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Electrical Field Service Employees' Intent to Stay or Leave

Jeffrey Daniels
Walden University

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Walden University

College of Management and Human Potential

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Jeffrey McClane Daniels

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2024

Abstract

Electrical Field Service Employees' Intent to Stay or Leave

by

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MBA, National University, 2007

BS, Thomas Edison State University, 2003

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

February 2024

Abstract

Electrical field service leaders are concerned with losing human capital as it requires the shifting or reallocating of economic and non-economic resources to maintain operations and financial goals. Grounded in Herzberg's two-factor theory, the purpose of this quantitative correlational study was to examine the relationship between general job satisfaction, employee motivation, and employee turnover intentions. Participants included 51 electrical field service leaders in the electrical field service industry who completed the Minnesota Satisfaction Questionnaire and the Motivational Trait Questionnaire. The multiple linear regression analysis results indicated the model could significantly predict employee turnover intentions, $F(2, 48) = 15.29, p < .001, R^2 = .389$. In the final model, general job satisfaction was the only significant contributor ($t = -5.15, p = < .001, \beta = -0.586$). A key recommendation is for electrical field service leaders to implement goals around the mastery of a particular task, quarterly competitions around goal attainment, and regularly scheduled team meetings. The implications for positive social change include the potential to improve work-life balance, shift more time invested into the local community, and update models incorporating a multicultural workforce in the services sector.

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Dedication

I dedicate this work to Stéphanie, my family, and my closest friends, who supported me during the long days and endless nights. Each person gave of themselves to support, encourage, and listen so I could stay focused on the end goal of a doctoral degree. I now join my father-in-law, Dr. René Alfred Wilfred Marie DeVreker, with the title of doctor. I also dedicate this work to my late father, Richard Craig Daniels, who left this earth and entered heaven before reading my finished work. Most importantly, thank you to my wife, Stéphanie Micheline Joanne Marie DeVreker Daniels, who believed in me and allowed me to spend numerous hours in my home office or at a desk while on vacation. Our next vacation will be filled with relaxation and time together.

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Section 1: Foundation of the Study

Organizational leaders use benefits and programs that promote job satisfaction and employee motivation, which could lead to reduced voluntary employee turnover. When the workforce shifts from full-time employment to on-demand, gig-type work or when expectations of improved work–life balance increase, leaders could change employee benefits to retain loyalty. Szostak and Sułkowski (2021) identified the characteristics of leaders and managers as setting goals and resolving conflicts. Employers that allow employee participation improve employee satisfaction, paving the way for employees to show commitment and loyalty while the employer attracts and retains talent (Guinot et al., 2021). My study focused on exploring concepts that increase general job satisfaction and employee motivation. Leaders could use this insight to reduce voluntary employee turnover and retain top talent.

Background of the Problem

The U.S. workforce is a collection of individuals working in various industries with different levels of formal education and professional certifications. Employees can choose where they work, with whom, and when to resign. If leaders understand the driving factors of keeping employees from leaving, they could lower the voluntary turnover rate in their organization. Leaders incur a cost of turnover per individual that is fixed or variable, and there was a 36% increase in resignations from 2020 to 2021 (Wei & Nezaj, 2022). The increase included all industries and all workers in the United States, nearing 12 million voluntary employee resignations that result in substantial hiring costs

(Wei & Nezaj, 2022). When hiring costs increase, business leaders must adjust their budgets to account for the losses while maintaining expected financial performance.

Electrical field service workers could benefit from an on-demand workforce environment that might align with personal well-being and reduce voluntary turnover. According to Nwafor et al. (2022), the workforce has shifted to a gig-worker philosophy, giving employees more control over their work–life balance. In comparison, Asante Boadi et al. (2020) determined that employee perceptions of corporate social responsibility (CSR) correlate to employee motivation. Employees not aligning with a leader’s CSR could have an increased intent to resign. On the other hand, Vora et al. (2019) determined that external factors like heritage, politics, or history impact multiculturalism, and leaders need to adjust their management styles to accommodate the changing workforce. Hence, leaders assuming the host country’s culture prevails over employees could decrease job satisfaction and employee motivation, increasing voluntary employee turnover.

Problem and Purpose

The general business problem is that business leaders of electrical field service and International Electrical Testing Association (NETA) companies fail to understand that employee turnover intention harms corporate profits and budget in the electrical field service industry, with costs to hire employees at an average of \$4,700 per employee between April and November 2021, with the potential expenses rising to three times the employee’s annual compensation (Miller, 2022; Navarra, 2022). In comparison, Yu (2022) stated that the average cost to hire an employee is \$4,129, and it takes about 42

days to fill the role. The specific business problem is that some electrical field service leaders in the United States do not understand the correlation between general job satisfaction, employee motivation, and employee turnover intentions.

