his early release program for prisoners.
December, 1984	DMH transfers empty living units to the Department of Corrections.
January, 1985	Association for Retarded Citizens demanded closure of the Coldwater Regional Center.
March, 1985	Legislative hearings were held and closure was disapproved.
April, 1985	Women's medium security prison was opened on the grounds of the Coldwater Regional Center.
May 10, 1985	Announcement was made that Coldwater Regional Center would be converted from an institution serving the mentally retarded to one serving the mentally ill.
August, 1985	Training for employees to be converted was initiated.
November, 1985	First MI unit was opened.
December, 1985	Medium security men's prison opened on the grounds of the Coldwater Regional Center.
September, 1986	Agency was renamed Coldwater Regional Mental Health Center.
June, 1987	Only 57 MR residents remained at the Institution, the MI population had risen to 154, and a new MI Admissions Unit was opened.

TURN OVER THIS PAGE TO BEGIN THE SURVEY

CONFIDENTIAL

JOB FACTORS SURVEY
CONVERSION OF THE COLDWATER REGIONAL CENTER
IT IS IMPORTANT THAT YOU ANSWER EVERY QUESTION ON THE SURVEY!

1. How long have you worked (or did you work) for the Coldwater Regional Mental Health Center? (please write in) Years_____ Months_____

2. What was your job classification before the conversion? (please circle)

a. Direct Care	e. Management	i. Physician
b. Supervisor	f. Nurse	j. Department Head
c. Support Staff	g. Social Worker	k. Psychiatrist
d. Clerical	h. Psychologist	l. Other (write in)_____

3. What is your current job classification? (please circle)

a. Direct Care	e. Management	i. Physician
b. Supervisor	f. Nurse	j. Department Head
c. Support Staff	g. Social Worker	k. Psychiatrist
d. Clerical	h. Psychologist	l. Other (write in)_____

4. What is your current place of employment? (please circle)

a. Coldwater Regional Mental Health Center	e. Private Company
b. Lakeland Correctional Facility	f. Retired
c. Crane Correctional Facility	g. Unemployed
d. Other DMH Facility (write in)_____	h. Other (write in)_____

5. In your opinion, what could management have done to make the conversion easier? (please circle all that apply)

a. Provided employee counseling
b. Provided assurance that residents would receive good care in their new placements
c. Up-front, early, frank, honest communication
d. Provided assurance that re-training would be successful
e. Provided stress management training
f. Been more accessible to workers
g. Kept experienced supervisors through the conversion process
h. Provided better training for employees
i. Provided better training for supervisors
j. Given as much advance notice of changes as possible
k. Nothing; everything was done just right
l. How people deal with change is personal; there is nothing management could have done to help
m. Provided emotional support to employees
n. Conducted early and continuing comprehensive briefings for staff
o. Developed an open door policy--clear lines of communication between management and staff
p. Developed and distributed a weekly newsletter
q. Other (explain)_____

6. Now please think about what consequences the conversion had for you; what change for you as a result of the conversion? (circle all that apply)

- | | |
|--|--|
| 1. Change in job site | 7. Quit |
| 2. Change in job requirements | 8. Took early retirement |
| 3. Re-training requirements | 9. Transferred out to new state department |
| 4. Change in supervisor | 10. Transferred to a private agency |
| 5. Change in number of residents per staff | 11. Converted |
| 6. Laid off | 12. Other (explain) _____ |

In all questions that have a *Since the Conversion* column, answer the questions for that column with your current job in mind whether it be at the Regional Center or elsewhere.

7. Think about your feelings about your job, other workers, and management. (Please put the appropriate number from the scale below in each column: Before the Conversion, During the conversion, and Since the Conversion.)

<u>bad</u>	<u>somewhat bad</u>	<u>OK</u>	<u>somewhat good</u>	<u>good</u>
1	2	3	4	5
		<u>Before</u>	<u>During</u>	<u>Since</u>
		<u>the</u>	<u>the</u>	<u>the</u>
		<u>Conversion</u>	<u>Conversion</u>	<u>Conversion</u>
a. Feelings about your job.		_____	_____	_____
b. Feelings about other workers.		_____	_____	_____
c. Feelings about management.		_____	_____	_____

8. Think about how much time you have taken off from work at different periods of time: before, during, and since the conversion. (Please put the appropriate number from the scale below in each column: Before the Conversion, During the Conversion, and Since the Conversion.)

<u>a great deal</u>	<u>a moderate amount</u>	<u>very little</u>	<u>none</u>
1	2	3	4
	<u>Before</u>	<u>During</u>	<u>Since</u>
	<u>the</u>	<u>the</u>	<u>the</u>
	<u>Conversion</u>	<u>Conversion</u>	<u>Conversion</u>
a. Sick leave usage	_____	_____	_____
b. Annual leave usage	_____	_____	_____
c. Leave of absence	_____	_____	_____
d. Worker's compensation	_____	_____	_____

9. Please make any comments you would like to make about the conversion and how it affected you. _____

JOB SATISFACTION

Use the numbers below to respond to question ten (10):

Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
1	2	3	4	5
		Before the Conversion	During the Conversion	Since the Conversion

10. All in all, how satisfied would you say you were/are with your job?.. _____
11. If a good friend of yours outside of work told you he or she was interested in working in a job like yours (for your employer), what would you tell him or her? (please circle)
- Advise him or her against it.....1
Have doubts about recommending it.....2
Recommend it.....3
Strongly recommend it.....4
12. Knowing what you now know, if you had to decide all over again whether to take the job you now have, what would you decide? (please circle)
- Decide definitely not to take it.....1
Have some second thoughts.....2
Decide without hesitation to take the same job3
13. How often do you feel this way about your current work? (please circle one number for each item listed)
- | | <u>Never</u> | <u>Barely</u> | <u>Some-
times</u> | <u>Often</u> | <u>Almost all
of the time</u> |
|--------------------------------|--------------|---------------|------------------------|--------------|-----------------------------------|
| a. Happy..... | 1 | 2 | 3 | 4 | 5 |
| b. Frustrated..... | 1 | 2 | 3 | 4 | 5 |
| c. Drained of energy..... | 1 | 2 | 3 | 4 | 5 |
| d. Challenged..... | 1 | 2 | 3 | 4 | 5 |
| e. Tense..... | 1 | 2 | 3 | 4 | 5 |
| f. Contented..... | 1 | 2 | 3 | 4 | 5 |
| g. Discouraged..... | 1 | 2 | 3 | 4 | 5 |
| h. Bored..... | 1 | 2 | 3 | 4 | 5 |
| i. Proud of the work I do..... | 1 | 2 | 3 | 4 | 5 |

14. Now we would like to find out how you feel about different aspects of your work. As you reach each question, please choose the number which best describes the feelings you have now--taking into account what has happened in the last four weeks.

<u>Terrible</u>	<u>Unhappy</u>	<u>Mostly Dissatisfied</u>	<u>Mixed</u>	<u>Mostly Satisfied</u>	<u>Pleased</u>	<u>Delighted</u>
1	2	3	4	5	6	7

In each blank to the right, below write the number that best describes the feelings you have about your work.

How do you feel about...

- a. the people you work with, that is your staff?.....a. ____
 b. your immediate supervisor?.....b. ____
 c. your State Department?.....c. ____
 d. the work that you do on the job, that is the work itself?.....d. ____
 e. the pay?.....e. ____
 f. your job security?.....f. ____
 g. the chance to use your skills?.....g. ____

How do you feel about...

- h. the variety of different things you do at work?.....h. ____
 i. the opportunities for promotion?.....i. ____
 j. agency administration?.....j. ____
 k. professionals in the agency?.....k. ____
 l. the residents in your agency?.....l. ____
 m. the job as a whole?.....m. ____

INDIVIDUAL PERFORMANCE

Use the numbers below to respond to questions fifteen (15) and sixteen (16).

<u>Not Well At All</u>	<u>Not Very Well</u>	<u>Fairly Well</u>	<u>Very Well</u>	<u>Extremely Well</u>
1	2	3	4	5

Before
the
Conversion

During
the
Conversion

Since
the
Conversion

15. How well did/do you feel you perform your job? ____
16. In the last 4 weeks, how well did you do at...
 a. Handling the responsibilities and daily demands of your work?.....a. ____
 b. Making the right decisions?.....b. ____
 c. Performing without mistakes?.....c. ____
 d. Getting things done on time?.....d. ____
 e. Getting along with others at work?.....e. ____
 f. Avoiding arguments with others?.....f. ____
 g. Handling disagreements by meeting others half way?.....g. ____

SOURCES OF STRESS

Use the numbers below to respond to question twenty (20).

