2023

Effect of Managerial Conduct on Retention and Job Satisfaction in Criminal Justice Public-Sector Organizations

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This is to certify that the doctoral dissertation by

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Walden University
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Abstract

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by

Alexis M. McEady

MS, Walden University, 2015

BS, Park University, 2011

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Managers who lack support and training can exhibit conduct that leads to low rates of employee retention and job satisfaction. It is common in the United States for employees working government public service jobs to earn low wages. Managerial conduct impacts day-to-day operations for these low-wage positions. The purpose of this quantitative, nonprobability, correlational study was to examine whether there was a statistically significant relationship between managerial conduct, employee retention, and job satisfaction. Grounded in Herzberg's two-factor theory, it was hypothesized that employees with bad managers were less likely to be retained and more likely to have low job satisfaction. The sample consisted of 109 participants ($n = 52$ women and $n = 57$ men) from sworn law enforcement, court administrators, correctional officers, juvenile justice employees, public defender office employees, and district attorney office employees. Data were collected using a Google survey, and participants were recruited from the university Facebook group, participant pool, as well as, LinkedIn. Simple linear regression was used to test the strength of association between variables. Participants with managers exhibiting good managerial conduct were less likely to leave their job and appeared to have high job satisfaction rates compared to participants with managers exhibiting bad conduct. Implications for positive social change include providing valuable information to criminal justice managers that can lead to the development of more comprehensive training programs for professional development and management that, in turn can result in lower turnover and higher satisfaction.

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Dedication

I dedicate my dissertation to my late mother, Lisa, who was always my biggest supporter and motivator. I know she is proud and smiling down on me. A special thank you to my aunt Cheryl who dedicated the time to be my second set of eyes from my associate degree to the beginning of this doctoral journey. I also would like to thank my husband, Mario, my sister, Diara, and my father, Charles, for the encouragement and inspiring words throughout this journey.

Acknowledgments

I would like to thank the following people for their support along my journey to completing this dissertation: My family and friends for their motivation and love. I would also like to thank my study participants and my committee members Dr. Amin Asfari (Chair) and Dr. Miyoung Lee for their patience, inspiration, and professionalism throughout the dissertation process.

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Chapter 1: Introduction to the Study

This study provided insight on the perspectives and experiences of criminal justice employees who deliver public service within their community. Providing public service for low wages can be a sacrifice and the reality for most local government employees (French & Emerson, 2015). The lack of support can cause a delay in career advancement and employees' goals. Managers who lack support and development can exhibit attitudes and behaviors that may lead to a decline in organizational performance (Orazi et al., 2013). This may cause managers to not provide support to their subordinates. Managerial conduct impacts day-to-day operations within organizations by motivating employees and showing them how to be productive (Haynes et al., 2020). Employees' organizational performance has an impact internally and externally (Koufteros et al., 2014). For instance, communication and collaboration are barriers that are impacted by an employee's performance both internally and externally (Koufteros et al., 2014). Internal impact can also be viewed through the relationships the manager builds with their employees (Koufteros et al., 2014). In turn, managers and employees who are skilled in multiple areas of the organization are better equipped to handle the external demands of that organization (i.e., communicating with vendors and clients). The involvement and feedback provided by employees in this study may help them achieve long-term careers.

Background of the Study

In this study, I examined managerial conduct and explained how it affects retention and job satisfaction among criminal justice public-sector employees. Du Gay et

al. (1996) defined *managerial conduct* as the managers' accountability, trust, and support provided to employees by their leadership or administration within an organization. Managers can show support to employees with the feedback they provide them. Constructive feedback has helped organizations improve job performance and the relationship between manager and employee (Kim et al., 2014). Managers show accountability by teaching employees how to take responsibility for their actions and their work performance (Du Gay et al., 1996). I explored how managerial conduct impacted employee retention and job satisfaction.

The culture of a working environment reflects the company's mission. Organizational culture in the workplace begins with principled leaders (Paarlberg & Perry, 2007). A principled leader is a leader who shows honesty, commitment, and stewardship in their position (Paarlberg & Perry, 2007). A principled leader should exhibit moral and ethical decision making skills (Orazi et al., 2013). Unprincipled behavior can be expensive financially and destroy the reputation of an organization (Trevino, 1986). Criminal justice managers are expected "to honor their moral and ethical duties" (Anderson & Ichiho, 2017, p. 65). There have been arguments among scholars, regarding whether costs associated with hiring and training criminal justice employees impact turnover (Matz et al., 2014). A significant turnover rate has been researched among correctional employees (Udechukwu et al., 2007). A consistent number of new staff members usually results in "less training and experience which can translate into insufficient and overworked staff" (Lambert, 2001, p. 62). Researchers Matz et al. (2014) explained that overworking staff and budget constraints on training may provide short-

term benefits for the organization, but the increased costs from increased turnovers outweigh that benefit. For example, overworking staff due to budget constraints can cause psychological ailments that can impact a staff member's job satisfaction (Matz et al., 2014). Overworked staff can become disgruntled employees.

Some policies and procedures may increase retention and performance of employees via employees' behaviors and attitudes at work (Arthur, 1994). For example, policies regarding control and managerial decisions impact productivity and can reduce labor costs (Arthur, 1994). Employees' behaviors and attitudes at work are a symbol of their commitment to the organization and the organization's goals (Arthur, 1994). In this dissertation, I promoted positive social change by explaining how managerial conduct influences employee retention and job satisfaction. Positive working environments result in motivated and satisfied employees. Participating in the decision-making process increases job satisfaction and morale within the workplace among correctional staff (Minor et al., 2014). In turn, employees view their position as a long-term career rather than a short-term position. For instance, higher morale appeared to cause employees to work with their agency longer since work was enjoyed and fulfilling (Minor et al., 2014).

Problem Statement

The problem of low employee retention and job satisfaction continues to plague criminal justice employees, despite ongoing efforts to improve it (Matz et al., 2014). This problem has negatively impacted criminal justice public-sector employees because the employees feel undervalued and discouraged in their attempts to advance and effectively communicate their concerns (Ashikali & Groeneveld, 2015). While research on employee

retention and job satisfaction exists in criminal justice, there is a limited amount of research showing the impact managerial conduct has on these issues. A review of the literature highlights that the problem is high turnover rates and low job satisfaction (Haynes et al., 2020). Lambert (2001) explored how employee retention and job satisfaction can be molded by administrative and managerial support.

Based on a rigorous search of the literature, there is little literature focusing on the sources of retention within criminal justice public-sector jobs (Matz et al., 2014). Lambert et al. (2016) argued there is a relationship within criminal justice employment between job satisfaction and employee retention. The relationship between the three factors is based on the administrative and supervisory support within the agency. Lambert et al. found that the more support that is provided to employees, the less stressed and more satisfied they are with their employer. Lambert et al. found that job stress is a major part of job satisfaction, but it can be combated by providing managerial support to employees. Haynes et al. (2020) explored how employee retention, job satisfaction, and professional growth are all linked to an employee's trust in their management within criminal justice agencies. Haynes et al. noted that trust is what builds a working relationship between managers and employees. Managers and employees can then build lines of communication and openly discuss job satisfaction. Pay and job satisfaction are shown as high indicators for turnover rates within criminal justice positions have still proven to be current today (Lee et al., 2009). These current criminal justice issues of employee retention and job satisfaction are important to public administration because many of these positions are within the public sector. Public administrators have a

responsibility to hold organizations accountable for their conduct (Reddick et al., 2020). I examined the extent to which managerial conduct influences employee retention and job satisfaction in some criminal justice public-sector positions. This research showed that providing administrators with proper ways to utilize those factors can increase retention within the criminal justice field. Broadly, studies showed why employees are not retained, but there is minimal research reflecting on the interaction between managers and their subordinates.

For managers and employees to effectively communicate with one another, they must listen to the concerns that are impacting employee retention and job satisfaction. Chakravarti and Saikat (2020) noted that many employees are not retained because of a lack of listening. Choi (2020) focused on the impact that working remotely has on retaining federal agencies regarding administrative workers. Working remotely does not apply to all within criminal justice but for those within the court system and administrative offices the flexibility increases job satisfaction (Choi, 2020). Griffiths et al. (2020) suggested that public child welfare workers are difficult to retain because of salary and job dissatisfaction. Child welfare workers investigate thousands of child abuse and neglect cases per year. Such research related to this study by showing how these investigators are a valuable resource for protecting the children they serve. However, their time and the importance of their work are undervalued and undercompensated. This is another example on how managerial conduct affects employee retention and job satisfaction.

Increasing administrative and managerial support can increase job involvement and productivity, which can lead to increased job satisfaction. A quantitative correlational study designed to investigate practical methods to retain employees and increase job satisfaction could remedy this situation. Thus, I examined how managerial conduct influences employee retention and job satisfaction.

Purpose of the Study

The purpose of this explanatory correlational study was to examine how managerial conduct impacts employee retention and job satisfaction within criminal justice public sector occupations. I chose a correlational design to agree or disagree with the hypothesis without manipulating the variables. Employee retention and job satisfaction are achieved by a creative, committed, and productive employee who is motivated by their organization's policies and working environment (Sypatak et al., 1999). Managerial conduct plays a major role in the participation of decision making and productivity of their employees (Kim et al., 2014); however, it can be challenging for employees with low morale to recognize the impact of decision making (Kim et al., 2014). The target population for this study was employees within multiple criminal justice public-sector organizations (i.e., state probation, juvenile justice department, public defender's office, and corrections). Broadly speaking, criminal justice public-sector employees could make more money in the private sector, yet they want to help others, so they select governmental service (French & Emerson, 2015). Some public-sector employees perform accordingly because of personal goals versus financial gain (French & Emerson, 2015). According to French and Emerson (2015), "The utilization of

financial and human resources has always been closely scrutinized in the public sector, and administrators and employees are often tasked with doing more with less" (p. 82). This impacts criminal justice agencies such as corrections because a lack of sufficient resources causes high turnover rates, which result in overworked staff (Lambert, 2001). The implications for positive social change from the outcome may include higher levels of morale, increased organizational production, and a motivational work environment. The phenomenon of employee retention within criminal justice public-sector occupations focused on the influences of managerial conduct and how that conduct contributed to retention and job satisfaction within criminal justice public-sector jobs. The results of this research can help managers respond to operations and employees, which may increase retention versus emphasizing on how to function with fewer resources because of high turnover.

Research Questions and Hypotheses

In this quantitative correlational study, I examined the impact of managerial conduct on employee retention and job satisfaction within public-sector criminal justice organizations. Two research questions guided the study:

Research Question 1 (RQ1): What is the significant effect of managerial conduct on employee retention in public-sector criminal justice agencies?

$H1_0$: There is no significant effect of managerial conduct on employee retention.

$H1_a$: There is a significant effect of managerial conduct on employee retention.

Research Question 2 (RQ2): What is the significant effect of managerial conduct on job satisfaction in public-sector criminal justice agencies?

$H2_0$: There is no significant effect of managerial conduct on job satisfaction.

$H2_a$: There is a significant effect of managerial conduct on job satisfaction.

Theoretical Framework

Managerial conduct cannot be effective without implementing proper communication. Communication is necessary to evaluate job performance and expectations. Herzberg et al. (1959) created the two-factor theory (TFT) to explain how satisfaction and dissatisfaction influence work performance. Leaders can evaluate job satisfaction by the positive and negative aspects of a job (Hackman & Oldham, 1976). Job satisfaction may be measured by communication between managers and employees, wages, and organizational policies (Herzberg et al., 2011). Communication between managers and employees is required to obtain expectations of work performance and the environment. The employee's job satisfaction may be based on the likes and dislikes of an organization. Managers can examine employee work performance and motivation to determine how it relates to job satisfaction. Employee performance and motivation may help understand to what extent managerial conduct influences employee retention and job satisfaction.

Job satisfaction may also be measured by an employee's motivation. Motivation plays a role in organizational functions and goals (Herzberg et al., 1959). Managers should learn what drives their employees to be present at work and perform their duties (Herzberg et al., 2011). An employee's motivation can be influenced by different factors, for example, salary, advancement opportunities, and employment benefits (Herzberg et al., 1959). In addition, each employee may have different interpretations of these factors.

Managers can begin the communication process to better understand influences of motivation by acknowledging the differences in employee's interpretations. Managers can develop the appropriate rapport with employees by asking about future career aspirations. Managers will learn what motivates employees, build rapport, and acknowledge the basis for understanding how and why employees respond through their job satisfaction.

Job satisfaction is a highly researched topic, such as organizational commitment, the effect of performance, and employees' attitudes. Specifically, TFT focuses on motivational factors that make employees want to learn and perform productively (Dugguh & Ayaga, 2014). Dugguh and Ayaga (2014), who used TFT to explore whether job satisfaction influenced employee satisfaction, added to the debate that job satisfaction can add positivity to an employee's motivation. They explained how recognition and pay can influence an employee's motivation and job performance. Sypatak et al. (1999) mentioned that responsibility, opportunity for advancement, and working conditions are relevant factors that may impact employee retention. These factors were included in the retention survey. Sypatak et al. used TFT to explain how necessary it is to create a working environment that acknowledges employee satisfaction and motivation exist. Sypatak et al. found that by creating a positive working environment, managers can develop motivated, productive, and fulfilled employees.

Organizations need to increase employees' satisfaction to maximize employee performance. Parker et al. (2017) described how the impact of management thinking is impacted by the overall work design. This factor is important regarding managerial

conduct, and the rationale behind the decision making process. Dugguh and Ayaga (2014) posited that "organizations that can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive national and global environment that demands quality and cost-efficiency" (p. 11). I examined the effect managerial conduct has on job satisfaction and employee retention in criminal justice public-sector jobs.