The purpose of this quantitative correlational study was to examine the relationship between general job satisfaction, employee motivation, and employee turnover intentions. The targeted population was electrical field service personnel working for electrical field service companies and members of NETA. The focused group of participants resided in the United States and currently held NETA I, II, III, or IV certification.

Population and Sampling

For this quantitative correlational study, the population group consisted of electrical field service and NETA certified employees in the United States. An individual met the NETA credential criteria if they worked for a NETA company with any number of years or certification level. The total population of NETA certified individuals in the United States is confidential per the governing board at NETA; however, a representative from NETA stated the total is less than 4,000 certificate holders. I used my professional network to distribute the Minnesota Satisfaction Questionnaire (MSQ) and the Motivational Trait Questionnaire (MTQ) through a link to online survey tool SurveyMonkey (see Appendix C). I used the G*Power software to calculate the required sample size to meet data saturation, and the calculated sample size was 68 to 107 participants. I did not use a probabilistic random sampling method to collect data. In probabilistic random sampling, respondents' perceptions or beliefs in possible outcomes

would represent accurate correlations of the studied variables (Bleske-Rechek et al., 2015; Supratman et al., 2023). Instead, I used a non-probabilistic sampling method to collect data with a snowball method to recruit other participants from the initial population (Saunders et al., 2016).

Nature of the Study

Researchers can approach studies using quantitative, qualitative, and mixed methods. Saunders et al. (2016) stated that quantitative studies are deductive with large samples and can contain a range of data for analysis. With continued study, novice researchers can use quantitative methodologies to replicate research in other industries or countries while researchers could converge on new themes (Vilkienė et al., 2020; Whiffin et al., 2022). I was studying the mathematical relationship between variables, so a quantitative method was appropriate. I conducted a quantitative study to collect and analyze data while testing hypotheses to describe characteristics associated with employee turnover intentions.

I could have used a qualitative method to identify unique categories through interviews and listening to participant responses (Jimmieson et al., 2021). However, the literature contains reasons employees voluntarily resign, and I wanted to collect empirical data on the magnitude of the contributing factors through the lens of employees. For this reason, a qualitative method was not suitable. Researchers can choose a mixed-method approach to combine quantitative and qualitative elements. Suter et al. (2020) described a mixed-method study to include interviews to identify themes through a qualitative process followed by a quantitative analysis to determine the effect of moderators or

mediators. I did not conduct interviews to converge on themes. Instead, I referred to the literature for constructs to evaluate empirical data from employee questionnaires.

Therefore, a mixed-method study was not applicable.

I used a correlational design to analyze the relationship between general job satisfaction, employee motivation, and employee turnover intentions. Quantitative research designs include correlational, experimental, or quasi-experimental (Bougie & Sekaran, 2020). According to Dyer et al. (2020), a correlational design will not yield causation. A researcher might find a correlation between two elements, like lowered retention and increased recruiting costs; however, the fees could result from using an outside agency instead of an internal recruiter. Conversely, researchers would use an experimental design to determine the cause and effect of variables. Researchers could use a quasi-experimental method to evaluate the outcome by implementing changes to the target participants (Van Diepen et al., 2022). I did not intervene or measure the cause and effect in this study. Instead, I studied the mathematical relationship between variables. Therefore, this research was focused on the relationships between one dependent and two independent variables, so a correlation design was appropriate.

Research Question

What is the relationship between general job satisfaction, employee motivation, and employee turnover intentions?

Hypotheses

H_0 : There is no statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

*H*₁: There is a statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

Theoretical Framework

I used Herzberg's two-factor theory to determine if statistical significance existed between general job satisfaction, employee motivation, and employee turnover. Ozsoy (2019) defined the motivation factors of Herzberg's two-factor theory as achievement, recognition, work, responsibility, advancement, and growth, and Bhatt et al. (2022) added authority in place of responsibility. Bhatt et al. emphasized the importance of involving employees in decision making to increase motivation. If leaders fulfill the defined motivation factors, employees might increase their intent to stay.

Herzberg et al.'s (2017) theory also included hygiene factors. Ozsoy (2019) defined hygiene as company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, relationship with subordinates, status, and security. Equally important, Bhatt et al. (2022) added benefits or nonmonetary items like medical insurance or housing. Leaders who can fulfill employee motivation will increase satisfaction. Additionally, leaders meeting employee hygiene needs will increase job satisfaction (Bhatt et al., 2022). When leaders satisfy employee motivation and hygiene, an employee's intent to stay will increase. Hence, Herzberg's two-factor theory would hold, and I would anticipate lower employee turnover if leaders focus on the contributing factors associated with positive job satisfaction and employee motivation.