<u>Very Stressful</u>	<u>Moderately Stressful</u>	<u>Not Very Stressful</u>	<u>Not At All Stressful</u>
1	2	3	4
	<u>Before</u> <u>the</u> <u>Conversion</u>	<u>During</u> <u>the</u> <u>Conversion</u>	<u>Since</u> <u>the</u> <u>Conversion</u>

20. In general, how would you describe your level of stress on the job?.....
21. What is your biggest work-related problem or source of stress: (please circle all that apply)
- | | |
|--|--|
| a. Change | g. Fear that I have not followed proper procedures |
| b. Lack of respect from DMH | h. Maintaining consistent staffing patterns |
| c. Lack of respect from management | i. Confusion over policy interpretation |
| d. Lack of respect from fellow workers | j. Conflicting time requirements |
| e. Giving incorrect information | k. Dissatisfaction with supervision |
| f. Scheduling my time | l. Lack of communication with management |
| | m. Other (explain) _____ |
22. In what ways do you (or did you) cope with the problem you stated above? (circle all that apply)
- | | |
|---|--------------------------------|
| a. Seldom ask for decisions from management | f. Attempt to earn respect |
| b. Do not try to do more than I can reasonably do | g. Learning my job well |
| c. Divert my thoughts to things outside of work | h. Avoid management |
| d. Decide not to be stressed out over things I cannot control | i. Get policy issues clarified |
| e. Prioritize my work | j. Other (explain) _____ |
23. All of us are occasionally bothered by certain stresses or pressures outside of work. Select the number from the scale below which best describes how much you have been bothered by each of the following types of problems in the past four weeks. (Write in one number for each blank.)
- | <u>Very Much</u> | <u>Quite a Bit</u> | <u>Moderately</u> | <u>A Little Bit</u> | <u>Not At All</u> |
|------------------|--------------------|-------------------|---------------------|-------------------|
| 1 | 2 | 3 | 4 | 5 |
- DURING THE PAST FOUR WEEKS, HOW MUCH WAS I BOTHERED BY:
- | | |
|---|----------|
| a. Financial problems..... | a. _____ |
| b. Problems in relationships with husband/wife/partner..... | b. _____ |
| c. Problems with children..... | c. _____ |
| d. Problems in relationships with close friend, neighbors or relatives other than immediate family..... | d. _____ |
| e. Family health problems..... | e. _____ |
| f. Problems in arranging child care..... | f. _____ |
| g. Car or transportation problems..... | g. _____ |
| h. Sexual difficulties..... | h. _____ |
| i. Other (write in) _____ | i. _____ |

SIGNIFICANT EVENTS IN YOUR LIFE

Use the numbers below to respond to question twenty-four (24).

<u>Very Stressful</u>	<u>Moderately Stressful</u>	<u>Not Very Stressful</u>	<u>Not At All Stressful</u>
1	2	3	4
	Before the Conversion	During the Conversion	Since the Conversion

24. In general, how would you describe the level of stress in your life outside of work?.....
25. Please circle the appropriate letter(s) to indicate whether any of the following events occurred in your life during the past six months.
- Death of a spouse
 - Death of a child
 - Death of a friend or relative (other than child or spouse/partner)
 - Pregnancy or birth of a child (you or your spouse/partner)
 - Major personal illness or injury
 - Major illness or injury of a family member or close friend
 - Divorce or separation from spouse/partner
 - Change of residence
 - Arrested or involved in a court case as plaintiff or defendant
 - Other (write in) _____

SOCIAL SUPPORT

Use the following numbers to respond to the next three (3) questions. (please write in)

<u>Very Much</u>	<u>Quite a Bit</u>	<u>Some</u>	<u>A Little Bit</u>	<u>None at All</u>
1	2	3	4	5
	Before the Conversion	During the Conversion	Since the Conversion	

26. In general, how much support did/do you get from significant people in your life?.....
27. Please indicate how true the following statements are about your coworkers:
(use numbers from above) **ON THE AVERAGE, MY COWORKERS:**
- respect and trust each other.....a. _____
 - are competent at doing their jobs.....b. _____
 - are people I enjoy working with.....c. _____
 - take a personal interest in me.....d. _____
28. Please indicate how true each statement is as a description of your immediate supervisor:
(use numbers from above) **MY SUPERVISOR:**
- handles the administrative parts of his or her job extremely well.....a. _____
 - helps the people he or she supervised develop their skills.....b. _____
 - encourages people to say when they disagree with a decision.....c. _____
 - is always fair with the people he or she supervises.....d. _____
 - knows my job well.....e. _____
 - resolves problems or conflicts well.....f. _____
 - is more concerned about quantity than about the quality of work.....g. _____

Appendix B
Letter and Seven-Page Survey



Western Michigan University
Kalamazoo, Michigan 49008-3899

Center for Public
Administration Programs
(616) 383-1937

Dear Participant:

Attached is the survey about which you were recently notified. The study is being conducted under the sponsorship of the Center for Public Administration Programs at Western Michigan University. The purpose of the study is to determine what people experienced as a result of the conversion of the Coldwater Regional Mental Health Center. Ms. Connie Dykman is the principal investigator, and she will be your contact person if you have any questions. The study is being conducted under a grant from DHE, and also constitutes Ms. Dykman's doctoral dissertation in WMU's Doctoral Program in Public Administration.

Your responses are very important because each person experiences different reactions. Your responses as an individual will not be identified. The survey will be completely CONFIDENTIAL.

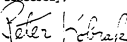
In order to assure confidentiality, you will find attached to your survey an envelope with an ID number on it. After you have completed your survey, please place the survey in the envelope. Seal the envelope so no one else sees the survey, and drop the envelope in the mail. After your code number is recorded, your envelope will be destroyed. The ID number is used to assure that you do not receive a second survey. If this survey is not received, a second one will be sent to you.

Surveys are only valuable when every point of view is represented. We need every single survey form completed, including yours!

Should you have any questions, please contact Ms. Connie Dykman at (616) 966-1349 weekdays from 8:00 a.m. to 4:30 p.m., or 369-5865 after 5:00 p.m. and weekends. I would be pleased to answer any questions you have about the sponsorship of the study, and can be reached at (616) 383-1937.

Thank you for participating in this important study.

Sincerely,


Peter Kobrak
Director

CONFIDENTIAL**JOB FACTORS SURVEY**

1. What is your current place of employment? (please circle)

a. Coldwater Regional Mental Health Center	e. Private Company
b. Lakeland Correctional Facility	f. Retired
c. Crane Correctional Facility	g. Unemployed
d. Other DMH Facility (write in) _____	h. Other (write in) _____

2. How long have you worked in your current place of employment? (please write in)

Years _____	Months _____
-------------	--------------

3. What is your current job classification? (please circle)

a. Direct Care	e. Management	i. Physician
b. Supervisor	f. Nurse	j. Department Head
c. Support Staff	g. Social Worker	k. Psychiatrist
d. Clerical	h. Psychologist	l. Other (write in) _____

JOB SATISFACTION

Use the numbers below to respond to question four (4).

Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
1	2	3	4	5

4. All in all, how satisfied would you say you are with your job?4. _____

5. If a good friend of yours outside of work told you he or she was interested in working in a job like yours (for your employer), what would you tell him or her?

Advise him or her against it.....	1
Have doubts about recommending it.....	2
Recommend it.....	3
Strongly recommend it.....	4

6. Knowing what you now know, if you had to decide all over again whether to take the job you now have, what would you decide?

Decide definitely not to take it.....	1
Have some second thoughts.....	2
Decide without hesitation to take the same job.....	3

7. How often do you feel this way about your work? (please circle one number for each item listed)

	Never	Rarely	Some- times	Often	Almost all of the time
a. Happy.....	1	2	3	4	5
b. Frustrated.....	1	2	3	4	5
c. Drained of energy.....	1	2	3	4	5
d. Challenged.....	1	2	3	4	5
e. Tense.....	1	2	3	4	5
f. Contented.....	1	2	3	4	5
g. Discouraged.....	1	2	3	4	5
h. Bored.....	1	2	3	4	5
i. Proud of the work I do... 1	2	3	4	5	

8. Now we would like to find out how you feel about different aspects of your work. As you reach each question, please choose the number which best describes the feelings you have now--taking into account what has happened in the last four weeks

<u>Terrible</u>	<u>Unhappy</u>	<u>Mostly Dissatisfied</u>	<u>Mixed</u>	<u>Mostly Satisfied</u>	<u>Pleased</u>	<u>Delighted</u>
1	2	3	4	5	6	7

In each blank to the right, below write the number from above that best describes the feelings you have about your work.