Nature of the Study

This quantitative correlational study was guided by the research questions and hypotheses investigating the effect of managerial conduct on employee retention and job satisfaction. Low- and mid-level subordinates with a ranking scale completed a survey. Data were collected from multiple public-sector criminal justice agencies in the United States, which were represented by several convenience samples of participants to include department of juvenile justice, criminal justice groups that work within the court system, law enforcement, and so forth. This explanatory study was an examination of how a manager's conduct has an influence on employee retention and job satisfaction. A quantitative approach using simple linear regression analysis was used to measure the effect of managerial conduct (i.e., independent variable) on employee retention and job satisfaction. This information can either support action or prevent unnecessary studies (O'Sullivan et al., 2008). Ultimately, I analyzed how managerial conduct may or may not change with variations in employee retention and job satisfaction. A more detailed discussion of research methods is provided in Chapter 3.

Definitions

Career: An organized life path led by productive and successful job performance (Gattiker & Larwood, 1986).

Career longevity: Length of a career that influences an employee's legacy and contributions (Petersen et al., 2011).

Career success: Progression of a productive and efficient life path (Gattiker & Larwood, 1986). A subjective evaluation is individual's own criteria of their progress (Ng & Feldman, 2014).

Employee retention: A process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the objectives; measured by the numbers of years employed with the company (Singh & Dixit, 2011).

Employee turnover: Staying on a job versus leaving that job either by moving within the organization or outside of the organization (Jackofsky, 1984).

Job satisfaction: A creative, committed, and productive employee who is motivated by their organization's policies and working environment; measured by the motivation and content of the employee's job experience (Sypatak et al., 1999).

Managerial conduct: Managers are charged with reconstructing the conduct and self-image of employees: with encouraging them to acquire the capacities and dispositions that will enable them to become "enterprising" persons (Du Gay et al., 1996). This independent variable can be measured by the manager's accountability, trust, and support provided to employees (Du Gay et al., 1996).

Managerial support: Supervisor provision of information on employees' career opportunities and helpful feedback on performance (Jiang & Klein, 1999).

Principled leadership: A leader who shows honesty, commitment, and stewardship in their position (Paarlberg & Perry, 2007).

Unprincipled leadership: A leader who shows lack of honesty, lack of commitment, and support to their subordinates (Paarlberg & Perry, 2007).

Assumptions

Data collection was based upon experiences of employees and managers and how these experiences influence career success, career longevity, and long-term retention. Because I ensured confidentiality, I assumed the sample population responded candidly to the survey confidentiality. However, participants were anonymous and provided no personal information. Participants were allowed to withdraw from the study at any time, and there were no consequences for withdrawing. My final assumption was that the instruments I used to measure the constructs were valid and reliable. The sample size of this study helped with quasi-reliability. Nongeneralizable, validated, and published instruments were used.

Scope and Delimitations

The focus of this study was the effect managerial conduct had on employee retention and job satisfaction in criminal justice public-sector organizations. Only past and current employees of criminal justice public-sector organizations were eligible for participation. Employees of criminal justice private sector organizations were not eligible. There were no threats to this study's internal validity. The TFT was the

theoretical framework for this study, which provided guidance during the research process. I only assessed data from the Southeast region of the United States, so that limited the generalizability of the study.

Limitations

This quantitative correlational study had several limitations. Participants were limited to managers and employees from public-sector criminal justice agencies from the Southeastern United States. The generalizations were from employees within multiple criminal justice public-sector: state probation, juvenile justice department, public defender's offices, and corrections. The names of these agencies were available. A closed-ended survey was administered to increase likeliness of participation. I excluded individuals who worked outside of the Southeastern United States. Participants were given the option of whether they wanted to respond regarding their professional experiences. Accessibility to obtain participants via Internet searches was limited and out of my control. Although the length of the study might have been a limitation, I hoped participants would complete surveys by the deadline I provided.

Significance of the Study

The demand for public-sector employees continues to grow. According to Hill (2020), public service positions broadly range from government, security, assistance programs, and school systems, and many others. U.S. public administrators, managers, organizational leaders, and stake holders are a few of the individuals who may have an interest in this study. U.S. public-sector employee numbers fall significantly below some other countries (Hill, 2020). Public administrators' and stakeholders' interest may be

piqued by the positive implications of social change regarding professionals improving their work environments by practicing methods for retaining employees. Practicing retention methods may help to remove stereotypes of public service positions being too much work and not enough pay (Gevrek et al., 2016).

This study has positive social change implications for the clients and customers, as well as public-sector employees. A key component to accomplishing this is clarifying recruitment and training methods that should be utilized to mold and retain career-minded employees. This is important because an employee's job satisfaction or dissatisfaction is often reflected in their work performance. An increase in job satisfaction and motivation increases productivity and job retention (Bake, 2019). An increase in job satisfaction and employee retention would save employers from losing funds due to lowered turnover rates and provide an increase in customer/client satisfaction.

I analyzed the link between managerial conduct, employee retention, and job satisfaction. While I focused on public sector employees in criminal justice settings, the findings may be useful to other agencies where managerial practices are likely to impact job satisfaction and employee retention. Positive social change is required because not many organizational leaders are focused on the relationship between managerial conduct, employee retention, and job satisfaction. Some organizations are more concerned with why employees are leaving instead of utilizing tools that will increase job satisfaction and retain employees (Holtom et al., 2005). Because of the practical implications of this research, public administrators, managers, and organizational leaders within public-sector

organizations may use this information to reconstruct and improve their training and recruitment process for their employees.

Positive social change implications include increased job satisfaction, increased employee motivation, increased employee productivity, and an increase in the number of professional employees within the public-sector. In this study, I promoted social change by providing criminal justice public-sector organizations with information on the effect managerial conduct on employee retention, and job satisfaction. With resources for supportive managerial techniques and leadership strategies, organizations, public administrators, managers, and organizational leaders can learn methods that promote motivation and build better working relationships between managers and employees.

Summary

I conducted this quantitative correlational study to better understand the relationship managerial conduct has on job satisfaction and employee retention. Chapter 1 included the background of the general problem. The significance of the study guided the discussion into positive social change by influencing the retaining of criminal justice public-sector employees as opposed to losing them to private sector positions. I addressed the literature gap by providing awareness to managers' conduct and how it affects employee retention and job satisfaction. Managerial conduct should be viewed as a strategy and further research should be done to examine the influence on employee retention and job satisfaction.

In Chapter 2, I provide an in-depth review of literature related to the variables in this study. In Chapter 3, I describe the research method, design, population, and

procedures. Chapter 4 provides the data analysis. In Chapter 5, I present a summary of

the findings and discuss the limitations of the study. In addition, I address implications

for social change and recommendations for future research.

Chapter 2: Literature Review

Introduction

The purpose of this study was to examine the effect of managerial conduct on employee retention and job satisfaction in criminal justice public-sector organizations. *Managerial conduct* was defined as the construction and support provided to employees by their leadership or administration within an organization (Du Gay et al., 1996). The study addressed the increased number of employees who are qualified and have the potential to advance within their organizations but are often overlooked and underpaid for their performance. In this chapter, I review the literature related to the theoretical constructs of job satisfaction, motivation, attitudes, and behavior. This review includes an examination of how criminal justice public-sector managerial conduct relates to employee retention and job satisfaction, within organizations. A summary at the end of the chapter includes justification for this study and gaps in the literature.

Literature Search Strategy

In conducting research to develop information from the related literature, I used key terms and cross-referencing to explore the literature. Search engines included ProQuest, EBSCO, and Dissertation Abstracts, all available through Walden University Library. I also used Google as a secondary search engine. Reference lists from various authors were examined for common cited studies and expansion of literature. The literature review consisted of peer-reviewed books, dissertations, and journal articles from the abovementioned databases. The databases were searched using the following key words: *criminal justice*, *public service*, *corrections*, *public defender*, *district attorney*,

juvenile justice, *employee retention*, *job satisfaction*, *ethics*, *management* and *motivation*, *ethical leadership*, *employee empowerment*, *employee support*, and *trust of leadership*.

Two-Factor Theory

Hackman and Oldham (1976) used a refined job characteristics model to explore the relationship between job characteristics and employees' responses to the work. The characteristics provide a deeper understanding of motivation, job satisfaction, and employee retention. Hackman and Oldham's study measured skill variety, task identity, total significance, autonomy, and feedback. *Skill variety* was defined as the required activities for completing a job. *Task identity* is completing a job from beginning to the end. *Task significance* is the impact the work has on the organization and its employees. *Autonomy* is the flexibility provided to carry out the tasks, and *feedback* is clear information provided to employees regarding the performance of their assigned tasks. These characteristics were assessed for dimensions of the job enrichment and positivity. Job enrichment is simply the outcome of being employed within a positive working environment. Hackman and Oldham used the job characteristics model of work motivation of the TFT. The TFT describes three psychological states including: (a) "experienced meaningfulness of the work, (b) experience responsibility for the outcomes of the work, and (c) knowledge of the results of the work activities" (Hackman & Oldham, 1976, p. 255). Researchers Hackman and Lawler (1971) explained how knowledge is learned from positive reinforcements that an individual has experienced; individuals' experience responsibility by taking accountability for tasks received and completing that task with their best performance, and meaningfulness is obtained from

the compassion an individual possesses for their task. The model focuses on three variables: (a) psychological states present for internal motivation, (b) characteristics of the job, and (c) assessment of the amount of positivity exhibited by the employee (Hackman & Lawler, 1971). The model of work motivation was applied to redesigning jobs. This motivation model shows how to increase job satisfaction and employee retention. The participants consisted of 658 employees who worked on 62 different jobs from seven different organizations. The jobs were a mixture of blue collar, white collar, and professional work. All business organizations were used but composed of industrial and service organizations from the East, Southeast, and Midwest for sampling in both urban and rural communities. The Job Diagnostic Survey was the primary instrument to measure this design. The data strongly supported that the psychological state and the job dimensions increase the measure of outcome validating the job characteristics model.

Job motivation was a common topic for several TFT reviewed studies. These researchers explored the significance of job motivation according to the career fields of banking and engineering. Fareed and Jan (2016) examined the relationship between different factors of motivation and job satisfaction by bank officers in Khyber Pakhtunkhwa. Findings from their research suggest that certain factors must be increased to enhance job satisfaction. These factors are (a) achievement, (b) recognition, (c) promotion opportunities, and (d) nature of work. Fareed and Jan defined *achievement* as receiving recognition for a task completed prior to the deadline and *recognition* is the benefit of hard work, whether in the form of money or an opportunity. *Promotion opportunities* are an employee's growth in a position and responsibilities within their

organization. The *nature of work* is the level of content an employee feels regarding their position. Ruthankoon and Olu Ogunlana (2003) evaluated how job satisfaction and achievement compared between foremen and engineers. Achievement was found to be a motivational factor for engineers but not for foremen.

One factor that is relevant for TFT is the motivator, which helps determine employees' level of satisfaction. Dartey-Baah and Amoako (2011) examined the TFT to understand how it relates the essential factors that motivate Ghanaian workers. The motivational hygiene model was used to show good motivational practices, which lead to job satisfaction, as well as characteristics associated with dissatisfaction. Motivational factors include (a) personal growth, (b) recognition, and (c) advancement. Hygiene factors include (a) salaries, (b) relationships with peers, and (c) working conditions. It was concluded that Ghanaian managers must blend both motivator factors and hygiene factors to increase the Ghanaian workers' motivation. Hulin and Smith (1967) investigated whether two implications of the TFT support job satisfaction. However, the analysis provided showed there was not a difference in reaction between participants regarding job characteristics and the influence on job satisfaction or dissatisfaction. Engle and Kane (2004) took a different approach by analyzing how working memory capacity affects higher order cognitive tasks, how it controls attention, and neurological substrates. The researchers concluded that subjects who scored high kept a better active memory for a longer period, which led to increased job satisfaction.

While reviewing the literature, I found several articles whose researchers investigated general satisfaction of employees. However, there was less literature

researched on motivators for dissatisfaction of employees. Soliman (1970) determined

that the organizational environment was an important factor regarding overall job

satisfaction and dissatisfaction. It was concluded that adequate satisfaction of needs have

a significant increase on motivators rather than hygiene factors. Hygiene factors proved

to provoke dissatisfaction in workers. Prasad Kotni and Karumun (2018) also evaluated

satisfiers and dissatisfiers among salesman motivation techniques and how the TFT

applies to them. Researchers found that hygiene factors (i.e., security measures) and

working conditions and motivator factors (i.e., work-life balance and financial stability)

were high motivators. Criminal justice agencies incorporate evidence-based motivation

focused approaches by teaching employees in training to increase recognition and

showing them how to adjust to different behaviors (Hartzler & Espinosa, 2011).

Managerial Conduct

Managerial conduct is the way managers take accountability for supporting,

motivating, and guiding their employees (Du Gay et al., 1996). Managers are an

important asset within organizations and set the tone for the working environment. For

this reason, many government organizations typically "shape and regulate the conduct of

management" (Du Gay et al., 1996, p. 42). Organizational leaders shape and regulate

management by focusing on each manager's skill of expertise and how to utilize that

expertise to build a relationship with and shape their employees. The regulation of

management allows the organization to maintain ethical leadership. It is imperative for

managers to possess ethical leadership since they are charged with modeling the behavior

that is expected from their employees (Fiaz et al., 2017). Managers can build a

relationship with and shape their employees by taking accountability for their own actions, while also providing employee support and motivation (Reddick et al., 2020). Managers can take accountability for their actions by answering for their behavior and work performance (Reddick, et al., 2020). Managers can provide employee support and empowerment by engaging and communicating with employees (Hitka et al., 2019). Managers who exercise showing employee empowerment and support have promoted increased job satisfaction (Reddick et al., 2020). Managers who learn to openly engage and communicate with employees are more likely to build trust for leadership.