Operational Definitions

Connectors: Individuals who display behaviors and have skills that create an environment of being personable and relatable, allowing them to influence others (Autrey et al., 2019).

Corporate social responsibility (CSR): Leaders' actions that extend beyond legal requirements for operations and strategy and focus on internal and external stakeholders' expectations of social, environmental, ethical, and human rights (Mubushar et al., 2021).

Embeddedness: The level of linkage between individuals, activities, jobs, community, and other aspects of life and the strength required to break the bonds (Mitchell et al., 2001; Thome & Greenwald, 2020).

Human resources (HR): Individuals who hire, train, and retain employees so that employees and leaders can achieve the most significant throughput for an organization (Halimah et al., 2022).

International Electrical Testing Association (NETA): A nonprofit organization for third-party organizations that offer full-service electrical testing to confirm an organization and employee's qualifications based on education, years of experience, and test competency (NETA, 2023).

On-the-job training (OJT): The skills and competencies employees learn while sharing knowledge and experiences when working with peers to perform tasks that result in the throughput of products or services (Sato & Ishimaru, 2022).

Assumptions, Limitations, and Delimitations

Assumptions

An individual could believe or accept an idea as true or perceive it as their assumption, whereas Dyer et al. (2020) described an assumption as a typical or expected outcome or a correlation between variables. I had assumptions in my study. First, I assumed that the surveyed electrical field service employees who worked for a NETA company knew they were level one technicians on day one. The second assumption was that any participant who did not hold a current NETA certification would respond with the appropriate answer. The final assumption was that participants would not identify as NETA-certified technicians if they had equivalent certifications but not NETA certifications.

Limitations

A researcher must set limitations to ensure a clear purpose for their study to provide a meaningful outcome (Saunders et al., 2016). The first limitation was the U.S. population of approximately 4,000 NETA certificate holders. The second limitation was accessing enough participants to meet the minimum G*Power sample size for data saturation and analysis. Finally, I needed to include electrical field service employees with equivalent electrical field service industry certifications to meet an acceptable G*Power.

Delimitations

A researcher must set delimitations to ensure they can manage the scope of the research. According to Coker (2022), delimitations are the data that researchers include

and exclude to focus on answering the research question. The narrowed focus ensures a clear purpose for their study so a researcher can provide a meaningful outcome (Saunders et al., 2016). The first delimitation for my research was to exclude NETA personnel who no longer work for a NETA-accredited company. The second delimitation was to exclude NETA I certificate holders so I could focus on the variables associated with more experienced individuals who hold a Level II, III, or IV certification. Finally, if I could not reach the minimum responses with these specific certifications, the final analysis would include all levels of NETA certificate holders and electrical field service individuals.

Significance of the Study

The findings of this study could shift how leaders financially or non-financially support employees through extrinsic and intrinsic benefits. When leaders invest in organizational growth through human capital investments, like compensation increases, knowledge sharing, peers motivating each other to further their education, flexible working hours and conditions, or a change in leadership style, they could improve the quality of life for the workforce and society and create additional financial gain (Chesney, 2022). A tuition reimbursement program could be a competitive advantage, demonstrating how organizations' leaders invest in their employees' career development and growth.

Contribution to Business Practice

The results of this study could provide business leaders with the most significant contributing factors to an employee's intent to leave. Employees are looking for work-life balance, and employers who offer flexibility support lower turnover rates (Marx et

al., 2021). Ozsoy (2019) stated that some components of hygiene associated with Herzberg's two-factor theory did motivate employees in the original study, like compensation, policies, and manager relationships. In contrast, Ozsoy determined that all the hygiene factors were motivators. Ozsoy identified Herzberg's motivation factors of recognition and responsibility to contain little influence on turnover.

Furthermore, the details could inspire leaders to focus on current reasons employees leave. Additionally, sustained employment could aid employees in purchasing their daily needs from their communities with consistent compensation. Lastly, leaders could use the results of this study to influence hiring strategies when they experience economic uncertainties and before turnover rates increase.

Implications for Social Change

This study may contribute to positive social change when leaders can increase retention, resulting in lower hiring costs. Leaders could use the cost savings in turnover and hiring to reinvest in the business by purchasing additional capital equipment, further increasing the social change with other business leaders flourishing in financial success. Additionally, leaders could implement tuition reimbursement programs to increase employee knowledge. An employer's investment in formal education will further embed an employee into the organization and local community, creating an environment for sustained employment (Thome & Greenwald, 2020). Engaged employees could experience more significant job satisfaction, leading to greater motivation to support and stimulate the growth and health of the organization. If leaders do not focus on retention, they risk an employee's ability to advance their career, which could increase an

employee's intent to leave. A leader's focus on retention could create a positive social change of career advancement with increased job satisfaction and financial rewards that employees use in their local and regional communities.