How do you feel about...

- a. the people you work with, that is your staff?..... a. ____
 b. your immediate supervisor?..... b. ____
 c. your State Department?..... c. ____
 d. the work that you do on the job, that is the work itself?..... d. ____
 e. the pay?..... e. ____
 f. your job security?..... f. ____
 g. the chance to use your skills?..... g. ____

How do you feel about...

- h. the variety of different things you do at work?..... h. ____
 i. the opportunities for promotion?..... i. ____
 j. agency administration?..... j. ____
 k. professionals in the agency?..... k. ____
 l. the residents in your agency?..... l. ____
 m. the job as a whole?..... m. ____

INDIVIDUAL PERFORMANCE

Use the numbers below to respond to questions nine (9) and ten (10).

<u>Not Well At All</u>	<u>Not Very Well</u>	<u>Fairly Well</u>	<u>Very Well</u>	<u>Extremely Well</u>
1	2	3	4	5

9. How well do you feel you perform your job? 9. _____

10. In the last 4 weeks, how well did you do at...

- | | |
|---|----------|
| a. Handling the responsibilities and daily demands of your work?..... | a. _____ |
| b. Making the right decisions?..... | b. _____ |
| c. Performing without mistakes?..... | c. _____ |
| d. Getting things done on time?..... | d. _____ |
| e. Getting along with others at work?..... | e. _____ |
| f. Avoiding arguments with others?..... | f. _____ |
| g. Handling disagreements by meeting others half way?..... | g. _____ |

JOB COMMITMENT

Use the numbers below to respond to question eleven (11)

<u>Very Committed</u>	<u>Somewhat Committed</u>	<u>Neutral</u>	<u>Not Very Committed</u>	<u>Not Committed</u>
1	2	3	4	5

11. How committed are you to your job?..... 11. _____

12. Think about the agency where you work. How much do you agree or disagree with each of the following statements? (write in one number for each statement)

<u>Strongly Agree</u>	<u>Agree Somewhat</u>	<u>Neutral</u>	<u>Disagree Somewhat</u>	<u>Strongly Disagree</u>
1	2	3	4	5

- | | |
|--|----------|
| a. I am willing to put in a great deal of effort beyond that normally expected in order to help this agency be successful..... | a. _____ |
| b. I am proud to tell others that I am part of this agency..... | b. _____ |
| c. I'd rather do the work I do in this agency than in any other... .. | c. _____ |
| d. This agency really inspires me to do my best on the job..... | d. _____ |
| e. This agency has good staff policies..... | e. _____ |
| f. I really care about the fate of this agency..... | f. _____ |
| g. In general, I believe that things at our agency run smoothly..... | g. _____ |
| h. In general, I believe the clients at our agency receive high-quality care..... | h. _____ |

YOUR HEALTH

Use the following numbers to answer question thirteen (13)

<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
1	2	3	4	5

13. In general, how would you describe your health? 13. _____

SOURCES OF STRESS

Use the numbers below to respond to question fourteen (14).

<u>Very Stressful</u>	<u>Moderately Stressful</u>	<u>Not Very Stressful</u>	<u>Not At All Stressful</u>
1	2	3	4

14. In general, how would you describe your level of stress on the job?..... 14. _____

15. What is your **biggest** work-related problem or source of stress: (please circle)

- | | |
|--|--|
| <ul style="list-style-type: none"> a. Change b. Lack of respect from my employer c. Lack of respect from management d. Lack of respect from fellow workers e. Giving incorrect information f. Scheduling my time | <ul style="list-style-type: none"> g. Fear that I have not followed proper procedures h. Maintaining consistent staffing patterns i. Confusion over policy interpretation j. Conflicting time requirements k. Dissatisfaction with supervision l. Lack of communication with management m. Other (explain)_____ |
|--|--|

16. In what ways do you (or did you) cope with the problem you stated above: (please circle all that apply)

- | | |
|---|---|
| <ul style="list-style-type: none"> a. Seldom ask for decisions from management b. Do not try to do more than I can reasonably do c. Divert my thoughts to things outside of work d. Decide not to be stressed out over things I cannot control e. Prioritize my work | <ul style="list-style-type: none"> f. Attempt to earn respect g. Learning my job well h. Avoid management i. Get policy issues clarified j. Other (explain)_____ |
|---|---|

17. All of us are occasionally bothered by certain stresses or pressures outside of work. Select the number from the scale below which best describes how much you have been bothered by each of the following types of problems **in the past four weeks**. (write in one number for **each** blank below)

<u>Very Much</u>	<u>Quite a Bit</u>	<u>Moderately</u>	<u>A Little Bit</u>	<u>Not At All</u>
1	2	3	4	5

DURING THE PAST FOUR WEEKS, HOW MUCH WAS I BOTHERED BY

- | | |
|---|----------|
| a. Financial problems..... | a. _____ |
| b. Problems in relationships with husband/wife/partner..... | b. _____ |
| c. Problems with children..... | c. _____ |
| d. Problems in relationships with close friend, neighbors or relatives other than immediate family..... | d. _____ |
| e. Family health problems..... | e. _____ |
| f. Problems in arranging child care..... | f. _____ |
| g. Car or transportation problems..... | g. _____ |
| h. Sexual difficulties..... | h. _____ |
| i. Other (write in)..... | i. _____ |

SIGNIFICANT EVENTS IN YOUR LIFE

Use the numbers below to respond to question eighteen (18).

Very Stressful	Moderately Stressful	Not Very Stressful	Not At All Stressful
1	2	3	4

18. In general, how would you describe the level of stress in your life outside of work? 18 _____
19. Please circle the appropriate letter(s) to indicate whether any of the following events occurred in your life during the past six months

- a. Death of a spouse
- b. Death of a child
- c. Death of a friend or relative (other than child or spouse/partner)
- d. Pregnancy or birth of a child (you or your spouse/partner)
- e. Major personal illness or injury
- f. Major illness or injury of a family member or close friend
- g. Divorce or separation from spouse/partner
- h. Change of residence
- i. Arrested or involved in a court case as plaintiff or defendant
- j. Other (write in) _____

SOCIAL SUPPORT

Use the following numbers to respond to questions twenty (20) through twenty-two (22). (please write in)

Very Much	Quite a Bit	Some	A Little Bit	None at All
1	2	3	4	5

20. In general, how much support do you get from significant people in your life? 20 _____
21. Please indicate how true the following statements are about your coworkers.
(use numbers from above) **ON THE AVERAGE, MY COWORKERS:**
- a. respect and trust each other 3 _____
 - b. are competent at doing their jobs 4 _____
 - c. are people I enjoy working with 5 _____
 - d. take a personal interest in me 1 _____
22. Please indicate how true each statement is as a description of your immediate supervisor.
(use numbers from above) **MY SUPERVISOR:**
- a. handles the administrative parts of his or her job extremely well 3 _____
 - b. helps the people he or she supervised develop their skills 4 _____
 - c. encourages people to say when they disagree with a decision 5 _____
 - d. is always fair with the people he or she supervises 1 _____
 - e. knows my job well 2 _____
 - f. resolves problems or conflicts well 3 _____
 - g. is more concerned about quantity than about the quality of work 4 _____

Use the following numbers to respond to question twenty-three (23).

bad	somewhat bad	OK	somewhat good	good
1	2	3	4	5

23. How do you feel about a. your job? a. ____
 b. other workers? b. ____
 c. management? c. ____

DEMOGRAPHICS

25. Which of the following best describes your current marital status?
 (please circle the appropriate letter)

a. NEVER MARRIED	d. DIVORCED
b. MARRIED	e. WIDOWED
c. SEPARATED	

26. Do you have any children? (please circle) 1=YES 2=NO-->GO TO 29.

27. What are their ages in years? (write in) ____

28. How many children live with you most or all of the time? (please circle)

0 1 2 3 4 5 6 or more

29. Do you own or rent your home? (please circle) own home 1
 rent home 2
 other 3

30. What is your ethnic background? (please circle)

a. White	d. Asian American
b. Black	e. Hispanic
c. Native American	h. Other (Specify) _____