Trust of Leadership

As influential employers, public administrators must maintain a trusting relationship with staff. To understand the influence of these managers, the role that they play within the organization must be examined. Managers must build trust and communication for healthy work relationships with employees (Engelbrecht et al., 2014). Trust is essential for shaping the overall work environment (Engelbrecht et al., 2014). Research has shown that trust affords positive energy and allows employees to take pride in their position (Engelbrecht et al., 2014). With happy and positive energy flowing through a work environment, personnel are more likely to contribute to the overall success of the organization (Engelbrecht et al., 2014). With this trust, staff expect their managers to protect their best interest. Ethical behavior is expected to be exhibited by the managers the same way that it is expected by personnel.

Public administrators and human resource managers have a certain amount of accountability for their work environment. Utilizing modern management tools and

complying with ethical principles allow managers to effectively perform their duties, while grooming their personnel (Terec-Vlad, 2015). Terec-Vlad (2015) provided methods that would help employees implement their practice of ethical behavior. Although managers hold themselves responsible for the success of an organization, maintaining high moral standards is a key element as well. Finding an efficient managerial approach to leading staff minimizes trust and communication issues within the organization. Additionally, having a managerial approach that principles effectiveness and efficiency can help to reach desirable goals with employees.

In addition, allowing some freedom and space for staff to make their own decisions also provides a positive sense of engagement. It is possible that simple decision making, without micromanagement, offers empowerment and confidence in making responsible decisions (Engelbrecht et al., 2014). Strong leadership is assumed to be a guiding principle for an efficient level of communication for personnel to grow and contribute a definitive level of support, consideration, and responsibility to their work environment. It is possible that managers making priorities and strategies clear from the beginning could allow employees to produce organizational goals. Good ethics guide good decision making and practices for behavior conducted by managers based on their support, motivation, and accountability. The increased efforts of interactions between management and employees allow open lines of communication (Engelbrecht et al., 2014). The open line of communication may increase the positivity and engagement within the environment. According to Engelbrecht et al. (2014), "When employees trust the leader, they expect that the leader will behave in a way that is favourable and

acceptable to the employees and that the employees can entrust their work-life to the control of the leader" (p. 2). As trust continues to grow between the employees and their management, employees will expect to be treated equally and respectfully.

Employee Motivation

Motivation is a common concept for any career field, not just the public sector. Motivation is an important concept within public sector because workers are often overworked and underpaid (French & Emerson, 2015). It is important for administrators and managers to understand the critical role motivation plays within the work environment. Finding alternative ways to approach tasks or provide rewarding incentives when funds for promotions and/or bonuses are not possible lead to motivation and job satisfaction (French & Emerson, 2015). According to French and Emerson (2015), "Often, non-financial incentives can lead to better performance from certain individuals as these individuals have pursued public service employment to fulfill certain personal goals and needs" (p. 83). Public administrators and managers can often obtain an idea of job satisfaction and motivation by observing the behaviors and attitudes exhibited during daily routines. Employees sometimes produce work according to their motivation level. Employees who are less satisfied with their positions are more likely to produce lower production numbers compared to an employee who is satisfied and motivated within their position.

Employees are not motivated and satisfied by the same components. Additionally, employees do not exhibit the same attitudes and behaviors related to motivation and satisfaction. Some employees achieve motivation and satisfaction from monetary

incentives (French & Emerson, 2015). Others may reach a certain level of motivation or satisfaction from personal goals or self-fulfillment (French & Emerson, 2015). For this reason, public administrators and managers must determine the similarities of their employees' motives and use that as a foundation. Observing employees, not only in the work environment but outside as well, may provide a better understanding of employees for administrators. For example, having lunch outside of the office or an office event after hours such as bowling, may help to become better acquainted between employer and employee. Introducing managerial coaching into the work environment may also have some benefits (Kim et al., 2014).

Managerial coaching has begun trending among organizations. Managerial coaching is defined as an effective form of management that improves job performance and behaviors (Kim et al., 2014). This is important to discuss because employees have different motives, which show through their performance and behaviors (French & Emerson, 2015). Although the study of managerial coaching has expanded, there is still much research needed in the public administration career field. Minhas and Nirupama (2017) investigated the relation of managerial creativity and emotional intelligence to employee motivation, commitment, and job performance. It was found that emotional intelligence plays a significant role on employee motivation, commitment, and performance.

Management plays a key role in employee motivation (Hitka, et al., 2019). For this reason, it is imperative for managers to possess the proper skills needed to lead and identify with their employees (Hitka et al., 2019). According to Minhas and Nirupama

(2017), "Researchers in the field of Organizational Behaviour have been at pains to discover the different variables which probably determine motivational level, work productivity and level of commitment within an organization" (p. 255). Managers can practice successful leadership skills by learning their employees' attitudes, behavior, and needs while adapting accordingly. Employees may have different interests and may be motivated by different factors at work. For example, the values and attitudes of older employees in the workplace may be much different from those of their younger counterparts. Older employees are usually content with their position and salary, while younger employees strive for more (Hitka et al., 2019).

Employee motivation seems to be simple to define, but more difficult for employers to put into practice. According to Edmonds et al. (2018), "Employee motivation can be defined as the energy an individual worker brings to their job" (p. 217). There are different factors that assist managers in the practice of motivation such as communication, support, and feedback. Edmonds et al. noted that that a manager providing effective communication offers employees the structure needed for growth and motivation in the workplace. Accomplishing this allows the employees to feel more comfortable and open to speak with their employers about work challenges. Challenges are not always negative. An open line of communication may allow the employer and employee to set goals for both to overcome barriers while discovering their worth.

For managers to navigate methods of practicing motivation, they must be able to recognize levels of motivation within the workplace. In addition, employees must be open minded to new opportunities and new methods for accomplishing their job and

goals. Such an initiative by employees may lead to job satisfaction as well (Kauppila, 2018). Employees' work behavior affects their level of motivation (Kauppila, 2018). The more motivated an employee is, the higher their level of production. Although management must explore ways to motivate employees, it is just as beneficial for employees to show ways to motivate one another (Jungert et al., 2018). Employees sharing information and communicating among one other built a bond among the coworkers (Jungert et al., 2018). This positive application provides additional support within the workplace.

Researchers have shown that an employee's behavior has a major impact on their motivation within the workplace. Campos-Garcia and Zuniga-Vincente (2019) found that employee motivation is affected by factors such as relationships with coworkers and supervisors, as well as recognition. Campos-Garcia and Zuniga-Vincente indicated that motivated employees allow organizational leaders to meet their goals and have high productivity levels. Campos-Garcia and Zuniga-Vincente focused more on characteristics related to leaders influence on employee motivation. They explored a leader's gender, age, tenure, prior career experience, training, and how each of these factors relate to employee motivation. These references provided a different perspective for bridging the gap between management and subordinates. Training and professional development play a significant role in employee motivation. For instance, proper leadership training is reflected in leadership subordinates showing increased performance and productivity (Campos-Garcia & Zuniga-Vincente, 2019). Employees' skills and abilities are also molded through motivation within the workplace (Kauppila, 2018).

Ethical Leadership

Ethical dilemmas are common within any organization due to the diverse ethnicities, cultures, and general personalities that exist within them. Defining ethical behavior for an organization may be a difficult facet of ethical culture (Robicheau, 2011). It must be considered that different work environments pose different standards or codes of ethics (Robicheau, 2011). What may be considered unethical within a medical environment may not be applicable in a governmental department, while some standards may be relevant in both settings. Human resource managers and public administrators should keep these complexities in mind while attempting to create the right working environment employees to feel a sense of comfort.

Some employees may act unethically to solidify a higher position. However, effective communication can remedy some of the complexities faced by managers (Feenstra, 2014). Leaders who focus on employees' individual decision making skills may have a good beginning (Feenstra, 2014). For instance, leaders should create a scenario with specific questions being asked on how the participant would react in a specific situation, as well as what portion of the scenario may exhibit or allude to unethical behavior (Fiaz et al., 2017). It would also be interesting to define what participants consider as factors for their ethical decision making process. Leaders should keep an open mind and maintain organizational structure to alleviate some ethical dilemmas (Feenstra, 2014).

The type of leadership styles that managers possess has been found to be relevant for employee motivation. Fiaz et al. (2017) explored appropriate leadership styles that

would improve employee motivation. Effective leadership supports organizational goals and sustains increased productivity. Effective leaders start with learning to communicate with their employees. Babalola, Stouten et al. (2019) noted how the failures of some high-profile leaders from large organizations such as Enron have increased research for a better understanding of ethical leadership. Enron built its credibility over the years because it was doing business the right way. However, Enron's leaders focus turned to finding ways to cover up the major losses that were being taken and were not forthcoming about the company no longer being profitable (Watkins, n.d.). Investors were shielded from actual purchases and assets that Enron lacked. Enron's reign ended in bankruptcy around December 2001 (Bondarenko, 2019). The importance of the unethical leadership shown within Enron ultimately cost all employees their jobs and the value of their 401(k) pension (Bondarenko, 2019). The importance of this discussion was to show that organization's leaders and managers should lead by example. When projects and assets were handled per policy and procedure, Enron flourished. However, upon change in leadership the focus was redirected on profit and not the longevity of the company. Leaders lost sight of Enron's original vision and what type of environment that was being created for employees.

Babalola, Bligh, et al. (2019) expressed how research has shown that conscientious leaders are more likely to be perceived as ethical by their employees. Babalola, Bligh, et al. were interested in understanding "why and when some leaders engage in ethical leadership behaviors" (p. 76). Obtaining a better understanding of these questions will allow organizational leaders to recruit and develop ethical leaders.

Individuals or leaders who have minimal conscientiousness are perceived to be

undependable, untrustworthy, thoughtless (Babalola, Bligh, et al., 2019). In contrast,

conscientious leaders appear to base their decisions on their moral obligations and daily

experiences. While exhibiting these actions, conscientious leaders hold themselves

accountable for their daily responsibilities and consider the best interest of their

employees rather than themselves. Employees notice these behaviors and begin to reflect

the appropriate conduct by modeling their conscientious leader. These behaviors create a

sustainable and effective work environment.

Promoting public values has become an intricate part of leadership and public

service motivation within public administration research. Vandenabeele (2014) focused

on the values of direct supervisors and their employees' motivation to determine the level

of satisfaction. Ethical leadership is influenced by a leader's behaviors and their

followers' belief in that leadership. Vandenabeele noted that a large part of this process

involves social learning of employees and how much they trust their leader. Ethical

organizational practices are the beginning of a positive working environment and ethical

leadership. As a result, employees begin to show compassion not only to their leaders but

to their peers as well (Vandenabeele, 2014). This is important to note because

compassion among peers in a working environment allows them to understand one

another's actions and provide positive reactions. Peers can engage in helping one another

instead of criticizing one another. According to Vandenabeele, "Ethical leaders have been

described as able to discuss business ethics or values with employees and set an example

of how to do things the right way in terms of ethics" (p. 199). If ethical leadership leads

to compassion in the work place, then it may be followed by ethical standards from employees.

Babalola, Stoughton, et al. (2019) explored the relationship between ethical leadership, deviance, and organizational citizenship behavior. Research on organizational ethics and its link to ethical leadership has grown tremendously over the years. It has been shown that ethical leaders are effective in creating environments with organizational citizenship behavior while discouraging deviance. It was determined there is a positive relationship between ethical leadership and employee organizational citizenship behavior, as well as a negative relationship between ethical leadership and employee deviance with lack of ethical leadership.

Employee Empowerment and Support

Employee empowerment is a concern that has grown worldwide attention among researchers over the last few years (Demircioglu, 2018). Empowerment does not have a unified definition nor is there a way to measure its usefulness. Demircioglu observed that "employee empowerment as a relational construct views empowerment as information, incentives, resources, and power, which may enhance the search for and adoption of innovative programs and policies" (p. 1303). For this reason, managers can use empowerment as an additional tool to build a bond with and break barriers with their employees. Ravisha and Pakkerappa (2017) also argued that employee empowerment is a global tool utilized within the workplace, but further explained it is the transference of power from management to employee. This transference of power gives employees a

voice and allows them to participate in the decision making process within their workplace.

Although employee empowerment has grown attention over the years, it is not yet as popular within the criminal justice field. Hassan et al. (2018) focused on police officers task performance and conscientiousness. Hassan et al. provided evidence that police officers' task performance and conscientiousness is positively impacted by empowerment. Police officers considered their managers to be most effective when exhibiting empowerment leadership. One way of exploring empowerment within the workplace is via meetings. Meetings have a direct impact on employees' attitudes, satisfaction, and motivation (Allen et al., 2016). Satisfaction of the meetings, as well as the availability of information provide employees with a sense of self-worth and empowerment. This information is noteworthy because managers and employees are able to listen to, and gain a better understanding from one another. Sometimes understanding the purpose of a task adds to its value (Allen et al., 2016). When employees are able to take information gained from meetings and apply it to their task, job satisfaction is experienced.

Empowerment is a great tool, but it cannot be properly implemented without managerial support. A management team that provides a support system for their subordinates is more likely to have increased performance rates (Jitpaiboon et al., 2019). However, building a support system within an organization seems to be a common challenge for managers. Jitpaiboon et al. advised that a strong support system can be built with clear communication, a plan, and proper tools to accomplish the task. Kumar et al.

noted increased support from peers can be just as effective as support from managers. However, with support from both peers and managers, subordinates are more likely to experience higher levels of engagement and satisfaction (Kumar et al., 2018). Managerial support builds trust by creating a healthy work environment overall (Kumar et al., 2018).