A Review of the Professional and Academic Literature

I thoroughly searched the current and relevant literature regarding this quantitative correlational study. My research was conducted to examine the relationship between general job satisfaction, employee motivation, and employee turnover intentions for those who hold a NETA certification or have equivalent electrical field service experience. Hence, general job satisfaction and employee motivation were the independent variables, and employee turnover intention was the dependent variable. I used the following null and alternate hypotheses for this research study.

H₀: There is no statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

H₁: There is a statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

I present a synthesized evaluation of this study's literature while introducing Herzberg's two-factor theory. In addition, I offer alternate and contrasting motivational theories to provide a balanced understanding of the choice of theories for this study. The subsequent sections in the literature review contain background information on NETA-certified and electrical field service individuals in conjunction with job satisfaction and employee motivation. Despite lacking literature on this specific group of individuals, I present literature about individuals in field service, services, construction, and hospitality.

I generalized the findings regarding an individual's job satisfaction, motivation, and turnover intentions.

Strategies for Searching the Literature

I searched the literature for peer-reviewed and seminal articles on Herzberg's two-factor theory, field service, services, construction, job satisfaction, employee motivation, and employee turnover intention. Literature specific to electrical field service individuals was limited, so I worked with the librarians to find articles for generalizing to the demographic. I retrieved the items for my literature review through Google Scholar, National University containing 161 databases like Wiley Online, ABI/INFORM, and Walden University databases, including ProQuest, Thoreau, EBSCO, and APA PsycInfo, Emerald Insights, and SAGE Journals. The keywords I used in the search engines included *field service*, *electrical*, *turnover intention*, *intention to leave*, *intention to quit*, *employee benefits*, *tuition reimbursement*, *tuition assistance*, *work-life balance*, *work-family balance*, *work-life conflict*, *work-family conflict*, *leadership effectiveness*, *human resources effectiveness*, *career development*, *professional development*, *labor shortage*, *supply chain management*, *job satisfaction*, *work satisfaction*, *employee motivation*, *job performance*, *job engagement*, *corporate social responsibility*, *multicultural management*, and *multiculturalism*. Table 1 contains the sources used in the literature, the count and percentages for the publication type, and the count of sources older than and within 5 years.

Table 1*Frequency and Percentage of Resource Types Within the Literature Review*

Resource type	Published 2019– 2023	Older than 2019	Total	Percentage
Books	2	5	7	5.8%
Dissertations	0	0	0	0.0%
Peer-reviewed articles	88	20	108	89.3%
Other resources	5	1	6	5.0%
References published 2019– 2023, subtotal	95	–	–	78.5%
Total	95	26	121	100.0%

Although the literature contained various perspectives on job satisfaction, employee motivation, and turnover intentions, I focused on service type employees. I defined my search of services employees as individuals who do not work at a desk all day, regularly travel or work at different locations, travel to customer locations, provide offsite support, are forward customer facing, and require travel to fulfill job duties. By defining service employees, I could generalize findings in the literature to relate to electrical field service and NETA-certified individuals. The limited specific literature indicated the need to research this workforce to understand how to mitigate voluntary turnover.

Theoretical Framework

Herzberg's Two-Factor Theory

I used Herzberg's two-factor theory as the theoretical framework for my study. Researchers have many theories to choose from when conducting research. Initially, Herzberg developed the motivation–hygiene theory in 1959, known as the two-factor theory (Herzberg et al., 1959, 2017). In previous literature, researchers focused on the

organizational perspective and how that could influence job satisfaction and employee motivation. Herzberg's theory included a shift in the focus from the organization to the employee. The researcher's change in perspective contained insights that employees found motivation and satisfaction from the throughput of their work and the associated achievements instead of working conditions.

Some researchers have tested Herzberg's two-factor theory and found inconsistencies in their research group. For example, Ozsoy (2019) defined motivation as career advancement, professional growth, recognition, success, and actual work. In addition, Ozsoy identified some hygiene factors as policies, supervision, compensation, job security, and leadership relationships and effectiveness. Ozsoy's findings were not consistent with Herzberg's two-factor theory. Specifically, Ozsoy found that the motivators of recognition and responsibility did not apply when the workforce required more significant socioeconomic needs. I distributed surveys in an industry where compensation does meet their needs; therefore, individuals could find motivation through recognition and responsibility.

Similarly, Alrawahi et al. (2020) found that the absence of hygiene factors and some motivators did correlate to job dissatisfaction in the workforce. Alrawahi et al. defined hygiene factors as health, workload, salary, promotion, recognition, and organizational policies and defined motivators as relationships with peers, leaders, and professional development. The participants in Alrawahi et al.'s study comprised working professionals who required administrative policies for safety, workload balance,

recognition, and promotion opportunities; hence, leaders could improve employee motivation by maintaining high-quality hygiene factors in the workplace.