31. Taking into consideration all sources of income including your wages from this job and any other work you do, and the income from all other sources, like the earnings of other family members, what was the total income of your family household before taxes in 1987? (please circle)

a. \$19,999 or less	d. \$40,000 - 49,999
b. \$20,000 - 29,999	e. \$50,000 - 59,999
c. \$30,000 - 39,999	f. \$60,000 or more

32. What is your birthdate? ____/____/____
MONTH DAY YEAR

33. Are you a male or a female? (circle the number) 1. Male 2. Female

34. What is the highest grade of school or year of college you have completed? (circle the appropriate number)

<u>GRADES OF SCHOOL</u>											<u>COLLEGE</u>						
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	

35. How long have you been working at your present job? ____ years ____ months

Use the following numbers to respond to question thirty-six (36):

<u>a great deal</u>	<u>a moderate amount</u>	<u>very little</u>	<u>none</u>
1	2	3	4

36. How much of each do you use?.....a. sick leave.....a. ____
b. annual leave.....b. ____
c. leave of absence.....c. ____
d. worker's compensation.....d. ____

THANK YOU FOR COMPLETING THIS SURVEY.
WE REALLY APPRECIATE YOUR HELP!

Please check here if you would like to receive a short summary of this survey []

If you are a manager, please complete the next question.

MANAGERS ONLY

Please use the following numbers to respond to question thirty-seven (37)

<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
1	2	3	4	5

37. Please consider your perspective of the employees in your organization.

a. Employee Performance.....a. ____
b. Employee Motivation.....b. ____
c. Employee Attitude Toward the Job.....c. ____
d. Employee Attitude Toward Management.....d. ____
e. Employee Competency.....e. ____

Appendix C
Results of Nine-Page Survey

**Cumulative Results of All Participants Who Completed the
9 Page Survey**

All employees who were at the CRMHC at the time of the conversion including those who were converted, those who transferred to the Department of Corrections or another DMH facility, those who were laid off, retired, or left for other reasons

1. What was your job classification before the conversion?		After ?
a. Direct Care	45.3	39.6
b. Supervisor	10.1	7.5
c. Support Staff	3.0	4.2
d. Clerical	3.5	3.0
e. Management	1.5	2.0
f. Nurse	5.0	3.2
g. Social Worker	2.5	2.5
h. Psychologist	0.5	0.5
i. Physician	0.5	0.5
j. Department Head	0.7	1.0
k. Psychiatrist	0.0	0.0
l. Other	27.5	35.6
2. What is your current place of employment?		
a. CRMHC	75.4	
b. Lakeland	1.0	
c. Crane	3.5	
d. Other DMH	6.5	
e. Private Company	0.0	
f. Retired	8.8	
g. Unemployed	0.8	
h. Other	4.0	

3. In your opinion, what could management have done to make the conversion easier?

listed by rank; actual number of responses in column

1. Up-front, early, frank, honest communication	258
2. Developed an open door policy--clear lines of communication between management and staff	193
3. Kept experienced supervisors through the conversion process	170
4. Given as much advance notice of changes as possible	166
5. Provided better training for supervisors	128
Conducted early and continuing comprehensive briefings for staff	128
7. Provided stress management training	111
8. Been more accessible to workers	103
9. Provided better training for employees	91
10. Provided emotional support to employees	57
11. Provided assurance that re-training would be succesful	55
Other See Sheet Entitled Question 5: Open-Ended Responses	55
13. Developed and distributed a weekly newsletter	53
14. Provided assurance that residents would receive good care in their new placements	50
15. Provided employee counseling	44
16. How people deal with change is personal; there is nothing management could have done to help	27
17. Nothing; everything was done just right	22

4. Now please think about what consequences the conversion had for you; what changed for you as a result of the conversion?

listed by rank; actual number of responses in column

1. Change in supervisor	204
2. Change in job requirements	180
3. Re-training requirements	176
4. Change in job site	127
5. Change in number of residents per staff	
6. Other	70
7. Converted	36
8. Took early retirement	27
9. Transferred out to new state department	26
10. Laid off	10
11. Quit	5
12. Transferred to a private agency	3

Columns listing percentages are in the following order: Before the Conversion, During the Conversion, Since the Conversion.

5. Think about your feelings about your job, other workers, and management.

OK, somewhat good, good

a. Feelings about your job.	88.8	74.5	75.4
b. Feelings about other workers.	95.2	91.8	91.2
c. Feelings about management.	74.5	58.0	55.8

6. Think about how much time you have taken off from work at different periods of time: before, during, and since the conversion.

a great deal, a moderate amount

a. Sick leave usage	36.3	36.2	34.5
b. Annual leave usage	63.6	55.8	46.8
c. Leave of absence	3.4	3.6	3.2
d. Worker's compensation	3.8	2.4	2.4

7. Please make any comments you would like to make about the conversion and how it affected you. 236 employees or 57% made comments. **See Sheet Entitled Question 9: Open-Ended Responses**

8. All in all, how satisfied would you say you were/are with your job?

neutral, somewhat satisfied, very satisfied	88.8	75.9	64.4
--	------	------	------

9. If a good friend of yours outside of work told you he or she was interested in a job like yours (for your employer), what would you tell him or her?

Advise against or have doubts	41.1
--------------------------------------	------

Recommend or strongly recommend	58.9
--	------

10. Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide?

Have second thoughts or decide definitely against	36.7
--	------

Decide without hesitation to take same job	59.7
---	------

11. How often do you feel this way about your current work?

sometimes, often, almost all the time

a. Happy	90.3
b. Frustrated	81.8
c. Drained of energy	73.8
d. Challenged	75.5
e. Tense	72.5
f. Contented	77.6
g. Discouraged	61.8
h. Bored	40.1
i. Proud of the work I do	92.0

12. Now we would like to find out how you felt about different aspects of your work in the last four weeks.

mostly satisfied, pleased, delighted

a. the people you work with, that is your staff?	78.8
b. your immediate supervisor?	61.8
c. your State Department?	38.1
d. the work that you do on the job, that is the work itself?	75.4
e. the pay?	87.9
f. your job security?	49.3
g. the chance to use your skills?	55.3
h. the variety of different things you do at work?	67.8
i. the opportunities for promotion?	17.9
j. agency administration?	29.2
k. professionals in the agency?	32.8
l. the residents in your agency?	77.0
m. the job as a whole?	68.1

13. How well did/do you feel you perform your job?

very well, extremely well	79.2	63.6	66.5
----------------------------------	------	------	------

14. In the last 4 weeks, how well did you do at.....

a. Handling the responsibilities and daily demands of your work?	66.4
b. Making the right decisions	62.8
c. Performing without mistakes	53.3
d. Getting things done on time	65.0
e. Getting along with others at work?	71.6
f. Avoiding arguments with others?	72.8
g. Handling disagreements by meeting others half way	70.3

15. How committed were/are you to your job?

very committed, somewhat committed	87.3	76.2	80.2
---	------	------	------

16. Think about the agency where you work. How much do you agree or disagree with each of the following statements?

a. I am willing to put in a great deal of effort beyond that normally expected in order to help this agency be successful.	81.6
b. I am proud to tell others that I am part of this agency.	76.2
c. I'd rather do the work I do in this agency than in any other.	60.2
d. This agency really inspires me to do my best on the job.	42.8
e. This agency has good staff policies.	54.0
f. I really care about the fate of this agency.	84.2
g. In general, I believe that things at our agency run smoothly.	45.0
h. In general, I believe the clients at our agency receive high-quality care.	85.2

17. In general, how would you describe your health?

excellent, good	67.2	77.0	74.3
------------------------	------	------	------

18. In general, how would you describe your level of stress on the job?

very stressful, moderately stressful	58.3	90.1	76.7
---	------	------	------

19. What is your biggest work-related problem or source of stress?

listed by rank; actual number of responses in column

1. Lack of respect from management	179
2. Lack of communication with management	176
3. Maintaining consistent staffing patterns	145
4. Dissatisfaction with supervision	140
5. Confusion over policy interpretation	130
6. Change	103
7. Lack of respect from DMH	88
8. Scheduling my time	70
Other	70
10. Conflicting time requirements	64
11. Giving incorrect information	63
12. Fear that I have not followed proper procedures	54
13. Lack of respect from fellow workers	30