Employee Retention

Over the last decade, economic challenges and the desire for career progression made a major impact on employee retention (Sarmad et al., 2016). The economy has not held consistent stability for several years, which fuels the desire of career progression. However, advancement is not extended to all employees. Conner (2000) indicated that "some universal phenomenon likes globalization, technological modernization, and organizational quest to retain the competitive edge over competitors, all contribute towards organizational need for sustained training and development of their employees" (p. 148). Researchers Cross et al. (2018) investigated how the network of employee relationships inside organizations impacts retention. Loyal employees were more engaged and adaptable to their environments, which led to their motivation. On the other hand, Covella et al. (2017) demonstrated how the relationship between employees and leaders play in employee retention. There was a significance regarding turnover and employee work engagement.

Young and Marx (2015) explored the firm-level returns to retain employees using the difference-in-differences analysis along with the enforcement of noncompete agreements. Employee departures cost company capital and reduce their value, due to training cost and adapting to the work environment. Young and Marx observed that

noncompete agreements prevent employees from joining a competitive firm for a specific period of time. The downside of this obligation for the employee is that many times they are hired at a lower wage via the noncompete agreement. Young and Marx determined that noncompete agreements promote an increase in employee retention, which in-turn impacts firm value.

Most research regarding employee retention has focused on what causes employee retention versus what keeps employees. Kundu and Lata (2017) and Gevrek et al. (2016) explored how employees view their worth to their environment and how the environment impacted that perception. Kundu and Lata investigated the mediating effect of organizational engagement in the relationship between the construct of supportive work environment and employee retention. A supportive work environment allows employees to feel supported and encouraged, which is needed for a positive work environment. Previous studies have shown that a supportive work environment increases organizational commitment while improving employee retention. Gevrek et al. researched salary wages and its impact on employee retention and turnover. Employees measure their worth within an organization by their salary or position and often compare their worth to that of their peers. Some employees use their monetary value to an organization to determine whether or not the organization believes the employee is worth retaining. Research showed that raises did actually reduce turnover, but employees' comparison of one another's rankings influenced retention as well. In addition, employees who received a raise were less likely to search for other employment or retire sooner than employees who did not receive a raise.

Employee retention remains to be a challenging issue for some organizations. High rates of turnovers are costing organizations increased amounts and also making it difficult to retain experienced and knowledgeable employees. Unhappiness within certain organizations appears to be a key factor in the employees seeking other employment opportunities. Bake (2019) explored how effective leadership impacts employee retention. Effective leadership creates trust within an organization, which in turn increases an employee's investment into that organization. High rates of employee turnovers result in increased cost of revenue and a decreased value in production. The most challenging part of turnovers is losing employees who are experienced and valuable assets to the organization. Research has shown that the most problematic reason for employees seeking other job opportunities is having an ineffective immediate supervisor. In summary, effective leadership creates a positive high-performing environment with an increased level of employee retention. Training opportunities are a factor for creating effective and efficient leaders. Increasing training opportunities allows leaders to refresh and continue to build upon their skillset and experience.

Employee retention is a global issue that impacts several career fields beyond criminal justice and public administration (Covella et al., 2017). Bake (2019) argued that leaders may use different types of leadership styles to manage their employees. A diverse organization requires different approaches for the diverse personalities under their management. Bake also noted that "Effective leadership can motivate employees to engage and help create an environment where they feel valued" (p. 279). Research has shown that high turnover rates may be costly to some organizations. According to Bake,

"Employee turnover is costly not only in terms of money but also in terms of reduced employee morale and productivity" (p. 280). This is not to say that turnovers can be avoided completely, but there are methods that can be practiced to reduce turnover rate. Research continues to show that supervisors' and/or managers' behavior has a major impact on employee retention (Bake, 2019). Leadership's role can sometimes sustain or break down a company financially. Employee retention is a global issue that resonates across many career fields (Covella et al., 2017). Perhaps one resolution to this dilemma is to properly recruit and train employees for long-term careers (Holtom et al., 2005).

There should be more emphasis placed on how to motivate and build relationships with employees to retain them (Jha, 2019). Accomplishing both techniques may allow an agency to increase its advantages against competitors (Jha, 2019). Bande et al. (2020) noted how trust is a key component that supports the methods of trust building employee relationships. Bande et al. further explained how trust is reciprocated between both subordinate and supervisor. Research shows that employees who trust their managers have greater job satisfaction and choose to stay with their employers longer (Mulki et al., 2006). Leaders who build trust with their subordinates are considered to have good leadership skills (Jha, 2019). However, bad leaders sometimes create hostile and aggressive work environments (Jha, 2019).

For this reason, it is imperative for managers and leaders to pay attention to their employees' behavior and attitudes. Noticing changes in behavior and attitude can provide insight on an employee's level of motivation and job satisfaction. The reflection of attitude and behavior is sometimes shown through an organization's high turnover rate

(Kim & Beehr, 2020). When employees are not motivated and dissatisfied with their jobs, some begin to have an increase in absences while others simply quit. Once leaders learn their employees' behaviors, it is much easier to discern what course of action should be taken to motivate and empower them. Employees do recognize when a manger or leader is genuinely involved or concerned with their motivation and job satisfaction. This, in turn, may lead to increased employee productivity (Kim & Beehr, 2020). Satisfied employees, regardless of what career field, are more likely to not only show-up to work, but also be on time (Ngabonzima et al., 2020).

For instance, the healthcare career field often has frontline workers, so it is imperative for those managers and leaders to maintain healthy work environments (Ngabonzima et al., 2020). Creating a healthy work environment, not only increases job satisfaction but increases chances for employee retention. Ngabonzima et al. also mentioned how significant the roles of managers' and leaders' roles are in health care for retention purposes.

Research shows that an increase in nursing turnover is detrimental to the shortage that already exists (Liang et al., 2016). Healthcare research, specifically nursing, shows how crucial management and leadership are for retaining nurses (Liang et al., 2016). This is a lasting effect for both public and private-sector employees, which impacts both employee retention and job satisfaction (Smith et al., 2020). Employers should have knowledge of their employee's engagement with their managers and leaders. Having knowledge of engagement is just as important as learning or knowing the employee's attitudes or behavior. Both employee engagement and employee attitudes may have an

adverse effect on employee retention (Smith et al., 2020). However, constructive and supportive leadership can motivate employees' engagement and attitudes increasing employee retention.

For this reason, managers and leaders must be open to new initiatives and have more involvement with the recruitment of their employees. Robbins and Davidhizar (2020) explained how career fields such as nursing have a direct link between employee and patient. When nurses are disgruntled or dissatisfied with their jobs, it reflects in their behavior and attitudes toward their patients. Perrigino et al. (2019) posited how managers and leaders who provide work-family balance for their employees are more likely to retain them and have employees who are more engaged. Not being able to balance work and family life can cause issues with employee engagement, job satisfaction, and retention. When both aspects of an employee's life are healthy and balanced, they are more productive.

Job Satisfaction

Researchers have shown that managerial conduct has a significant influence on job satisfaction (Taxman & Gordon, 2009). For instance, correctional officers in adult prisons work in one of the most stressful work environments within criminal justice (Taxman & Gordon, 2009). The fairness and trust of leadership play key roles in how correctional staff perceive management and the satisfaction of their work environment (Goodman, 2009). Similar implications can be made regarding patrol officers. Both professions have a sense of uncertainty with day-to-day routines and the unknown dangers of their roles. Research shows that just treatment by managers increases job

satisfaction among police officers (Wolfe et al., 2017). Officers who consider their manager to be fair among subordinates have higher levels of job satisfaction.

Fair treatment among officers alludes to managerial support, which results in trust of leadership from subordinates (Wolfe et al., 2017). According to Wolfe et al., "Law enforcement officers willingly endure long hours, dangerous conditions, and low pay because many see it as contributing to a purpose greater than themselves—public safety and the pursuit of justice" (p. 21). Higher levels of uncertainty among public-sector criminal justice positions calls for a greater need of fairness, and support from managers to obtain an increased quality of job satisfaction (Wolfe et al., 2017). The increased level of job satisfaction leads to a higher level of commitment among subordinates. Research has shown that job satisfaction is a top indicator for job commitment by police officers (Nalla et al., 2020).

Previous research within criminal justice has shown that employees who are able to participate in their organization's decision making process achieve higher levels of job satisfaction (Lambert & Paoline, 2008). This is because employees feel a sense of worth and commitment within the organization (Lambert & Paoline, 2008). Managerial support and decision making are two indicators for improving job satisfaction within the workplace (Minor et al., 2014). Implementing support and decision making can not only increase satisfaction but allow the employee to bond with their manager and co-workers (Minor et al., 2014).

Job satisfaction is an important concept within the criminal justice workplace (Hogan et al., 2017). Researchers Hogan et al. noted that communication among

subordinates and managers appeared to be an effective way to increase job satisfaction within correctional environments. Hogan et al. also found that increasing supervisory training may enhance communication skills among managers. This is important to note because increasing job satisfaction decreases chances of turnover, which saves organizations capital (Can et al., 2016). Job satisfaction among police officers is not only related to their workplace environment but the sense of pride felt from protecting their community (Can et al., 2016).

Support by top management is a driving factor for job satisfaction within police departments. According to Paoline and Gau (2020), "Job satisfaction is of paramount concern with respect to maintaining a well-staffed, high-performing workforce" (p. 56). Paoline and Gau mentioned that job satisfaction plays a major role in retaining police officers. Paoline and Gau found that managerial conduct did not seem to have a significant effect on job satisfaction. However, Lambert et al. (2016) found that managerial support and conduct increased levels of job satisfaction. In addition, correctional staff members appeared to have lower job satisfaction levels in comparison with non-custodial staff.

Healthcare and business management fields also show that managerial conduct has a significant effect on employee retention and job satisfaction. Research in healthcare has shown that authentic leadership and style of leadership has a huge impact on employee retention and job satisfaction. Walumbwa et al. (2008) defined *authentic leadership* as being "being self-aware, acting morally and communicating openly and honestly with their staff" (p. 248). For instance, authentic leadership has shown to have a

positive link to job satisfaction in nurses who provide short-term care (Alilyyani et al., 2018). Nurses who believe their managers and leaders had open door policies and demonstrated ethical leadership showed higher rates of job satisfaction, and they were more likely to be retained (Cummings et al., 2018). Managers and leaders are able to provide authentic leadership by self-reflecting, which can be obtained via feedback from their peers or employees (Walumbwa et al., 2008).

Becoming self-aware of one's leadership style and behavior can prevent toxic work environments (Labrague et al., 2020). Nursing managers are obligated to provide healthy working environments, while also providing support to their employees (Labrague et al., 2020). Proper professional and leadership development can aid in providing nursing managers with the necessary tools they need to create a positive work environment. Moon and Jung advised that having a management representation that embodies the entire staff, such as race and gender, shapes a positive work environment. Proper representation allows employees to feel more comfortable within their working environment. Employees who have may have common backgrounds as their managers and leaders sometimes find they have shared experiences, which allows them to build a working relationship (Moon & Jung, 2018).

Physicians are held at a higher standard of leadership, similar to nurses. However, the average doctor is simply trained in medicine and not provided the proper skills for leading their staff (Guevara et al., 2019). This problem is not only reflected among the staff, but it also applies to the patients within the physician's care. Being great at diagnosing conditions and prescribing medicines does not automatically make a

physician a great leader (Guevara et al., 2019). This comes in time with self-awareness and feedback. Building a healthy relationship with staff and patients can help remedy some physicians lack of leadership skills (Worthy et al., 2020). Research shows that insufficient leadership is only one cause of shortages for nurses and nursing educators (Worth et al. 2020). Healthcare leaders continue to try and find a common ground between staff leadership and administrative duties. This can be accomplished by shifting more focus towards leadership development.

Researchers explained how healthy work environments within the healthcare career field produce positive performance with patient care (Wong et al., 2020). Healthy work environments and job satisfaction not only apply in the field but also during residencies for medical employees. van der Wal et al. found that medical residents with higher job satisfaction had much less stress within their environments. Those employees had a greater appreciation for their managers and leaders. For this reason, leadership behavior is a pivotal point regarding the relationship between managers and their employees. These behaviors are examined by the way managers communicate and coordinate tasks with their employees (van der Wal et al., 2016).

Communication among managers and employees has a major impact on the relationship between them (Dyrbye et al., 2020). Research has shown that lack of communication not only causes job dissatisfaction, but it can also contribute to burnout among healthcare professionals (Dyrbye et al., 2020). *Burnout* is defined as being "a syndrome consisting of emotional exhaustion, depersonalization, and a low sense of personal accomplishment" (Dyrbye et al., 2020, p. 698). The burnout that stems from the

dissatisfaction of a job leads to unfortunate incidents with patients. For instance, a healthcare worker who is tired and overworked can administer an incorrect dosage to a patient. An incident such as this, not only contributes to job dissatisfaction for the employee but also causes dissatisfaction with the patient. For this reason, it is important for managers and employees to communicate and build relationships with one another. Having lines of open communication can prevent and/or minimize unfortunate incidents. Observing certain aspects of transformational leadership would be helpful in building communication and relationships among healthcare workers and their managers. This form of leadership has proven to be positive among healthcare workers and shows commitment between managers and employees (Guevara et al., 2020).

Commitment between a manager and employees helps strengthen the trust and bond within their working relationship. Health care workers are trained to learn and move quickly (Guevara et al., 2020). This can make it more difficult for the managers to learn methods on how to lead their staff. For example, a physician may be good at dictating orders but not so great at how they dictate that order. Having excellent communication skills goes a long way in any leadership role. Employees admire and respect a manager or leader who can speak to them as an equal rather than someone who is beneath them (Guevara et al., 2020). The more positive the work environment is, the more employees show higher levels of job satisfaction and productivity (Labrague et al., 2020). Employees are looking for work environments that have respectable leaders and higher levels of job satisfaction. Employees may also have many other factors they consider when searching for long-term positions. However, when employees, regardless if they are

criminal justice, business management, or healthcare workers, have a working environment where they feel satisfied, motivated, and know they have effective leadership, retain their position.