A different researcher studied the relationship and the need to test Herzberg's theory on newer generations like millennials. Bhatt et al. (2022) found a strong connection between employee job satisfaction, job growth, working conditions, supervisor relationships, and company policies and values among this population. Bhatt et al. defined motivation as development, promotion, praise, challenging work, decision-making authority, and hygiene factors as comfortable and safe, with no friction with peers or leaders, nonmonetary benefits, job security, and less stress. Bhatt et al. determined that motivators affect job satisfaction and impact employee and leader relationships. Hence, leaders in a professional field service organization could improve job satisfaction by designing jobs that maximize employee satisfaction and motivation for increased productivity that would not adversely affect work–life balance.

Alternate Theories

Researchers use motivational theories to aid leaders in identifying ways or programs and policies that could create an environment where employees find job satisfaction and motivation. Maslow's hierarchy of needs (1943/1948) contains an outline of levels an individual must fulfill to strive for the next level. McClelland's need achievement theory (1985) focused on the affiliation, achievement, and power concepts that drive overachievers to succeed. Finally, Vroom's expectancy theory (1964) is a profile on employee performance rather than motivation. Each theory contains some

component of satisfaction or fulfillment and motivation, but none addresses employees' perspectives of job satisfaction and employee motivation.

Maslow's Hierarchy of Needs. Maslow's theory on satisfaction and motivation contained the concepts of levels and the requirement to meet the lowest level for an individual before they could move to the next level. Maslow (1948) founded the hierarchy of needs theory and determined that the relative satisfaction and fulfillment of a need were enough for an individual to move to the next level; additionally, the degree of psychological health directly correlated to need gratification. Maslow (1943) defined the lowest to highest levels of fulfillment as psychological, security, love and belonging, esteem, and self-actualization. Poh et al. (2022) found that some leaders focus on the organization's needs instead of the employees' needs. In addition, King et al. (2020) found that some leaders use Maslow's hierarchy of needs to meet employees' needs, but their intention was first to meet organizational needs. The literature contained sources where leaders used Maslow's theory for the organization's benefit; therefore, this theory is not applicable because I was focused on employees' perspectives of job satisfaction and motivation in this study.

McClelland's Need Achievement Theory. McClelland's need achievement theory is another theory on satisfaction, connectedness, or control. McClelland (1985) determined that individuals interact based on the magnitude of pleasure or fulfillment they might receive correlated to the affiliation or importance of the interaction. If the challenge is high for an employee, the achievement is more significant. Mahande et al. (2022) used McClelland's need achievement theory to benefit leaders in motivating

employees through achievement rewards. Mahande et al. found that leaders forged relationships with individuals to create an affiliation of a mutual relationship. On the other hand, Bhattacharya and Mittal (2020) identified the need for individuals to have power over situations so they could overachieve while finding additional motivation. McClelland's need achievement theory did not apply to this study because, in the theory, McClelland focused on overachievers and not the perspective of what drives job satisfaction and employee motivation.

Vroom's Expectancy Theory. Employees might perform their duties with the expectation of a reward or praise. Vroom (1964) identified expectancy theory to contain an individual's expectancy, instrumentality, and valence or that something pleasant will happen through a tool or process with a positive experience or reward. Gurin and Gurin (1970) determined that employee OJT and formal education could increase employee performance but did not guarantee continued performance results. Chopra (2019) found that the usefulness and effectiveness of a tool impacts the desired outcome and expectations of individuals. In contrast, Lunenburg (2011) concluded that Vroom's expectancy theory does not provide insight into employee motivation. Therefore, Vroom's expectancy theory was not appropriate for this study because, in this theory, Vroom focuses not on employee motivation but on employee performance.

Job Satisfaction

General job satisfaction was one of the independent variables in my study. Field service personnel might define job satisfaction differently based on communication styles, demographics, cultures, groups, and security risks. Wolfgruber et al. (2022) stated

that formal interpersonal communication is vital for high inclusion in the workforce. In addition, leaders should allow group members to think differently to improve job satisfaction (Kulkarni & Naidu, 2021). Still, Scarborough (2020) found benefits of gender diversity in the workforce that drove innovation and further cultural inclusion. Equally important, Fischbach and Schneider (2021) found that policies and practices positively impact employee experiences. Furthermore, labor supply chain risks could result in layoffs and decreased job satisfaction (Gupta et al., 2020). Consequently, multiple factors can positively and negatively impact the complex state of job satisfaction.