20. In what ways do you (or did you) cope with the problem you stated above?

listed by rank; actual number of responses in column

1. Decide not to be stressed out over things I cannot control	243
2. Learning my job well	167
3. Prioritize my work	155
4. Get policy issues clarified	130
5. Do not try to do more than I can reasonably do	102
6. Attempt to earn respect	74
7. Divert my thoughts to things outside of work	68
8. Seldom ask for decisions from management	57
Avoid management	57
10 Other	40

21. All of us are occasionally bothered by certain stresses or pressures outside of work. How much have you been bothered by each of the following in the last four weeks?

very much, quite a bit

a. Financial problems	8.3
b. Problems in relationships with husband/wife/partner	8.1
c. Problems with children	10.8
d. Problems in relationships with close friend, neighbors or relatives other than immediate family	3.3
e. Family health problems	15.6
f. Problems in arranging child care	3.1
g. Car or transportation problems	4.7
h. Sexual difficulties	2.8

22. In general, how would you describe the level of stress in your life outside of work?

very stressful, moderately stressful	36.3	44.5	42.3
---	------	------	------

23. Please indicate whether any of the events occurred in your life during the past six months.

listed by rank; actual number of responses in column

1. Death of a friend or relative (other than child or spouse/partner)	97
2. Major illness or injury of a family member or close friend	86
3. Major personal illness or injury	47
4. Other	41
5. Change of residence	38
6. Divorce or separation from spouse/partner	27
7. Pregnancy or birth of a child	9
Arrested or involved in a court case as plaintiff or defendant	6
8. Death of a spouse	7
9. Death of a child	3

24. In general, how much support did/do you get from significant people in your life?

very much, quite a bit, some 83.9 83.1 85.3

25. Please indicate how true the following statements are about your coworkers

very much, quite a bit, some

a. respect and trust each other	92.4
b. are competent at doing their jobs	97.4
c. are people I enjoy working with	97.5
d. take a personal interest in me	80.7

26. Please indicate how true each statement is as a description of your immediate supervisor.

very much, quite a bit, some

a. handles the administrative parts of his or her job extremely well	81.8
b. helps the people he or she supervises develop their skills	65.8
c. encourages people to say when they disagree with a decision	60.8
d. is always fair with the people he or she supervises	75.2
e. knows my job well	69.8
f. resolves problems or conflicts well	66.1
g. is more concerned about quantity than about quality of work	49.4

27. Which of the following best describes your current marital status?

a. never married	4.6
b. married	68.4
c. separated	3.0
d. divorced	18.5
e. widowed	5.3

28. Do you have children?

yes	89.2
no	10.8

29. How many children live with you most or all of the time?

1	44.9
2	37.3
3	13.0
4	9.0

30. Do you own or rent your home?

own	84.0
rent	13.2
other	2.8

31. What is your ethnic background?

a. White	92.1
b. Black	5.1
c. Native American	1.8
d. Asian American	0.5
e. Hispanic	0.0
f. Other	0.5

32. Taking into consideration all sources of income including your wages from this job and any other work you do, and the income from all other sources, like the earnings of other family members, what was the total income of your family household before taxes in 1987?

a. \$19,999 or less	7.6
b. \$20,000-29,999	36.7
c. \$30,000-39,999	20.4
d. \$40,000-49,999	20.1
e. \$50,000-59,999	9.8
f. \$60,000 or more	5.4

33. Are you a male or female?
- | | |
|--------|------|
| male | 36.5 |
| female | 61.5 |
34. What is the highest grade of school or year of college you have completed?
- | | | | |
|-------------|------|--------------------|-----|
| 1. Eighth | 0.1 | 1 year of college | 7.7 |
| 2. Ninth | 2.8 | 2 years of college | 7.5 |
| 3. Tenth | 3.6 | 3 years of college | 2.2 |
| 4. Eleventh | 2.4 | 4 years of college | 6.5 |
| 5. Twelfth | 55.6 | 5 years of college | 6.8 |

The following questions were asked of managers only. They were asked to respond: 1) during/immediately after the conversion, 2) currently.

35. **Managers**, please consider your perspectives of the employees and how the conversion affected them; what kind of changes took place for them.

	excellent, good	
	(1)	(2)
a. Employee Performance	61.5	66.6
b. Employee Motivation	38.4	36.7
c. Employee Attitude Toward the Job	38.5	40.0
d. Employee Attitude Toward Management	25.7	16.6
e. Employee Competency	56.4	66.6

36. Who appeared to be most affected by the conversion?

- | | |
|-------------------------|-----|
| 1. long-time employees | 75% |
| 2. short-time employees | 25% |

37. Please explain why you responded as you did to the question above.

- | | |
|---|----|
| a. Resistance to change | 24 |
| b. Were not acquainted with new, required standards for MI facility | 21 |
| c. Other | 9 |

38. From your perspective, what interventions could have been added or deleted to alleviate negative employee reactions to the conversion?

- | | |
|---|----|
| a. Weekly updates re: the status of the facility | 17 |
| b. Frequent reassurance re: job security | 21 |
| c. Hire managers who were familiar with MI requirements | 15 |
| d. Earlier communication | 13 |
| e. Other | 10 |

Appendix D
After Conversion Versus Control Group

Comparison of "after the conversion" responses with those of the control group to the same questions.

The first column reflects responses of employees who were at CRMHC at the time of the conversion. The second column reflects responses of the control groups.

1. All in all, how satisfied would you say you are with your job?

(neutral, somewhat or very satisfied) 69.4 50.0

2. If a good friend of yours outside of work told you he or she was interested in working in a job like yours (for your employer), what would you tell him or her?

Advise against or have doubts about recommending it 41.1 34.2
Recommend or strongly recommend it 58.9 65.7

3. Knowing what you now know, if you had to decide all over again whether to take the job you now have, what would you decide?

Have some second thoughts or decide definitely not to take it 36.7 39.7
Decide without hesitation to take the same job 59.7 60.2

4. How often do you feel this way about your current work?

(sometimes, often or almost all the time)

a. Happy	90.3	88.7
b. Frustrated	81.8	64.6
c. Drained of energy	73.8	68.5
d. Challenged	75.5	67.9
e. Tense	72.5	67.5
f. Contented	77.6	78.8
g. Discouraged	61.8	67.6
h. Bored	40.1	51.1
i. Proud of the work I do	92.0	92.5

5. How you feel about different aspects of your work - taking into account what has happened in the last four (4) weeks.

(mostly satisfied, pleased, delighted)

a. the people you work with, that is <u>your staff</u> ?	78.8	71.8
b. your immediate supervisor?	61.8	63.1
c. your state department?	38.1	38.7
d. the work that you do on the job, that is <u>the work itself</u> ?	75.4	75.0
e. the pay?	57.0	60.7
f. your job security?	40.3	60.3
g. the chance to use your skills?	55.3	53.0
h. the variety of different things you do at work?	67.8	59.4
i. the opportunities for promotion?	17.0	31.4
j. agency administration	20.0	27.4
k. professionals in the agency?	32.8	35.4
l. the residents in your agency?	77.0	65.1
m. the job as a whole?	68.1	63.0

6. How well do you feel you perform your job?

(very well, extremely well) 66.5 63.0

7. In the last 4 weeks, how well did you do at.....

(very well, extremely well)

a. Handling the responsibilities and daily demands of your work?	66.4	82.5
b. Making the right decisions?	62.8	79.1
c. Performing without mistakes?	53.3	70.5
d. Getting things done on time?	65.0	81.4
e. Getting along with others at work?	71.6	83.4
f. Avoiding arguments with others?	72.8	82.0
g. Handling disagreements by meeting others half way?	70.3	76.4

8. How committed are you to your job?

(very committed, somewhat committed) 60.2 67.1

9. Think about the agency where you work. How much do you agree or disagree with each of the following statements?

(strongly agree, agree somewhat)

a. I am willing to put in a great deal of effort beyond that normally expected in order to help this agency be successful	81.6	79.4
b. I am proud to tell others that I am part of this agency	76.2	70.5
c. I'd rather do the work I do in this agency than in any other	66.2	55.9
d. This agency really inspires me to do my best on the job	42.6	37.0
e. This agency has good staff policies	34.0	32.6
f. I really care about the fate of this agency	84.2	81.3
g. In general, I believe that things at our agency run smoothly	45.0	42.3
h. In general, I believe the clients at our agency receive high-quality care	85.2	81.9