Summary

This chapter was a comprehensive review of the literature regarding managerial conduct and its impact on criminal justice employee retention and job satisfaction. The current trends in poor management skills for employers and decreased job satisfaction for employees has created challenges for employees to find longevity and satisfaction in their career fields. Researchers have examined the effects of job satisfaction and motivation and how they relate to employee retention (Bake, 2019; Jha, 2019). However, fewer researchers have examined the impact of managerial conduct on job satisfaction and employee retention. Sarmad et al. (2016) showed that employee retention is a complex issue. Job satisfaction, overall work environment, advancement, salary, and supervision are factors that have been shown to influence retention (Conner, 2000). Some researchers (i.e., Fiaz et al., 2017; Reddick et al., 2020) found that managerial conduct has a significant effect on job satisfaction and employee retention. Other researchers (i.e., Conner, 2000; Jha, 2019) found there are no significant effects of managerial conduct on job satisfaction and employee retention. Over the years, criminal justice public-sector jobs have continued to focus on why employees are not retained and why job satisfaction is decreasing. Instead, the focus should be shifted on how to retain employees and increase job satisfaction by examining more deeply the relationship between manager and employee. This literature provided a basis for the need to extend the current knowledge

body of the effect of managerial conduct on employee retention and job satisfaction within criminal justice organizations.

The variables for this study were chosen for their importance within the literature. As criminal justice organizations employee retention concerns continue to rise, and the predictions for job satisfaction continued to be ignored, this study can guide further research on the effect of managerial conduct on employee retention and job satisfaction.

In Chapter 3, I describe the design of the study, target population, sampling, procedures, instrumentation, validity, reliability, data collection procedures, and data analysis methodology. The design was strongly influenced by the theoretical principles and research findings reported in Chapters 1 and 2.

Chapter 3: Research Method

Introduction

The purpose of this study was to examine the effect of managerial conduct on employee retention and job satisfaction within criminal justice public sector organizations. As mentioned in Chapter 1, poor managerial conduct creates problems for employee retention and job satisfaction. In the literature review in Chapter 2, I examined the effectiveness of positive managerial conduct on employee retention and job satisfaction within multiple criminal justice public sector organizations. In this chapter, I describe the design of the study, target population, sampling procedures, data collection procedures, data analysis methodology, instrumentation, validity, reliability, and usability.

Research Design

Research designs are essential for answering research questions and controlling the validity and reliability of the data (Hawke et al., 2018). I used a correlational design to address the research questions and provided a better understanding of employee retention and job satisfaction in criminal justice public-sector organizations. I collected the data with a survey instrument. Researchers use questionnaires to "count to the frequency of occurrence of opinions, attitudes, experiences, processes, behaviours, or predictions" (Rowley, 2014, p. 309). G*Power was used to determine the sample size (Faul et al., 2009). Surveys from anonymous criminal justice public-sector employees provided a descriptive and inferential analysis (Babbie, 1986). I investigated whether the independent variable (managerial conduct) had an effect on the dependent variables

(employee retention and satisfaction) criminal justice public-sector organizations. Descriptive statistics organize and summarize data from samples and or populations (Holcomb, 2016). Regression analysis was used to show relationships among variables, along with the reason and result of the relationship (Uyanık & Güler, 2013). I chose simple linear regression analysis since there was one independent variable (Chatterjee & Hadi, 2015). A regression analysis was used to determine whether there was a relation between the dependent and independent variables. Simple linear regression was conducted to show that a straight line existed in the relationship between the independent variable (managerial conduct) and both dependent variables (job satisfaction and employee retention (Montgomery et al., 2020). Simple linear regression allowed me to determine whether there was any relationship between the two continuous variables (Weisberg, 2005). The survey included validated scales measuring support, motivation, and accountability. Respondents were asked to identify their age, gender (male or female), household income, and level of education.

Sampling and Target Population

In this section, I describe the sample, the population, and the process by which the participants were selected. Nonprobability (or purposive) sampling represented the best strategy for selecting research participants. Nonprobability sampling designs allow the researcher to select participants based on characteristics pertinent to this study (Rivera, 2019). Through nonprobability sampling, I solicited participants with a criminal justice background to represent managerial conduct and the impact on employee retention and job satisfaction within criminal justice public-sector organizations. This form of sampling

is an effective way to access the population being researched (Onwuegbuzie & Collins, 2007). For example, if researchers have a larger population to choose from, they can create a subset by focusing on a specific group within that population (Onwuegbuzie & Collins, 2007). According to Onwuegbuzie and Collins, "Sampling designs represent the framework within which the sampling takes place, including the number and types of sampling schemes as well as the sample size" (p. 283).

Three sample groups contributed:

- Sample 1: a group of employees from the department of juvenile justice.

- Sample 2: a group of employees from public defender's office.

- Sample 3: a group of employees from sheriff's office from the Southeastern United States.

Sampling consisted of a minimum of 107 participants via G*Power (see Appendix B). G*Power is a free software used for power analysis and calculating sample sizes (Faul et al., 2009). Google provided a free survey application tool, which allowed responses to be recorded from respondents' answers. I designed the study protocol to maintain consistency for each sample group. The anonymous survey was sent to participants via a link, which included a cover letter and consent form. No names or any other personal information were collected. A cover letter advised potential participants about the purpose of the survey and confidentiality information. The following demographic information was collected from participants: (a) age, (b) gender, (c) household income, and (d) level of education. All participants had experience in a criminal justice public-sector organization. Data were kept secure by including password

protection and data encryption. Responses will be retained in a locked file cabinet for 5 years in my home and properly disposed of thereafter.

Instrumentation

This section provides a description of instruments that I used. In addition to demographic questions, the survey comprised two validated scales from preexisting questionnaires. I included all items from the previously validated scales, but I changed job titles to specifically reflect the criminal justice public sector rather than, for example, human resources. I measured the independent variable, managerial conduct, with the Managerial Role Model Behavior Scale (Chrobot-Mason, 2004; see Appendix C). The managerial conduct section included trust of leadership (Questions 24–29; see Appendix D). Other constructs included employee motivation (Questions 4, 13, 14, 19, 23, and 17), ethical leadership (Questions 1, 5, 22, and 20), employee empowerment (Questions 6, 8, 15, and 21), and support (Questions 7, 10, 11, 12, 16, and 18). Question 3, for example, stated, "My manager monitors his or her behavior to try and make everyone feel comfortable." Question 21 stated, "My manager acknowledges that each employee has individual interests, strengths, and preferences." These questions helped determine the extent the supervisor provides support, motivation, ethical leadership, and accountability. In order to measure the dependent variable, employee retention, the Turnover Intentions Measure (Emberland & Rundmo, 2010; see Appendix E). I measured the dependent variables, job satisfaction and employee retention, with "Job Outcome and Supervisor Satisfaction Measure" (Johnson et al., 2006; see Appendix F) in Questions 34-37. The

final survey appears in Appendix A. I received permission from each copyright holder to

adapt the questionnaires (see Appendices C, D, E, and F).

Data Collection

In this section, I describe how I collected the data. Respondents were advised

electronically that their participation would be anonymous. I wrote a letter of introduction

to the respondents, which included the purpose of the study, consent form, and

participation requirements. Demographic data were collected regarding participants' age,

gender, race, educational level, years of employment, and income status. The

demographic data were utilized as control variables to explain the results of the impact

managerial conduct has on employee retention and job satisfaction. I calculated employee

retention from the number of years the participant was employed. Gender and race were

measured on a nominal level. This information was coded as dichotomized variables.

Age, years of experience, and years of employment were measured on an interval level.

Education was measured on an ordinal level.

I sent a Google survey for employee retention and satisfaction to respondents via

a link, which included a consent form providing information about me and a description

of the study. In the consent form, respondents were told not to provide their name or any

personal information during their participation. The survey included no identifiers, thus

ensuring anonymity. Participants were allowed to terminate participation at any time if

they chose to do so. Participants were advised that their participation would not

jeopardize their positions or salaries in any way and the information would remain

confidential. I continued the survey until I receive the desired minimum number of

participants ($N = 107$) and eliminated incomplete surveys from the final sample.

Respondents were advised that after reading the consent form in its entirety, and upon

clicking the actual survey link provided in the form, that their consent was documented.

Data Analysis Procedures

I completed the analysis of collected data using the Statistical Package for the

Social Sciences. First, the analysis included descriptive sociodemographic statistics of the

respondents. Second, regression analysis was used to determine the impact of the

independent variable, managerial conduct, on the dependent variables, employee

retention and job satisfaction. The minimum sample size for this study was 107

participants. Based on my G*Power output, this was a sufficient sample size for the

research questions.

Two research questions were addressed:

- RQ1: What is the significant effect of managerial conduct on employee

  retention in public-sector criminal justice agencies?

- RQ2: What is the significant effect of managerial conduct on job satisfaction

  in public-sector criminal justice agencies?

To answer both research questions, a simple linear regression analysis was used.

Regression analysis is the most appropriate statistical analysis to use because it allows the

researcher to study influence of independent variable on the dependent variables (Keith,

2014). For purposes of this study, a simple linear regression analysis forecasted the

impact of the independent variable managerial conduct on the dependent variables-

employee retention and job satisfaction (Montgomery et al., 2020). A regression analysis

was also valuable for this study because it predicts trends and future values (Keith, 2014).

Simple linear regression analysis was used in this study to demonstrate the effect

managerial conduct has on employee retention and job satisfaction. The assumptions

were tested based on the following: (a) the dependent variable must be measured on the

interval or ratio level, (b) the independent variable must be measured on the interval or

ratio level, (c) the relationship between independent and dependent were examined using

scatterplots, (d) independent observations were met by participants answering survey

only once, (e) there were no significant outliers or influential points, (f) errors in

prediction were equal, and (g) residual errors were normally distributed.

Validity

Validity of research is important because it explains the cause-and-effect of

relationships based upon the evidence of the particular study. However, if there is a threat

to the internal validity, then the correlations between the independent and dependent

variables are compromised (Burkholder et al., 2016). For instance, modifying research to

achieve desired results threatens the true findings of the study (Burkholder et al., 2016).

A strategy to mitigate this threat would be outside researchers testing the theory to

achieve objective findings. External validity expresses whether findings are true in more

than one situation or study (Burkholder et al., 2016). Therefore, any threat to external

validity comprises the applicability of the study within other groups (Burkholder et al.,

2016). There was little risk for participants in this study because of the anonymous nature

of the survey and results. No personal information or demographic information was

submitted. Any secondary information that I accessed was public and posed no risk for the research overall.

Three existing scales were used to measure managerial conduct, employee retention, and job satisfaction. Managerial conduct used a 23-item, employee-rated measuring scale assessing managers' diversity-related behaviors. Responses were provided on a Likert-type scale (see Chrobot-Mason, 2004). Cronbach's alpha coefficients for the items in each of the variables all had high coefficients, ranging from 0.76 to 0.98. Trust of leadership used a six-item, rated measure with a 7-point rating scale ranging from 1 (*disagree strongly*) to 7 (*agree strongly*) by Podsakoff et al. (1990). Employee retention was measured using a five-item turnover intention measure. All items were rated on a 7-point rating scale ranging from 1 (*disagree strongly*) to 7 (*agree strongly*) and were scored such that a higher score indicated higher standing on the measure (see Emberland & Rundmo, 2010). Cronbach's alpha for this measure was 0.79. Employees' satisfaction was measured on a four-item, 5-point scale, in which employees were asked: "How much do you agree or disagree with these statements?" (1 = *strongly disagree* to 7 = *strongly agree*; see Johnson et al., 2006). Cronbach's alpha ranged from 0.85 to 0.90.

Ethical Considerations

Researchers must be aware of the ethical trials that may be faced during their research problems. One of those trials may be a result of confidentiality. It is imperative for the researcher to gather anonymous information (O'Sullivan et al., 2008). Ethical issues exist in the world of research just as they do within everyday society. The key is

knowing the proper and improper ways of conducting research (Babbie, 2017). Informed consent is a one such example; subjects are protected under the National Research Act, requiring that they have a full understanding of potential risk (Babbie, 2017). Not presenting all the risks involved is misleading and comprises the study. Being amenable to a scientific study using a quantitative approach means controlling the groups and conditions in order to control the overall study. This was accomplished by not including any identifiers on the survey instrument. In addition, participants were notified not to provide any type of personal information, which included their names, during this process. Being able to control the variables within a group via random assignment allows researchers to reduce bias (Burkholder et al., 2016).

When analyzing ethical challenges, it is crucial to inform participants that they may withdraw from the study at any time (O'Sullivan et al., 2008). This will alleviate misunderstanding or discomfort throughout the research process. Additionally, this helps reduce the loss of privacy within deceptive research (O'Sullivan et al., 2008). However, confirming accuracy of interpretation assures participants, and sometimes makes them feel like an intricate part of the research process (Rudestam & Newton, 2015). Researchers must consider the participants' experience during the progression of the study (Rudestam & Newton, 2015). Ways the researcher may devise these ethical challenges to the Institutional Review Board (approval 07-21-21-0492778) include validating the research, verifying the competency of the researcher, confirming the beneficence of the research, not discriminating against populations, and receiving informed consent (Rudestam & Newton, 2015). Following these principles balances the

benefits of the research and highlights any cost or potential risks (Rudestam & Newton, 2015). Participants were provided with an intricate consent form, which explained the purpose and intent of the study. In addition, they were informed that personal information was not required during the survey, which prevented a breach of confidentiality.

Summary

The purpose of this chapter was to present the methods that I used to examine the effect of managerial conduct on employee retention and job satisfaction in criminal justice public-sector organizations. I explained the data collection and analysis methods. I used a correlational design as the appropriate design (Price, 2020). Correlational designs do not involve manipulation in order to agree or disagree with the hypotheses (Price, 2020). To determine the predictors among the data, I performed a regression analysis.