Communication Styles

Researchers have found that communication styles impact job satisfaction, which could include additional barriers, constraints, or resources that impede effective interactions. Wolfgruber et al. (2022) found that a leader's communication style could minimize excluding or marginalizing persons or groups, and formal interpersonal communication is the most significant style for inclusion. In contrast, Beckers and Bsai (2014) stated that leaders must understand cultural differences and intercultural communication styles and strategies, or they could risk adverse interactions. Still, Ekhsan et al. (2022) identified that the context of communication within the modern work environment is different from past decades, but the problems and solutions remain unchanged. When leaders understand that the workforce is diverse in numerous ways, they might effectively communicate to ensure that field service workers have a sense of belonging to increase job satisfaction and motivation.

HR managers are liaisons between leaders, employees, and customers. Ekhsan et al. (2022) noted that HR personnel support employees and leaders to achieve goals through improved performance. Leaders should shift their strategy to hiring and matching employees and leaders with customers with similar diversity characteristics (Wolfgruber et al., 2022). However, Wolfgruber et al. (2022) stressed the importance of not forgetting about including all attributes in the workforce. Equally important, individuals' and society's century-old traditions of behaviors and customs translate into business operations and could negatively or positively impact business transactions and employee-client interactions (Beckers & Bsai, 2014). For these reasons, HR personnel serve as a vital source to teach leaders and employees the most effective and appropriate interaction styles to mitigate misunderstandings during interactions.

Successful leaders and field service personnel could achieve significant results when they communicate in a manner that all employees and clients understand and respect. Morgan et al. (2014) found that limited communication did not significantly impact team effectiveness, whereas consistent and regular communication aided team members with alignment and clarifying goals and objectives from leaders' and employees' perspectives for optimal output. In comparison, Beckers and Bsai (2014) found that ineffective communication included a lack of intercultural skills and competencies, a lack of knowledge in global settings, and a lack of insights into business etiquette. Field service personnel work away from an office setting and work alone or with different team members weekly, where they could ineffectively engage with leaders

and customers, impacting team viability and the lack of belonging that could contribute to decreased job satisfaction.

Demographics, Cultures, and Groups

Culture is the way and standards by which society members interact and find increased job satisfaction with common expectations and shared values. Employees of the same demographic attributes could share the same cultural norms and, therefore, interpret a leader's trustworthiness as that of the organization (Jiang & Probst, 2019). Leaders must understand cultural differences, intercultural communication styles, and strategies like beliefs, habits, ethics, behaviors, and etiquette (Beckers & Bsai, 2014). In comparison, service employees are responsible for personal interactions, information sharing, and professional behavior with customers, demonstrating trust and loyalty (Mubushar et al., 2021). Dabija (2020) found that employees required job satisfaction to stimulate motivation. If a leader created an environment that embraced the cultural elements within the demographics of their workforce, employees might find more job satisfaction and motivation, leading to a reduced intent to resign.

Leaders strive to meet business objectives, requiring employees to perform tasks based on organizational standards. Huamán et al. (2022) determined that leaders must enhance international work and expansion through policy changes and reducing cultural constraints in business. Kulkarni and Naidu (2021) stated that group members promote social and cultural values and increase the satisfaction and social status of group members. In contrast, Siahaan et al. (2023) found that if employees or leaders impose their biases on co-workers, they could create an environment of exclusion, potentially

leading to the intent to resign. Furthermore, Siahaan et al. concluded that teachers retain the responsibility to protect the culture and values of all students. Hence, leaders and employees could be mindful when interacting with each other while maintaining an open mind to a different perspective.

Furthermore, the world is a culmination of countries with varying land mass sizes and individuals who take on roles inside and outside the home. Suter et al. (2020) determined that longer work shifts for nurses helped and harmed, which impacted their work–life balance. Scarborough (2020) found that women’s representation in business positively impacted the organization, while women’s representation on executive boards led to increased stock prices. Hence, leaders could identify geographical areas where women had less representation in the workforce, which could improve organizational health.

Leaders who create an environment to meet the specific needs of individuals could find more substantial throughput when they meet the socioeconomic conditions of individuals and work groups. Kulkarni and Naidu (2021) found that informal groups do not share values like goals and objectives, while team members who embrace inclusion could maintain better representation and potentially more significant output. Nwafor et al. (2022) confirmed that online peer communities and social exchanges mitigated employee needs for fair benefits with a focus on economic gains. Still, Nwafor et al. found that requirements-based employment for benefits or rewards negatively affects job satisfaction; in contrast, online communities with social exchanges can override the adverse effect and shift the worker’s thoughts to the economic rewards for on-demand

employment. Hence, a leader could create a mix of employees who desire structure in their work while others desire flexibility to meet current needs.