10. In general, how would you describe your health?

(excellent, good) 74.3 87.3

11. In general, how would you describe your level of stress on the job?

(very stressful, moderately stressful) 70.7 71.8

12. What is your **biggest** work-related problem or source of stress?

(Listed by rank; actual number of responses in parentheses)

GRMHC	CONTROL
1) Lack of respect from management (179)	1) Lack of communication w/management (92)
2) Lack of communication w/management (176)	2) Confusion over policy interpretation (78)
3) Maintaining consistent staffing patterns (145)	3) Lack of respect from management (67)
4) Dissatisfaction with supervision (140)	4) Maintaining consistent staffing patterns (55)
5) Confusion over policy interpretation (130)	Dissatisfaction with supervision (55)
6) Change (103)	Other (55)
7) Lack of respect from DHH (88)	7) Change (46)
8) Scheduling my time (79)	8) Conflicting time requirements (44)
Other (70)	9) Lack of respect from m- employer (36)
10) Conflicting time requirements (64)	Fear I have not followed proper procedure (36)
11) Giving incorrect information (63)	11) Scheduling my time (26)
12) Fear I have not followed proper procedure (54)	12) Giving incorrect information (25)
13) Lack of respect from fellow workers (30)	13) Lack of respect from fellow workers (12)

13. In what ways do you (or did you) cope with the problem you stated above?

(Listed by rank; actual number of responses in parentheses)

CRMHC	CONTROL
1) Decide not to be stressed out over things I cannot control (243)	1) Decide not to be stressed out over things I cannot control (160)
2) Learning my job well (167)	2) Get policy issues clarified (101)
3) Prioritize my work (155)	3) Prioritize my work (82)
4) Get policy issues clarified (130)	Learning my job well (82)
5) Do not try to do more than I can do (102)	5) Do not try to do more than I can do (40)
6) Attempt to earn respect (74)	6) Divert my thoughts to things outside work (59)
7) Divert my thoughts to things outside work (68)	7) Avoid management (37)
8) Seldom ask for decisions from mgmt (57)	8) Other (35)
Avoid management (57)	9) Seldom ask for decisions from mgmt (35)
10) Other (40)	10) Attempt to earn respect (31)

14. All of us are occasionally bothered by certain stresses or pressures outside of work. Select from below those things that bothered you in the past four weeks.

(very much, quite a bit)

a. Financial problems	6.3	15.6
b. Problems in relationships with husband/wife/partner	6.1	13.6
c. Problems with children	10.8	9.4
d. Problems in relationships not immediate family	3.3	3.7
e. Family health problems	15.6	10.1
f. Problems in arranging child care	3.1	2.1
g. Car or transportation problems	4.7	5.5
h. Sexual difficulties	2.8	3.7

15. In general, how would you describe the level of stress in your life outside of work?

(very stressful, moderately stressful) 42.3 40.3

16. Please indicate whether any of the following events occurred in your life during the past six months.

(listed by rank, actual number of responses in parentheses)

CRMHC	CONTROL
1) Death of a friend or relative (97)	1) Major illness/injury/family/close friend (78)
2) Major illness/injury/family/close friend (86)	2) Death of a friend or relative (44)
3) Major personal illness or injury (47)	3) Change of residence (42)
4) Other (41)	4) Other (41)
5) Major personal illness or injury	5) Major illness or personal injury (33)
6) Divorce or separation spouse/partner (27)	6) Divorce or separation from spouse/partner (24)
7) Arrested/involvement in court case (9)	7) Pregnancy/birth of a child (17)
8) Pregnancy/birth of a child (9)	8) Arrested/involvement in court case (5)
9) Death of a spouse (7)	9) Death of a spouse (1)
10) Death of a child (5)	10) Death of a child (5)

15. In general, how much support do you get from significant people in your life?

(very much, quite a bit, some) 85.3 88.2

16. Please indicate how true the following statements are about your coworkers:

(very much, quite a bit, some)

a. respect and trust each other	92.4	84.7
b. are competent at doing their jobs	97.4	92.1
c. are people I enjoy working with	97.5	94.2
d. take a personal interest in me	80.7	73.4

17. Please indicate how true each statement is as a description of your immediate supervisor:

a. handles the administrative parts/extremely well	81.9	83.8
b. helps the people he/she supervises develop skills	65.8	66.7
c. encourages people/say when disagree with decision	60.8	58.6
d. is always fair with the people he/she supervises	75.2	73.2
e. knows my job well	69.8	74.9
f. resolves problems or conflicts well	66.1	69.8
g. is more concerned about quantity than quality	49.4	51.9

18. Think about your feelings about your job, other workers, and management.

(OK, somewhat good, good)

a. Feelings about your job.	75.4	72.7
b. Feelings about other workers.	91.2	63.4
c. Feelings about management	55.8	35.9

19. How much of each do you use?

(a great deal, a moderate amount)

a. sick leave	34.5	33.9
b. annual leave	46.8	65.8
c. leave of absence	3.2	2.9
d. worker's compensation	2.4	3.2

20. Which of the following best describes your current marital status?

a. never married	4.8	13.3
b. married	68.4	64.0
c. separated	3.0	2.7
d. divorced	18.5	18.4
e. widowed	5.3	1.5

21. Do you have any children?

1. yes	89.2	77.9
2. no	10.8	20.9

22. How many children live with you most or all of the time?

1. one	44.9	22.7
2. two	37.3	21.6
3. three	13.0	10.1
4. four	4.9	1.2
5. five	0.0	0.3
6. six	0.0	0.9

23. Do you own or rent your home?

1. own home	84.0	79.2
2. rent home	13.2	16.9
3. other	2.8	3.9

24. What is your ethnic background?

a. White	92.1	94.5
b. Black	5.1	3.0
c. Native American	1.6	1.2
d. Asian American	0.5	0.0
e. Hispanic	0.0	0.3
f. Other	0.5	0.9

25. Taking into consideration all sources of income including your wages from this job and any other work you do, and the income from all other sources... like the earnings of other family members, what was the total income of your family household before taxes in 1987?

a. \$19,999 or less	7.6	4.7
b. \$20,000-29,999	36.7	30.2
c. \$30,000-39,999	20.4	26.6
d. \$40,000-49,999	20.1	17.4
e. \$50,000-59,999	9.8	13.4
f. \$60,000-69,999	5.4	7.5

26. Are you male or female?

1. male	38.5	40.6
2. female	61.5	59.2

27. What is the highest grade of school or year of college you have completed?

1. Eighth	0.1	0.9
2. Ninth	2.6	0.3
3. Tenth	3.6	0.3
4. Eleventh	2.4	0.6
5. Twelfth	55.6	35.4
6. 1 year of college	7.7	13.1
7. 2 years of college	7.5	21.3
8. 3 years of college	2.2	7.6
9. 4 years of college	6.5	11.0
10. 5 years of college	6.6	9.1
11. 6 years of college	0.0	0.3

28. **Managers only.** Please consider your perspective of the employees in your organization.

(excellent, good)

a. Employee Performance	66.6	68.3
b. Employee Motivation	38.4	35.5
c. Employee Attitude Toward the Job	38.5	35.4
d. Employee Attitude Toward Management	25.7	29.0
e. Employee Competency	69.3	56.4

Appendix E
Comparison by Facility to Cross-Matched Questions

TRO-DOC	Transferred to the Department of Corrections
TRO-DMH	Transferred to another Department of Mental Health Facility
LAID OFF	Laid off from Coldwater Regional Mental Health Center (CRMHC) during the conversion process
LEFT/OTHER REASONS	Left CRMHC during the conversion process for reasons other than those in the categories listed
NEW HIRES	Employees hired at CRMHC after the conversion
CRANE	Florence Crane Women's Correctional Facility
MT. PLEASANT	Mt. Pleasant Regional Center for Developmental Disabilities
CONVERTED	Employees who stayed at the CRMHC and were retrained to work with mentally ill residents

1. All in all, how satisfied would you say you are with your job?

somewhat or very satisfied

TRO-DOC	78.9
TRO-DMH	74.1
LAID OFF	0
LEFT/OTHER REASONS	62.2
NEW HIRES	67.8
CRANE	81.8
MT. PLEASANT	65.3
CONVERTED	57.5

2. If a good friend of yours outside of work told you he or she was interested in working in a job like yours (for your employer), what would you tell him or her?