This research was designed to better understand the impact managerial conduct has on employee retention and job satisfaction within criminal justice public-sector organizations. This study helps fill the gap in literature by presenting results of the impact of managerial conduct on employee retention and job satisfaction within criminal justice public-sector organizations. Chapter 4 provides the data analyses of the completed surveys.

Chapter 4: Results

Introduction

The purpose of this quantitative correlational study was to determine the effect of managerial conduct on employee retention and job satisfaction within criminal justice public-sector organizations. As described in Chapter 1, the goal of this research was to address the following research questions:

- RQ1: What is the significant effect of managerial conduct on employee retention in public-sector criminal justice agencies?

- RQ2: What is the significant effect of managerial conduct on job satisfaction in public-sector criminal justice agencies?

The null hypotheses predicted there would be no statistically significant effect of managerial conduct on employee retention or job satisfaction. The alternative hypotheses predicted there would be statistical significance with managerial conduct on employee retention and job satisfaction. The significant effect was rejected by the null hypothesis. Those who were interviewed were sworn law enforcement, court administrators, licensed attorneys, correctional officers, juvenile justice employees, public defender office employees, and district attorney office employees. This chapter begins with the descriptive statistics.

Data Collection

Data for this research were collected from a Google forms survey. The criminal justice public-sector participant samples were diverse with respect to gender, race, marital status, and education level (percentages are included in Table 1). Demographics

were provided to the reader for a general understanding of who the respondents were that participated in the study. Demographics were intended for descriptive rather than analytical purposes. Individuals who never worked in the criminal justice field were excluded from the 109 participants (see Table 1 for criminal justice employment). There were no missing cases in this research. Respondents received a cover letter with an introduction and a consent link and were advised that their participation would be anonymous. Correlational data were collected to show the effect of managerial conduct on employee retention and job satisfaction within criminal justice public-sector positions.

Data Analysis

The correlational design was used to investigate the effect of managerial conduct on employee retention and job satisfaction. I tested the strength of association between the variables without controlling or manipulating the variables. Limited control shows the amount of impact for the variables of interest. The correlation reflects a positive correlation because the variables change in the same direction (see Figures 1 and 2). The survey participants were cross-referenced via the Walden participant pool, Walden Facebook groups, and LinkedIn. To address the hypotheses, linear regression analyses were conducted (see Table 3). Once all variables were collected, I conducted a frequency count on the independent variables (employment retention and job satisfaction) to provide descriptive statistics for the demographic data. The regression models reflected positive effects since the variables changed in the same direction. Simple linear regression was used to test whether managerial conduct significantly affected employee retention and job satisfaction. The results of the regression indicated the predictor

explained 26.3% of the variance, $R^2 = .263$, $F(1, 107) = 38.23$, $p = .001$, for employee

retention. The regression indicated the predictor explained 49.2% of the variance, $R^2 = .492$, $F(1, 107) = 103.43$, $p = .001$, for job satisfaction. The beta weight was significant ($\beta = .51$, $p = .001$) in employee retention. It was also significant ($\beta = .59$, $p = .001$) for job satisfaction.

Results

Descriptive statistics and simple linear regression were used to address the research questions and statistically significant effects, if any, of managerial conduct on employee retention and job satisfaction in criminal justice-public sector positions. The total sample included 109 participants who worked within criminal justice agencies, whether in the past or present. Managerial conduct has shown within the sample that criminal justice public-sector rules had a profound effect on employee retention and job satisfaction with real world impact. The participant samples from criminal justice public-sector agencies were diverse, with respect to gender, race, and education. I excluded individuals who had never worked in a criminal justice agency. The 52 men and 57 women included Black, White, Asian, and Hispanic individuals 20 years of age and older. In additional, I determined social class based on the educational status of the participants, which ranged from undergraduate, graduate, and doctorate.

Assumption Testing

According to the Laerd Statistics (2022) website, there are seven assumptions for linear regression, which include:

1. Continuous dependent variable: The dependent variable must be measured on the interval or ratio level.

2. Continuous independent variable: The independent variable must be measured on the interval or ratio level.

3. Linear relationship between the independent and dependent variable: This is examined using scatterplots (see Figure 1 and 2).

4. Independence of observations: This is met by the design of the study where all participants only answer the surveys one time.

5. No significant outliers or influential points: This is done using several methods (case wise diagnostics, identifying studentized deleted residuals greater than ± standard deviations, Cook's scores less than 1.0, and leverage values less than .20).

6. Homoscedasticity: The errors in prediction will be equal across the standardized predicted variables.

7. Residual errors are approximately normally distributed. This is examined based on the histogram of the residuals and the Normal P-P plot.

Assumptions 1 (i.e., continuous dependent variable), 2 (i.e., two or more independent variables), and 4 (i.e., independent observations) were met based on the design of the study measuring that the dependent variables and independent variables are interval-level scale scores. Independence of observations were met in that each respondent only answered the surveys one time. Assumption 3 (i.e., linear relationship) was met based on the inspection of the scatterplots (see Figure 1 and 2). Both scatterplots

showed a positive relationship between the predictor variable and the criterion variable.

Assumption 5 (i.e., no outliers or other influential points) was met based on examination

of the case wise diagnostics, identifying studentized deleted residuals greater than ± 3

standard deviations, Cook's scores less than 1.0, and leverage values less than 0.20.

Assumption 6 (i.e., homoscedasticity) was met based on inspection of the scatterplots of

studentized residuals against the unstandardized predicted values. Assumption 7 (i.e.,

normally distributed residuals) was met based on the inspection of the residual histogram

and the P-P plot. Given the size of the sample ($N = 109$), and the robust nature of the

general linear model, taken together, the assumptions for linear regression were met.

Figure 1

Scatterplot of Managerial Conduct With Employee Retention
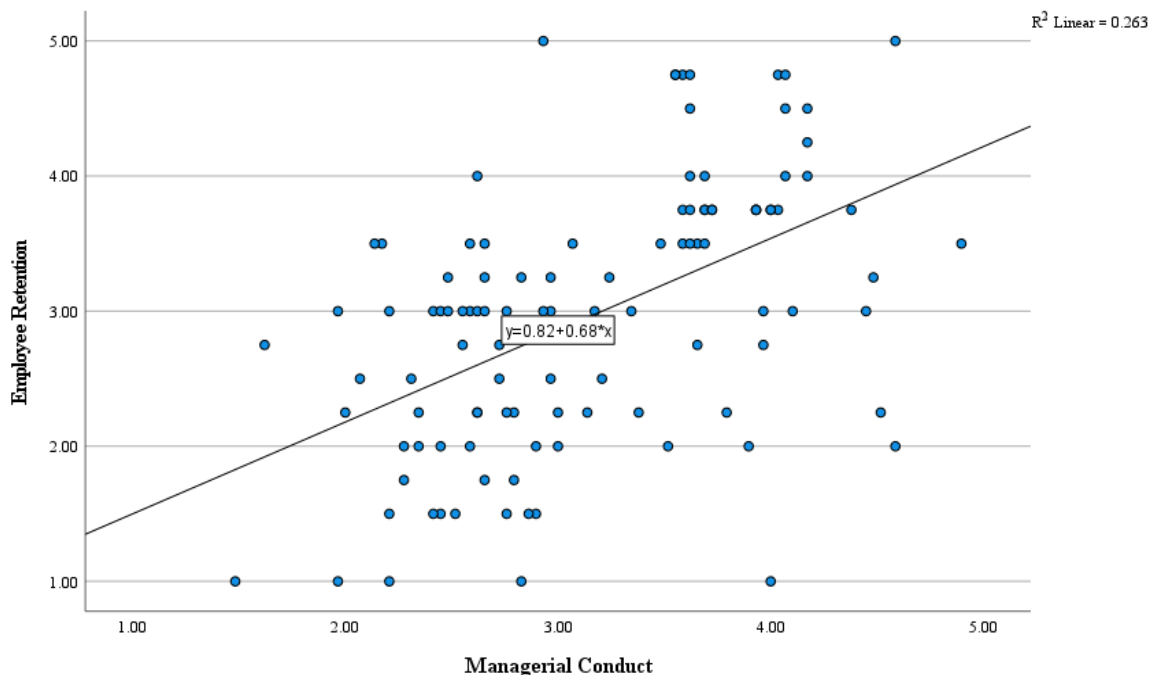
Note. $N = 109$.

Figure 2

Scatterplot of Managerial Conduct With Job Satisfaction
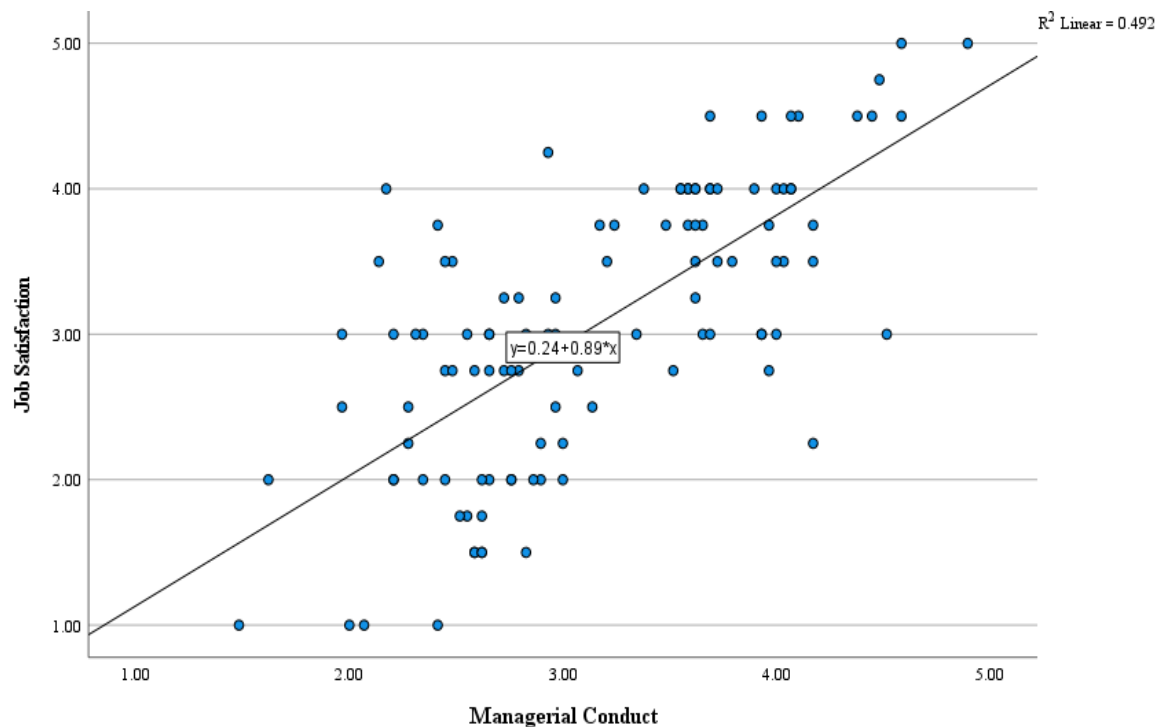
Note. $N = 109$.

Demographics

Table 1 displays the frequency counts for selected variables. The first set of variables presented in Table 1 is the population from which the participants were chosen. The sample size was chosen via power analysis using G*Power. All participants were current or prior employees in the criminal justice public sector. Fifty-seven women and 52 men met the criteria. I sought a diverse group of individuals with shared experiences to gain a broad understanding of how managerial conduct affect employee retention and job satisfaction. There are demographic variables in this study to inform the reader who

the participants are in the study to help them understand to which populations these can findings be generalized.

Gender

To ensure an adequate study was conducted, both female and male participants were identified and used for this study. This was done to ensure the sample provided satisfactory representation. For the study, 52.3% of the participants were female ($n = 57$), and 47.7% were men ($n = 52$). Participants were polled via a survey based on being former or current public-sector criminal justice employees. The context of gender shows whether men or women have a higher employee retention and job satisfaction rate.

Marital Status

Marital status was assessed to determine whether it was a factor that affected race, income, or education. The variables single, married, divorced, separated, or widowed were assessed. The analysis indicted that 29.4% of those assessed were single ($n = 32$), 41.3% were married ($n = 45$), 12.8% were divorced ($n = 14$), 11% were separated ($n = 12$), and 5.5% were widowed ($n = 6$). The context of marriage was important to show that most participants were married and financially providing for someone other than themselves. Previous studies have shown that married employees and those with families seek job stability (Gevrek et al., 2016).

Age

The age category was essential to the research in determining the typical age, which individuals begin a career in criminal justice. Adults 20 years of age or below are least likely to immediately begin a career in criminal justice after grade school. Age fell

into five categories based on 20 years of age or younger, 20–30 years, 30–40 years, 40–50 years, and 50 years of age or more. Based on the analysis, 0.9% of the adults were 20 years of age or less ($n = 1$), 33.9% were 20–30 years ($n = 37$), 33.9% were 30–40 ($n = 37$), 18.3% were 40–50 years ($n = 20$), and 12.8% were 50 years of age or older ($n = 14$).

Race

The racial/ethnic background of the respondents were collected. The goal was to understand the role race plays in the duration of employment. The race variables were essential in assessing statistics regarding the duration of employment. Therefore, participants selected to represent race for the analysis were 50.5% Black ($n = 55$), 30.3% white ($n = 35$), 5.5% Asian ($n = 6$), 11.9% Hispanic ($n = 13$), and 1.8% other ($n = 2$).

Education

Education was the variable used to access class in the study. The demographic variables for education were more than high school, which represented 27.5% of the undergraduate participants ($n = 30$), graduate which represented 36.7% ($n = 40$), some postgraduate represented 14.7% ($n = 16$), and students which represented 21.1% of participants ($n = 23$). The context of education was to show whether a higher level of education increased the retention and job satisfaction for employment.