A shift in the global economy and remote work has increased the workforce's opportunity to engage with individuals from other countries and cultures, exposing them to more varied cultural norms and values, which could cause conflict. Fan (2021) explored the platform economy of digital spaces like online retailers Amazon or Airbnb that drive revenue streams through social activity and found that labor shortages increase risk when workers demand higher wages with work autonomy. Still, Jiang and Probst (2019) determined that employees of the same demographic attributes could share the same cultural standards; therefore, they could interpret a leader's trustworthiness as that of the organization. In contrast, according to Kulkarni and Naidu (2021), groups sometimes do not share the same goals and objectives. If leaders assume employees from the same demographic share common expectations and cultural norms, they could fail or not recognize differences in a multicultural and global workforce.

Field service individuals interact with clients from different geographies, industries, and cultures during their weekly job duties, who could also have various cultural and demographic differences. Mubushar et al. (2021) proposed that if relationships are vital, field service personnel are instrumental in maintaining customer loyalty through interactions based on their potential job satisfaction and motivation. Hill and Tombs (2022) found that an individual's accent gains attention faster than other physical characteristics, further intensifying a customer's satisfaction as a combination of perceived and expected performance or outcome. Hence, employee engagement increases

motivation from positive interactions with internal and external stakeholders, leading to a lower intent to resign.

Working Conditions. Working conditions are another element of job satisfaction under demographics, cultures, and groups. Dabija (2020) confirmed that flexible work schedules and hours improved work–life balance, while excessive working hours resulted in employees enduring more psychopathological disorders than work engagement. Fischbach and Schneider (2021) found that leaders in service organizations should promote health, well-being, and performance in managing personal emotions, while HR personnel should provide training and implement strategies for employee health management. In addition, Kulkarni and Naidu (2021) identified that leaders should provide amenities and mechanisms so women or other employees can mitigate domestic burdens like childcare for time to associate with informal group activities. For these reasons, business leaders might recognize that individuals and specific work group ages could require various resources at different stages of their careers that might contribute to their job satisfaction and motivation.

Business leaders need employees to operate machines, transport goods, or provide services. According to Mubushar et al. (2021), employees lacking motivation or job satisfaction could harm customer relationships, leading to decreased demand. Hence, leaders could follow the recommendations from Avittathur and Jayaram (2016), where HR personnel must invest in the training and development of employees, leading to increased efficiencies and effectiveness. Employees are part of various aspects of the

supply chain, and leaders could continue to identify ways to maintain employee engagement and satisfaction to mitigate risk in the supply chain.

Multicultural Insights or Personalities. Multicultural insights or personalities are another element of job satisfaction under demographics, culture, and groups. The workforce comprises individuals from different cultural backgrounds, educational and work experiences, and environments. Beckers and Bsai (2014) found three common failures in multi-national business interactions: the lack of intercultural skills and competencies, the inability to communicate effectively in global settings, and the lack of appropriate etiquette in business negotiations. Siahaan et al. (2023) determined that students could improperly share or impose their cultural values without training and guidance. Altogether, the authors provided a contrasting perspective on job satisfaction and employee motivation; if employees or leaders impose their biases on co-workers, they could create an environment of exclusion, potentially leading to the intent to resign (Beckers & Bsai, 2014; Siahaan et al., 2023). If leaders took an active role in educating employees on multicultural perspectives and norms, employees could gain an understanding of the various types of groups and how they interact for the most significant outcome.

Organizational leaders require that employees work independently and in groups to meet business objectives. Kulkarni and Naidu (2021) stated that individuals need to work in groups to achieve remarkable goals, which is the same in an organization. Dabija (2020) determined that employee motivation stems from job satisfaction, and cultural norms impact the definition of heavy work. Beckers and Bsai (2014) identified the

importance of punctuality and never being late to meetings while taking significant time to make decisions, which was prevalent in England, contrasting with the norms in some areas of the United States. Still, Kulkarni and Naidu found that groups do not share informal goals and objectives. On the other hand, Siahaan et al. (2023) found a significance in multicultural leadership and leaders' abilities to moderate group differences. When leaders learn and subsequently educate their workforce on multicultural differences, they could improve job satisfaction with fewer conflicts within the organization.

In some cultures, individuals do not discuss their employment or occupation outside of work, while others could define social interactions based on their work. When team members embrace inclusion, they could maintain better representation and potentially more significant output that directly impacts employee motivation and job satisfaction (Kulkarni & Naidu, 2021). Based on Kulkarni and Naidu's (2021) research, leaders should work toward inclusion within groups so individuals might embrace norms like a patriarchal society. In comparison, Dabija (2020) found that flexible work schedules and hours improve work–life balance that could conflict with some cultures. Hence, leaders and employees could work on accepting various norms inside and outside of work to mitigate the lack of inclusion or cultural norms that could adversely impact job satisfaction and employee motivation.

A family is two or more people who share emotions, goals, and experiences in their daily lives, which leads to reciprocal support. Individuals join the workforce to earn compensation to purchase goods and services that might benefit them and their families.