recommend or strongly recommend it

TRO-DOC	68.4
TRO-DMH	57.1
LAID OFF	50.0
LEFT/OTHER REASONS	64.0
NEW HIRES	69.3
CRANE	82.1
MT. PLEASANT	49.2
CONVERTED	57.7

3. Knowing what you now know, if you had to decide all over again whether to take the job you now have, what would you decide?

decide without hesitation to take the same job

TRO-DOC	78.9
TRO-DMH	66.7
LAID OFF	33.3
LEFT/OTHER REASONS	61.2
NEW HIRES	60.2
CRANE	72.3
MT. PLEASANT	50.0
CONVERTED	60.6

4. How often do you feel this way about your work?

sometimes, often, almost all the time

Happy	TRO-DOC	100.0
	TRO-DMH	88.9
	LAID OFF	100.0
	LEFT/OTHER REASONS	97.4
	NEW HIRES	93.2
	CRANE	92.9
	MT. PLEASANT	81.1
	CONVERTED	88.9

Frustrated	TRO-DOC	73.7
	TRO-DMH	81.5
	LAID OFF	100.0
	LEFT/OTHER REASONS	57.1
	NEW HIRES	83.7
	CRANE	81.3
	MT. PLEASANT	87.3
	CONVERTED	85.3
Drained of Energy	TRO-DOC	66.7
	TRO-DMH	64.5
	LAID OFF	100.0
	LEFT/OTHER REASONS	63.6
	NEW HIRES	72.4
	CRANE	53.6
	MT. PLEASANT	77.4
	CONVERTED	76.6
Challenged	TRO-DOC	89.5
	TRO-DMH	82.1
	LAID OFF	66.7
	LEFT/OTHER REASONS	86.8
	NEW HIRES	67.0
	CRANE	74.1
	MT. PLEASANT	62.1
	CONVERTED	72.6
Tense	TRO-DOC	57.9
	TRO-DMH	67.9
	LAID OFF	100.0
	LEFT/OTHER REASONS	52.9
	NEW HIRES	59.8
	CRANE	61.6
	MT. PLEASANT	76.9
	CONVERTED	76.3
Contented	TRO-DOC	100.0
	TRO-DMH	82.1
	LAID OFF	0
	LEFT/OTHER REASONS	97.3
	NEW HIRES	83.0
	CRANE	83.6
	MT. PLEASANT	86.0
	CONVERTED	74.4

Discouraged	TRO-DOC	52.6
	TRO-DMH	53.6
	LAID OFF	66.7
	LEFT/OTHER REASONS	40.0
	NEW HIRES	63.5
	CRANE	62.2
	MT. PLEASANT	75.8
	CONVERTED	66.0
Bored	TRO-DOC	42.1
	TRO-DMH	17.9
	LAID OFF	66.7
	LEFT/OTHER REASONS	25.7
	NEW HIRES	41.4
	CRANE	60.9
	MT. PLEASANT	50.0
	CONVERTED	43.4
Proud of Work I Do	TRO-DOC	100.0
	TRO-DMH	96.4
	LAID OFF	66.7
	LEFT/OTHER REASONS	97.4
	NEW HIRES	93.2
	CRANE	91.2
	MT. PLEASANT	92.8
	CONVERTED	90.8

5. Now we would like to find out how you feel about different aspects of your work. As you reach each question, please choose the number which best describes the feelings you have now--taking into account what has happened in the last four weeks.

mostly satisfied, pleased, delighted

Staff	TRO-DOC	78.9
	TRO-DMH	70.4
	LAID OFF	100.0
	LEFT/OTHER REASONS	80.0
	NEW HIRES	73.9
	CRANE	76.7
	MT. PLEASANT	73.2
	CONVERTED	78.0

Supervisor	TRO-DOC	94.7
	TRO-DMH	75.0
	LAID OFF	0
	LEFT/OTHER REASONS	61.3
	NEW HIRES	58.0
	CRANE	69.0
	MT. PLEASANT CONVERTED	54.8 58.7
Department	TRO-DOC	42.1
	TRO-DMH	50.0
	LAID OFF	0
	LEFT/OTHER REASONS	59.3
	NEW HIRES	49.4
	CRANE	37.2
	MT. PLEASANT CONVERTED	28.6 34.6
The Work Itself	TRO-DOC	73.7
	TRO-DMH	89.3
	LAID OFF	0
	LEFT/OTHER REASONS	83.9
	NEW HIRES	78.4
	CRANE	77.9
	MT. PLEASANT CONVERTED	70.6 73.7
Pay	TRO-DOC	89.5
	TRO-DMH	85.7
	LAID OFF	0
	LEFT/OTHER REASONS	90.6
	NEW HIRES	94.3
	CRANE	91.2
	MT. PLEASANT CONVERTED	92.9 88.5
Job Security	TRO-DOC	57.9
	TRO-DMH	48.1
	LAID OFF	50.0
	LEFT/OTHER REASONS	83.9
	NEW HIRES	77.0
	CRANE	94.7
	MT. PLEASANT CONVERTED	34.1 45.4

Use of Skills	TRO-DOC	57.9
	TRO-DMH	78.6
	LAID OFF	0
	LEFT/OTHER REASONS	78.1
	NEW HIRES	58.1
	CRANE	56.6
	MT. PLEASANT	48.0
	CONVERTED	51.1
Variety	TRO-DOC	78.9
	TRO-DMH	89.3
	LAID OFF	0
	LEFT/OTHER REASONS	75.0
	NEW HIRES	59.1
	CRANE	67.3
	MT. PLEASANT	52.4
	CONVERTED	64.8
Promotion	TRO-DOC	21.1
	TRO-DMH	28.6
	LAID OFF	0
	LEFT/OTHER REASONS	43.3
	NEW HIRES	34.9
	CRANE	43.8
	MT. PLEASANT	18.5
	CONVERTED	14.2
Administration	TRO-DOC	47.4
	TRO-DMH	50.0
	LAID OFF	0
	LEFT/OTHER REASONS	58.1
	NEW HIRES	29.9
	CRANE	37.2
	MT. PLEASANT	18.3
	CONVERTED	22.7
Professionals	TRO-DOC	47.4
	TRO-DMH	64.3
	LAID OFF	0
	LEFT/OTHER REASONS	61.3
	NEW HIRES	44.8
	CRANE	42.9
	MT. PLEASANT	22.2
	CONVERTED	26.2

Residents	TRO-DOC	36.8
	TRO-DMH	85.2
	LAID OFF	100.0
	LEFT/OTHER REASONS	85.7
	NEW HIRES	88.4
	CRANE	36.0
	MT. PLEASANT	76.2
	CONVERTED	77.0
Job as a Whole	TRO-DOC	78.9
	TRO-DMH	89.3
	LAID OFF	0
	LEFT/OTHER REASONS	78.1
	NEW HIRES	70.1
	CRANE	68.1
	MT. PLEASANT	54.0
	CONVERTED	64.5

6. How well do you feel you perform your job?

very well, extremely well

TRO-DOC	72.2
TRO-DMH	77.8
LAID OFF	50.0
LEFT/OTHER REASONS	74.2
NEW HIRES	80.5
CRANE	85.5
MT. PLEASANT	83.1
CONVERTED	64.7

7. In the last 4 weeks, how well did you do at...

Handling the Responsibilities and Daily Demands of Your Work...

very well, extremely well

TRO-DOC	63.2
TRO-DMH	64.3
LAID OFF	100.0
LEFT/OTHER REASONS	83.9
NEW HIRES	83.0
CRANE	84.8
MT. PLEASANT	81.7
CONVERTED	64.5

Making the Right Decisions...

TRO-DOC	63.2
TRO-DMH	67.9
LAID OFF	0
LEFT/OTHER REASONS	76.7
NEW HIRES	77.3
CRANE	81.3
MT. PLEASANT	79.2
CONVERTED	61.4

Performing Without Mistakes...

TRO-DOC	57.9
TRO-DMH	46.4
LAID OFF	0
LEFT/OTHER REASONS	86.7
NEW HIRES	72.7
CRANE	71.4
MT. PLEASANT	68.5
CONVERTED	52.3

Getting Things Done on Time...

TRO-DOC	57.9
TRO-DMH	53.6
LAID OFF	50.0
LEFT/OTHER REASONS	83.3
NEW HIRES	77.3
CRANE	81.3
MT. PLEASANT	83.3
CONVERTED	65.5

Getting Along With Others at Work...