Table 1

Frequency Counts for Demographics

Demographic	*n*	%
Gender		
Female	57	52.3
Male	52	47.7
Age		
20 years of age or less	1	0.9
20-30 years of age	37	33.9
30-40 years of age	37	33.9
40-50 years of age	20	18.3
50 years of age or more	14	12.8
Marital status		
Single	32	29.4
Married	45	41.3
Divorced	14	12.8
Separated	12	11.0
Widowed	6	5.5
Education		
Undergraduate	30	27.5
Graduate	40	36.7
Post graduate-PhD	16	14.7
Student	23	21.1
Employment		
Full-time	101	92.7
Part-time	3	2.8
Self-employed	2	1.8
Retired	3	2.8
Race		
Black/African American	55	50.5
White	35	30.3
Asian	6	5.5
Hispanic/Latino	13	11.9
Other	2	1.8
Personal annual income		
$30K or less	15	13.8
$45K or less	29	26.6
$55K or less	27	24.8
$60K or more		

Demographic	*n*	%
Agency		
Courts	16	14.7
Law enforcement	21	19.3
Corrections	14	12.8
Juvenile justice	7	6.4
Public defender office	8	7.3
District attorney office	1	.9
Administration	18	16.5
Other	24	22.0
Years		
Less than 6 months	9	8.3
6 months to 1 year	31	28.4
3 years	23	21.1
More than 3 years but less than 5 years	25	22.9
5 years	6	5.5
More than 6 years but less than 10 years	4	3.7
10 years or more	11	10.1

Note. $N = 109$.

Table 2 displays the psychometric characteristics for the three summated scale

scores. The Cronbach alpha reliability coefficients ranged from $\alpha = 0.80$ to 0.97; median

$\alpha = 0.82$. Thus, all scales had adequate levels of internal reliability (see Frankfort-

Nachmias & Leon-Guerrero, 2015).

Table 2

Psychometric Characteristics for Summated Scale Scores

Score	Items	*M*	*SD*	Low	High	α
1. Managerial Conduct	29	3.16	0.75	1.48	4.90	0.97
2. Employee Retention	4	2.97	1.00	1.00	5.00	0.80
3. Job Satisfaction	4	3.07	0.96	1.00	5.00	0.82

Note. $N = 109$.

Hypothesis 1

Research Hypothesis 1 predicted that managerial conduct would have a positive

effect with employee retention. Table 3 displays the linear regression model for the

managerial conduct and employee retention scores. The beta weight was significant

(β = .51, p = .001) and accounted for 26.3% of the variance in employee retention. Thus,

the null hypothesis was rejected.

Hypothesis 2

Research Hypothesis 2 predicted that managerial conduct would have a positive

effect with job satisfaction. Table 3 displays the linear regression model for managerial

conduct with job satisfaction. The beta weight was significant (β = .59, p = .001) and

accounted for 49.2.% of the variance in employee retention. Thus, the null hypothesis

was rejected.

Table 3

Linear Regression Models to Test the Hypotheses

Hypothesis	Variable	B	SE	β	p
One [a]					
	Intercept	0.82	0.36		.02
	Managerial conduct	0.68	0.11	.51	.001
Two [b]					
	Intercept	0.24	0.29		.41
	Managerial conduct	0.89	0.09	.70	.001

Note. N = 109.

[a] Full model: $F(1, 107) = 38.23$, $p = .001$. $R^2 = .263$. Criterion variable: employee

retention.

[b] Full model: $F(1, 107) = 103.43$, $p = .001$. $R^2 = .492$. Criterion variable: job satisfaction.

Summary

This chapter included the results of the hypothesis, examination analysis, and a summary of the findings. In summary, I used survey data from 109 participants to minimize the gap addressing the effect of managerial conduct has on employee retention and job satisfaction. Null Hypothesis 1 (retention and conduct) was rejected. Null Hypothesis 2 (satisfaction and managerial conduct) was also rejected. In Chapter 5, I summarize and present conclusions about the findings of the study, social change implications, and recommendations for future research.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The criminal justice field continues to evolve in scope and advancements, compared to centuries ago. Criminal justice was established to bridge the gap between crime fighting and abiding laws. Crimes continue to escalate throughout the United States, requiring a higher demand for criminal justice employees. That demand includes the need for motivated and supportive leadership. Leadership is a common area of interest for multiple career fields, and criminal justice is no different. A high quality of leaders and managers can bridge the gap in the demand for criminal justice public-sector employees. The purpose of this quantitative correlational study was to determine the effect of managerial conduct on employee retention and job satisfaction within criminal justice public-sector organizations. The analyses revealed that managerial conduct predicted a likelihood of both employee retention and job satisfaction. Simple linear regression was used to address this relationship. In this chapter, I discuss the findings, the scope of the study, implications of the research, and recommendations for future research.

Interpretation of the Findings

In this research study, I sought to address the following research questions:

- RQ1: What is the significant effect of managerial conduct on employee retention in public-sector criminal justice agencies?

- RQ2: What is the significant effect of managerial conduct on job satisfaction in public-sector criminal justice agencies?

The null hypotheses were rejected. There was a statistically significant relationship between managerial conduct on employee retention and job satisfaction.

Prior research provided the foundation for defining managerial conduct in a way that shows managers accepting accountability for supporting and motivating their employees. Du Gay et al. (1996) defined *managerial conduct* as the managers' accountability, trust, and support provided to employees by their leadership or administration within an organization. The culture and working environment of an organization is based on managers and leadership. Researchers found that leadership models the behavior for employees (Fiaz et al., 2017). This result was consistent with Reddick et al. (2020) who found that managers begin shaping their employees by building relationships with them. Managers can be assets and effect a positive attitude for the overall environment.

Public administrators are the foundation of advancing management and implementing policies. Public administration shows how an organization should be properly functioning and properly managed to lead others. Criminal justice public sector organizations are a prime example of the need to properly function and manage. The organizations' leaders have real-world impact on not only their employees but society as well. Hitka et al. (2019) argued that empowering, supporting, and communicating are basic standards that implement proper functioning and management of the working environment. This structure meshes well and establishes increased job satisfaction in the process (Reddick et al., 2020). Researchers have also found that trust of leadership was an essential part of building a relationship with employees (Engelbrecht et al., 2014).

Echoing Terec-Vlad (2015), I found that proper management tools and ethical principles are important when shaping employees' behavior. This result was consistent with maintaining high morale for a healthy work environment (Terec-Vlad, 2015). Managers with appropriate tools have fewer trust and communication problems with their employees. This level of leadership provides a definitive level of support and motivation to employees. Criminal justice public sector agencies require comprehensive communication and support between employees and managers to effectively function.

Holding managers accountable for their conduct and the success of an organization resulted in a high level of effectiveness (Terec-Vlad, 2015). Managers who find a realistic and modern approach build great rapport with employees. Engelbrecht et al. (2014) also found giving employees freedom to make their own decisions established a positive sense of engagement. Less micromanagement of employees from management showed a level of confidence and trust from management to the employees. French and Emerson (2015) found that these type of actions from management increased the level of motivation among employees. Higher motivation increases satisfaction, which increases an employee's production.

Motivating overworked employees helps to increase job satisfaction (French & Emerson, 2015). Employers can provide incentives to employees when resources are limited, such as offering gift cards, recognition, and flexible work options (French & Emerson, 2015). However, some employees may be satisfied only with monetary incentives. Researchers have also shown that managerial coaching had positive benefits within organizations (Kim et al., 2014).

Prior research provided the foundation for defining ethical dilemmas as a construct and the need for discourse to examine ethical culture and leadership within public sector criminal justice organizations. Robicheau (2011) explained that different work environments pose different standards and codes of ethical conduct. Discussions of ethics were needed to address elements of unethical conduct and leadership particularly within criminal justice. Unethical leadership in criminal justice systems does not allow the voices of employees who have experienced it to be heard. This discourse challenges the foundation of public policy and administration, which establishes the processes and procedures to implement codes of conduct (Feenstra, 2014).

The criminal justice system is an important institution within the United States. This institution provides rehabilitation of offenders, crime prevention, and moral support for victims (Anderson, 2017). The primary institutions of the criminal justice system are the police, prosecutors and defense attorney, courts, and prisons (Anderson, 2017). The social effort carried the criminal justice system to professionalize policing and reduce corruption (Hall, 2020). Social issues within public-sector criminal justice organizations have been ongoing throughout the United States. Reddick et al. (2020) posited that managers accounting for their own actions build relationships with and shape employees' behavior, while providing employee support and motivation. This research supports increasing employee support and motivation through communication to reduce social issues (Hitka et al., 2019). By expressing these experiences to managers, the thoughts from employees provide perspective in developing idea to mitigate the culture of unethical behavior and lack of accountability.

This study's findings did reveal that the desire for career advancement and economic challenges made a major impact on employee retention (see also Sarmad et al., 2016). The economy has been unstable for years, which fuels the need for career progression. Conner (2000) explained that the need for sustained training and development of employees is necessary to contribute to retention, lowering costs of turnovers. Lastly, the findings for political considerations revealed that discussions regarding policy must address accountability and guidance for shaping and regulating the code of management (see also Du Gay et al., 1996). Terec-Vlad (2015) expressed how utilizing modern management tools complies with ethical principles and practices to minimize bias and unethical behavior.

I used Herzberg's TFT framework to clarify the relationship managerial conduct has on employee retention and job satisfaction in criminal justice public sector organizations. The theory addressed how satisfaction and dissatisfaction tied with communication between managers and employees influence work performance (Herzberg et al., 2011). The assumptions of TFT aligned with the research showing (a) that the actions and decisions of employees were in response to the actions and decisions of their managers, (b) how managers must build rapport and acknowledge the basis for understanding employees' responses, and (c) managers who increase job satisfaction also reflected an increase in employee retention. TFT detailed how motivation, support, and communication are responses influenced by managerial conduct on employee retention and job satisfaction. Based on previous research, TFT implicated how satisfaction, motivation, and communication each factor in employee retention and job satisfaction

(Herzberg et al., 1959). Based on the analysis, the variables were significant in association, allowing managers to understand how their conduct directly influences the employees' retention and job satisfaction. This association created a broad interpretation of the extent of a manager's conduct

Limitations of the Study

The research was limited to public sector criminal justice organizations and is not generalizable to private sector organizations. This study included data from a Google Survey that was administered to participants located via LinkedIn, a Walden Facebook group, and the Walden participant pool. One of the limitations for this quantitative research was personal biases of the participants. An inflated self-assessment by current managers of their own performance would pose concerns for bias. In this study, I only included data from three public social media groups, so results may not be generalizable to other online platforms.

Another limitation was using an online survey method. I was unable to control the amount of time it took to obtain the minimum number of participants. In addition, the research cannot be generalized beyond the opinions of individuals who participated. There was no way to differentiate what may have been a participant's personal versus professional opinion regarding the subject. Some participants took longer than expected to complete the survey, which delayed the deadline for data analysis. However, allowing the survey to be shared by other participants via the approved platforms allowed me to reach a larger population. Additional limitations included not knowing how many

participants were in a supervisory position and not knowing the amount of resources and personnel that management worked with per shift.

Recommendations

Most relevant research included secondary data with a limited amount of scholarly research that focused on the effects managerial conduct has on employees. Managers need proper training and tools to be effective and efficient leaders (Paarlberg & Perry, 2007). This study had several limitations. Based on findings, researchers should conduct a quantitative study on the private sector of criminal justice organizations. Future researchers should examine the following:

- recommendations from managers/employees within criminal justice programs on how they would like to see criminal justice organizations evolve,

- formerly terminated employees' perceptions of the public-sector criminal justice disciplinary process and how management can improve.

- a proposed budget for incorporating funding for professional development of management, and

- annual training for management regarding conduct and positive interactions with employees.

Previous studies have shown that both men and women were subject to departing from their employer and have low job satisfaction due to managerial conduct. A qualitative study should be undertaken that distinguishes different managerial conduct in public and private sector criminal justice organizations. Such a study could be conducted with a panel of equal numbers of public sector and private sector employees.

Implications

Implications for criminal justice gave extreme oversight for public-sector employees, whereas there should be ethical behavior that aligns with the agency's mission. This study has several social change implications. Based on these findings, training programs should be established to help employees and managers work together to remodel perceptions of bad managerial conduct and its effect on employee retention and job satisfaction. Leadership should include a group of subordinates to garner their experiences and provide recommendations for mitigating organizational issues while acknowledging this would be a safe space to be open and honest about experiences without fear of retribution or termination. These recommendations, along with the professional knowledge of leadership, can lead to positive change in organizational policy, employee mentoring, and training for management, given that all can play a role in employee retention and job satisfaction. Social change is needed to highlight the relationship with managerial conduct on employee retention and job satisfaction in criminal justice public sector organizations.

I sought to add to the literature by emphasizing the gap in understanding the influence managerial conduct has on employee retention and job satisfaction; specifically, within criminal justice public sector organizations. This study fills this gap by showing how managerial conduct affected employee retention and job satisfaction. Additional research focusing on how to retain employees and increase job satisfaction, rather than what causes employees to leave, could be a pivotal point for the criminal justice field. For this study, implications for social change include higher levels of

morale, increased organizational production, and motivational work environment. The key to accomplishing this social change is updating recruitment and training methods.

This study has practical implications for public sector criminal justice organizational leaders interested in improving and reconstructing training programs. Providing resources for supportive managerial strategies and leadership skills can promote motivation and a better working environment for managers and employees. This study shows the potential for a positive environment that encourages discourse between employees and management to voice concerns and thoughts on the topic of how to retain the employees and promote job satisfaction. Providing the resources for management techniques and strategies within criminal justice public sector organizations can result in increased retention and building a better working relationship among managers and employees.