TRO-DOC	78.9
TRO-DMH	67.9
LAID OFF	0
LEFT/OTHER REASONS	83.3
NEW HIRES	85.2
CRANE	83.9
MT. PLEASANT	81.0
CONVERTED	71.3

Avoiding Arguments With Others...

TRO-DOC	73.7
TRO-DMH	75.0
LAID OFF	50.0
LEFT/OTHER REASONS	76.7
NEW HIRES	79.5
CRANE	80.4
MT. PLEASANT	84.1
CONVERTED	72.8

Handling Disagreements by Meeting Others Half Way...

TRO-DOC	73.7
TRO-DMH	64.3
LAID OFF	50.0
LEFT/OTHER REASONS	63.3
NEW HIRES	75.0
CRANE	77.5
MT. PLEASANT	75.4
CONVERTED	72.1

8. How committed are you to your job?**very or somewhat committed**

TRO-DOC	94.4
TRO-DMH	82.1
LAID OFF	0
LEFT/OTHER REASONS	75.0
NEW HIRES	84.1
CRANE	92.0
MT. PLEASANT	84.9
CONVERTED	80.3

9. Think about the agency where you work. How much do you agree or disagree with each of the following statements?

I Am Willing To Put In A Great Deal of Effort Beyond That Normally Expected In Order to Help This Agency be Successful...

strongly or somewhat agree

TRO-DOC	94.4
TRO-DMH	89.3
LAID OFF	100.0
LEFT/OTHER REASONS	87.1
NEW HIRES	79.3
CRANE	84.8
MT. PLEASANT	74.4
CONVERTED	79.4

I Am Proud to Tell Others That I Am Part Of This Agency...

TRO-DOC	85.3
TRO-DMH	85.7
LAID OFF	100.0
LEFT/OTHER REASONS	94.9
NEW HIRES	77.3
CRANE	77.7
MT. PLEASANT	58.7
CONVERTED	72.6

I'd Rather Do The Work I Do In This Agency Than In Any Other...

TRO-DOC	66.7
TRO-DMH	67.9
LAID OFF	100.0
LEFT/OTHER REASONS	75.0
NEW HIRES	55.7
CRANE	60.7
MT. PLEASANT	51.0
CONVERTED	64.8

This Agency Really Inspires Me To Do My Best On The Job...

TRO-DOC	66.7
TRO-DMH	57.1
LAID OFF	0
LEFT/OTHER REASONS	65.0
NEW HIRES	40.7
CRANE	44.8
MT. PLEASANT	28.7
CONVERTED	57.5

This Agency Has Good Staff Policies...

TRO-DOC	61.1
TRO-DMH	64.3
LAID OFF	0
LEFT/OTHER REASONS	60.0
NEW HIRES	36.8
CRANE	38.4
MT. PLEASANT	23.8
CONVERTED	30.0

I Really Care About The Fate Of This Agency...

TRO-DOC	88.9
TRO-DMH	92.9
LAID OFF	0
LEFT/OTHER REASONS	84.6
NEW HIRES	75.0
CRANE	81.3
MT. PLEASANT	77.8
CONVERTED	83.3

In General, I Believe That Things At Our Agency Run Smoothly...

TRO-DOC	72.2
TRO-DMH	64.3
LAID OFF	0
LEFT/OTHER REASONS	61.5
NEW HIRES	37.9
CRANE	53.6
MT. PLEASANT	34.1
CONVERTED	40.1

In General, I Believe The Clients At Our Agency Receive High-Quality Care...

TRO-DOC	94.4
TRO-DMH	82.1
LAID OFF	100.0
LEFT/OTHER REASONS	87.2
NEW HIRES	87.4
CRANE	73.2
MT. PLEASANT	85.7
CONVERTED	84.6

10. In general, how would you describe your health?

excellent, good

TRO-DOC	66.7
TRO-DMH	88.9
LAID OFF	66.7
LEFT/OTHER REASONS	66.7
NEW HIRES	92.0
CRANE	89.2
MT. PLEASANT	82.4
CONVERTED	74.6

11. In general, how would you describe your level of stress on the job?

moderately or very stressful

TRO-DOC	77.8
TRO-DMH	66.7
LAID OFF	50.0
LEFT/OTHER REASONS	50.0
NEW HIRES	66.7
CRANE	58.2
MT. PLEASANT	86.5
CONVERTED	80.7

Appendix F

Question 5: Open-Ended Responses

0 = Converted

1 = Transferred to the Department of Corrections

2 = Transferred to another Department of Mental Health facility

3 = Laid off

4 = Left for other reasons

in your opinion, what could management have done to make the conversion easier?

	<u>Response Category</u>					<u>Number of Responses</u>	
	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>TOTAL</u>	
1. Poor/dishonest com from mgt	11	0	0	0	1	12	
2. Supervisor problems	4	0	0	0	2	6	
3. Can't get time off	3	0	0	0	0	3	
Separate nurses & supervisors	3	0	0	1	1	5	
Smooth	3	0	0	0	2	5	
6. Understaffed	2	0	0	0	0	2	
Disorganized	2	0	3	0	1	6	
Directives from Lansing	2	0	0	0	0	2	
Problems with personnel	2	0	0	0	0	2	
Positive result	2	0	0	0	0	2	
11. Increased work	1	0	0	0	0	1	
Job eliminated	1	0	0	0	0	1	
Rumors	1	0	0	1	1	3	
Concern re: residents	1	0	0	0	1	2	
Com between old & new aides	1	0	0	0	0	1	
Underutilized as professionals	1	0	0	0	0	1	
More emotional support needed	1	0	0	0	0	1	
Should/brought MI & fed experts	1	0	0	0	0	1	

Appendix G

Question 9: Open-Ended Responses

Please make any comments you would like to make about the conversion and how it affected you.

0 = Converted

1 = Transferred to the Department of Corrections

2 = Transferred to another Department of Mental Health facility

3 = Laid off

4 = Left for other reasons

<u>Response Category</u>	<u>Number of Responses</u>					
	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>TOTAL</u>
1 Understated	34	0	2	0	0	36
Can't get time off	34	0	1	0	1	36
3 Increased stress	29	1	2	1	4	37
4 Job insecurity	18	1	2	0	1	22
Change/job	18	3	0	0	1	22
6 Supervisor problem	17	1	1	0	2	21
7 No affect	14	1	2	0	4	21
8 Different client contact	13	0	0	0	0	13
9 Disorganized	12	0	1	0	2	15
Demoted	12	0	0	0	1	13
11 Poor/dishonest com from mgt.	10	0	0	1	1	12
12 Medical problems	9	0	0	0	1	10
Separate nurses & supervisors	9	1	0	0	0	10
14 Poor morale	8	0	0	0	1	9
15 Positive result	7	3	1	0	1	12
16 Smooth	6	0	0	0	1	7
17 Increased challenge	5	1	0	0	0	6
No comment	5	0	1	0	0	6
19 Honesty from management	4	0	0	0	0	4
20 Outside stress	3	0	1	0	0	4
Financial loss	3	0	0	1	0	4
Increased work	3	1	1	0	0	5

23	Rumors	2	0	0	1	1	4
	Feel used	2	0	0	0	0	2
	Directives from Lansing	2	0	0	0	0	2
	Concern re. residents	2	0	0	0	3	5
	Re-training/better	2	0	0	0	1	3
	Management uninformed	2	0	0	0	0	2
	Lack of respect from sups & mgt	2	1	1	0	1	5
	Retire(d)	2	0	0	0	7	9
31	Family problems	1	0	0	0	0	1
	Job eliminated	1	0	0	0	1	2
	Increased responsibility	1	0	0	0	0	1
	Drs. using clients for research	1	0	0	0	0	1
	Injured by residents	1	0	0	0	0	1
	Underutilized as professionals	1	0	0	0	0	1
	Grief process/ loss of coworkers	1	0	0	0	0	1
	Problems with personnel	1	0	1	0	1	3
	Not doing as well at job	1	0	0	0	0	1
	Quality of res care deteriorated	1	0	0	0	0	1
	No hope of better things	1	0	0	0	0	1
	Bitter	1	0	0	0	0	1
	Promotion	1	1	1	0	0	3
	Job more rewarding	1	0	0	0	0	1
	More people should TRO to DOC	0	1	0	0	0	1
	Mgt helpful w/TRO	0	0	1	0	0	1
	Personal growth	0	0	2	0	0	2
	Progress of residents	0	0	0	0	1	1

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