Conclusion

In this chapter, I summarized and interpreted the findings in light of past research on the effect of managerial conduct on employee retention and job satisfaction. The research aligned with Guevara et al. (2020) who showed that respect and commitment between employee and manager strengthens the working relationship. Criminal justice officials should consider revamping their organizations' policies, procedures, and training programs. I used the TFT to address the ways in which managerial conduct affected employee retention and job satisfaction. Hackman and Lawler (1971) explained how knowledge is learned from positive reinforcements that an individual has experienced; individuals experience responsibility by taking accountability for tasks received and

completing that task with their best performance, and meaningfulness is obtained from the compassion an individual possesses for their task. TFT was relevant to this study because it provided an understanding for the practices that are essential in bridging the gap with managerial conduct and its effect on employee retention and job satisfaction. Some of those practices included communication, motivation, and leadership skills. TFT also provided strong insight regarding satisfaction and dissatisfaction having major influence on work performance. This insight continued to expand on the extent to which managerial conduct influenced satisfaction and dissatisfaction through work performance and employee retention (Dugguh & Ayaga, 2014; Herzberg, et al., 2011).

An analysis of the literature review showed managerial conduct had a significant effect on employee retention and job satisfaction. The comprehensive literature review explained some of the dynamics regarding employees' responses to specific managerial conduct. The literature review further evaluated the aspects of the responses to managerial conduct. As a result, managers were able to motivate employees, effectively communicate, and acknowledge the basis of how and why employees respond in a specific manner. In turn, managers achieved better understanding of how to increase job satisfaction and employee retention. Also discussed in this chapter were the limitations of the study, along with recommendations for future research. The social implications centered on initiatives that do more than simply examine the effects of managerial conduct on employee retention and job satisfaction but examine the impact that managerial conduct has on both. Evaluating these factors can help reduce trends in poor management skills for employers and increase job satisfaction for employees, resulting in

longevity in their careers. The aim of this study will be fulfilled if public sector criminal

justice organizations reconstruct professional development and training for management.

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Appendix A: Survey Instrument

Employee Retention & Job Satisfaction Survey
* Required

1) What is your gender? *
( )Female
( )Male
( )Prefer not to say
Other:

2) What is your age? *
( )20 years of age or less
( )20-30 years of age
( )30-40 years of age
( )40-50 years of age
( )50 years of age or more

3) Marital Status: *
( )Single
( )Married
( )Divorced
( )Separated
( )Widowed

4) Education: *
( )Undergraduate
( )Graduate
( )Post-graduate-PhD
( )Student

5) Current employment status: *
( )Full-time
( )Part-time
( )Unemployed
( )Self-employed
( )Full-time student
( )Retired
( )Home-maker
Other:

6) Total household income: *
( )$10,000 or less
( )$30,000 or less
( )$45,000 or less
( )$55,000 or less
( )$60,000 or more

7) Type of criminal justice agency which you are employed: *
( )Courts
( )Law enforcement (federal, state, or local)
( )Corrections
( )Juvenile Justice
( )Public Defender office
( )District Attorney office
Other:

8) How long have you been with your current agency? *
( )Less than six months
( )Six months to one year
( )Three years
( )More than three years but less than five
( )Five years
( )More than five years but less than ten
( )Ten years or more

9) What is your race? *
( )Black/African American
( )White
( )Asian
( )Native American
( )Hispanic/Latino
( )Other:

Part II.
Managerial Conduct
This section will provide questions relating to trust of leadership, ethical leadership, employee motivation, and employee empowerment and support.

1. My manager resists making assumptions about the behavior and beliefs of others.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

2. My manager makes an effort to personally get to know each of his or her employees.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

3. My manager monitors his or her behavior to try and make everyone feel comfortable.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

4. My manager rewards innovation and creativity.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

5. My manager refrains from using language that excludes some people from the conversation.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

6. My manager encourages me to be myself (i.e., show my true personality).
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

7. My manager takes steps to create a work environment in which different ideas and opinions are valued.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

8. My manager allows employees who make suggestions to take ownership of their ideas and see that they get carried out.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

9. My manager becomes defensive when I disagree with him or her.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

10. My manager attempts to remove barriers for all employees.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

11. My manager sponsors team-building activities to allow employees the opportunity to get to know each other.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

12. My manager facilitates the development of common work group goals by focusing on the similarities among work group members.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

13. My manager acknowledges the contribution of all team members.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

14. My manager actively promotes cooperation among his or her employees.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

15. My manager tries to build self-confidence in his or her employees.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

16. My manager supports changes in the work environment that promote valuing diversity.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

17. My manager is effective in recruiting, hiring, and promoting a diverse workforce.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

18. My manager supports a work environment that is flexible to meet the needs/preferences of all employees.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

19. My manager provides feedback focusing on my ability to meet performance objectives, not on my personal style/preference for meeting my objectives.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

20. My manager effectively communicates why valuing diversity is good for business.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

21. My manager acknowledges that each employee has individual interests, strengths, and preferences.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

22. My manager treats all employees with respect.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

23. My manager encourages career growth and development for all his or her employees.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

24. I feel quite confident that my leader will always try to treat me fairly.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

25. My manager would never try to gain an advantage by deceiving workers.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

26. I have complete faith in the integrity of my manager/supervisor.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

27. I feel a strong loyalty to my leader.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

28. I would support my leader in almost any emergency.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

29. I have a divided sense of loyalty toward my leader.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

Employee Retention
30. I often think about applying for a job somewhere else.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

31. If I had different alternatives, I would probably not work in the same place as now.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

32. I have the best of all possible jobs. After all I have been through it is not going to take much before I apply for a job somewhere else.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

33. I will probably not stay at the same workplace until I reach retirement.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

Job Satisfaction
Outcome Satisfaction
34. The outcomes (i.e., pay, promotions, etc.) that I am currently receiving from my job are acceptable.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

35. I am satisfied with my current outcomes (i.e., pay, promotion, etc.) in my job.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

Supervisor satisfaction
36. I think my supervisor is a good one.
( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

37. I really like my supervisor. I speak highly of my supervisor to my friends/co-workers.
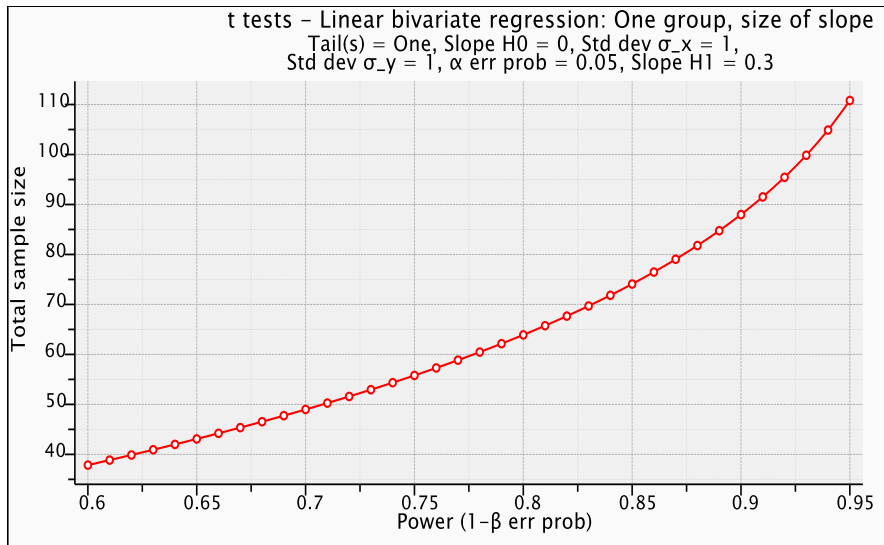( )Strongly disagree
( )Disagree
( )Neutral
( )Agree
( )Strongly agree

Appendix B: G*Power Plot

Appendix C: Managerial Role Models Behavior Scale

Managerial Role Model Behaviors Scale PsycTESTS Citation: Chrobot-Mason, D (2004). Managerial Role Model Behaviors Scale [Database record]. Retrieved from

PsycTESTS. https:doi.org/10.1037/t21496-000

Instrument Type:
Rating Scale

Test Format: The 23 items are rated on a scale ranging from "strongly agree" (1) to "strongly disagree" (5).

Source: Chrobot-Mason, Donna (2004). Managing Racial Differences. Group & Organization Management, Vol 29(1), 5-31. https:doi.org/10.1177/1059601103252102, © 2004 by SAGE Publications. Reproduced by Permission of SAGE Publications.

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Managerial Role Model Behaviors Scale

<u>Items</u>
1. My manager resists making assumptions about the behavior and beliefs of others.
2. My manager makes an effort to personally get to know each of his or her employees.
3. My manager monitors his or her behavior to try and make everyone feel comfortable.
4. My manager rewards innovation and creativity.
5. My manager refrains from using language that excludes some people from the conversation.
6. My manager encourages me to be myself (i.e., show my true personality).
7. My manager takes steps to create a work environment in which different ideas and opinions are valued.
8. My manager allows employees who make suggestions to take ownership of their ideas and see that they get carried out.
9. My manager becomes defensive when I disagree with him or her.
10. My manager attempts to remove barriers for all employees.
11. My manager sponsors team-building activities to allow employees the opportunity to get to know each other.
12. My manager facilitates the development of common work group goals by focusing on the similarities among work group members.
13. My manager acknowledges the contribution of all team members.
14. My manager actively promotes cooperation among his or her employees.
15. My manager tries to build self-confidence in his or her employees.
16. My manager supports changes in the work environment that promote valuing diversity.
17. My manager is effective in recruiting, hiring, and promoting a diverse workforce.
18. My manager supports a work environment that is flexible to meet the needs/preferences of all employees.
19. My manager provides feedback focusing on my ability to meet performance objectives, not on my personal style/preference for meeting my objectives.
20. My manager effectively communicates why valuing diversity is good for business.
21. My manager acknowledges that each employee has individual interests, strengths, and preferences.
22. My manager treats all employees with respect.
23. My manager encourages career growth and development for all his or her employees.

Note . The scale responses range from strongly agree (1) to strongly disagree (5). Managerial Role Model Behaviors Scale

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Appendix D: Trust In/Loyalty to the Leader Scale

PsycTESTS Citation:

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R (1990). Trust
in/loyalty to the leader scale [Database record]. PsycTESTS.
https://doi.org/10.1037/t15275-000

Instrument Type:
Rating Scale

Test Format: Trust In/Loyalty to the Leader Scale items are rated on a 7-point Likert
scale ranging from (1) "Strongly Disagree" to (7) "Strongly Agree".
Source: Podsakoff, Philip M., MacKenzie, Scott B., Moorman, Robert H., & Fetter,
Richard (1990). Transformational leader behaviors and their effects on followers' trust in
leader, satisfaction, and organizational citizenship behaviors. The Leadership Quarterly,
Vol 1(2), 107–142. https:doi.org/10.1016/1048–9843(90)90009–7, © 1990 by Elsevier.
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using any test.

Trust In/Loyalty to the Leader Scale

Items
1. I feel quite confident that my leader will always try to treat me fairly.

2. My manager would never try to gain an advantage by deceiving workers.

3. I have complete faith in the integrity of my manager/supervisor.

4. I feel a strong loyalty to my leader.

5. I would support my leader in almost any emergency.

6. I have a divided sense of loyalty toward my leader (Reverse coded)

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Appendix E: Turnover Intentions Measure

Note: Test name created by PsycTESTS

PsycTESTS Citation: Emberland, J. S., & Rundmo, T (2010). Turnover intentions measure [Database record]. PsycTESTS. https://doi.org/10.1037/t26352-000

Instrument Type:
Test

Test Format: This measure utilizes a 7-point scale, with higher numbers reflecting a stronger agreement. All but one item is later reversed.

Source: Emberland, J. S., & Rundmo, T (2010). Implications of job insecurity perceptions and job insecurity responses for psychological well-being, turnover intentions and reported risk behavior. Safety Science, Vol 48(4), 452-459. https:doi.org/10.1016/j.ssci.2009.12.002, © 2010 by Elsevier. Reproduced by Permission of Elsevier.

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Turnover Intentions Measure

<u>Items</u>
1. I often think about applying for a job somewhere else.

2. If I had different alternatives, I would probably not work in the same place as now.

3. I have the best of all possible jobs. After all I have been through it is not going to take

   much before I apply for a job somewhere else.

4. I will probably not stay at the same workplace until I reach retirement.

Note. Statements were rated on a 7-point scale, with higher numbers reflecting a stronger agreement (scale later reversed except for the test item ''I have the best of all possible jobs''). PsycTESTS™ is a database of the American Psychological Association

Appendix F: Job Outcome and Supervisor Satisfaction Measures

Note: Test name created by PsycTESTS

PsycTESTS Citation: Johnson, R. E., Selenta, C., & Lord, R. G (2006). Job outcome and supervisor satisfaction measures [Database record]. PsycTESTS. https://doi.org/10.1037/t37045-000

Instrument Type:
Rating Scale

Test Format: The 5 items on the Job Outcome and Supervisor Satisfaction Measures are rated on a 5-point scale ranging from 1 = strongly disagree to 5 = strongly agree.
Source: Johnson, Russell E., Selenta, Christopher, & Lord, Robert G (2006). When organizational justice and the self-concept meet: Consequences for the organization and its members. Organizational Behavior and Human Decision Processes, Vol 99(2), 175–201. https:doi.org/10.1016/j.obhdp.2005.07.005, © 2006 by Elsevier. Reproduced by Permission of Elsevier.

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Items

Outcome Satisfaction

The outcomes (i.e., pay, promotions, etc.) that I am currently receiving from my job are acceptable.

I am satisfied with my current outcomes (i.e., pay, promotion, etc.) in my job.

Supervisor satisfaction

I think my supervisor is a good one.

I really like my supervisor. I speak highly of my supervisor to my friends/co-workers.

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