Taheri (2020) found that employees who experienced a more supportive family organization had less intent to resign, resulting from greater job satisfaction and work–life balance. To illustrate, if one family member provides financial resources that benefit the whole family unit, the non-working individuals might contribute to the worker performing optimally at work. Chin (2022) found that flexible healthcare plans like health savings accounts or lower out-of-pocket premiums benefited employees and families. In addition, Kristal et al. (2020) found that benefits create a tax advantage for employers, employees, and families; therefore, leaders can control benefits faster and more creatively than wages. Finally, all family members could benefit from more free cash flow for non-healthcare expenses that could contribute to improved psychological health and socioeconomic status.

Leaders and employees encounter challenges of job satisfaction and work–life balance based on cultural norms, and peer support could aid in achieving an acceptable level. Employee work–life balance impacts leader’s motivation and carries forward into their well-being; hence, HR personnel should develop job responsibilities that enhance the employee and leader’s work–life balance (Roche & Haar, 2019). Connectors reduce turnover when involved with groups completing mundane tasks; therefore, leaders should hire and deploy connectors to achieve objectives and manage turnover (Autrey et al., 2019). Still, Whillans et al. (2021) found that teamwork contains specific activities, and virtual teams should adjust if they desire success. When leaders build a workforce of individual and group contributors or connectors, they might create the most effective throughput of products and services while improving job satisfaction.

Multicultural Workforce. The multicultural workforce is another element of job satisfaction under demographics, cultures, and groups. Researchers have studied the workforce to explore new ways in which leaders and employees could interact that are mutually beneficial and productive. Kung et al. (2023) found that rigid ethnic groups responded negatively to multiculturalism, while individuals who embraced ethnocentrism limited their adverse reactions. Lyausheva et al. (2021) found models for multicultural management and assimilation techniques to manage different ethnicities and solutions to solve the integration of migrants with political and cultural differences in the host location during a changing global climate. Still, Engelsberger et al. (2022) found that when employees and leaders engage in social exchange relationships, they enhance knowledge, openly innovate, and relational leadership development. If leaders could reduce impediments associated with employee norms and values, the workforce could improve interactions at all levels of the organization with shared mutual respect.

The United States is the home of individuals from different demographics, ethnicities, and social backgrounds that could conflict at work. According to Nagurney (2021), labor or individuals make, transport, harvest, sell, and perform goods and services for consumers or businesses. Thus, Lyausheva et al. (2021) noted that the migration of individuals has led to complex and multiethnic societies that could have conflicting value systems. In addition, Bag et al. (2020) found a connection between human capital and employee development. Furthermore, Ibrahim et al. (2022) found that linguistic ostracism reduced employee performance with an indirect decrease in withdrawal behavior. Consequently, leaders and employees bring complex human behaviors, traits, and life

experiences that could strain working relationships, but leaders could implement risk mitigation factors to overcome potential conflicts.

Security Risks

Leaders and employees encounter security risks during employment that could impact job satisfaction from breaches, resulting in businesses shutting down or laying off individuals. Gupta et al. (2020) identified that security measures are vital to mitigate intruders or hackers that could disrupt the supply chain through the digital space. In addition, security and designer personnel should work in unison to mitigate digital and physical threats within the supply chain, which could include service offerings (Gupta et al., 2020). Nagurney (2021) found that labor became a significant factor during the global pandemic that affected many aspects of the supply chain. Therefore, leaders could evaluate new types of cyber-security needed to mitigate risks in the supply chain or potential counterfeit products (Gupta et al., 2020). Hence, internal stakeholders could collaborate on projects with the potential for decreased risks through security measures and effective labor resource allocation (Andersson & Pardillo-Baez, 2020). If leaders can mitigate risks that impact business financials, they could limit shorting employees with fewer hours or reduce layoffs resulting from decreased profits.

Employee Motivation

Employee motivation was the second independent variable in my study. Employee motivation is a business topic researchers and leaders are working to understand and how to mitigate the impact on business objectives. Knardahl and Christensen (2022) found increased employee motivation with remote work but

decreased motivation when leaders expected employees to respond outside the regular working hours. Therefore, leaders must identify the most important ways to stimulate longer working years through employee well-being, work and social environment, stimulation, and motivation (Nilsson & Nilsson, 2022). Employee motivation is not the same for all employees, so leaders could evaluate the tasks employees perform and the impact within their specific industry.

Positive Emotional Traits

Positive emotional traits influence employee motivation. Xu and Wang (2020) found that service employees interact directly with customers creating a more significant emotional bond and demand on the employee that differentiates from the manufacturing sector. Fischbach and Schneider (2021) concluded that service or social workers are to present and express positive emotions and suppress or hide negative emotions regardless of personal harm. HR managers could create corporate policies and practices or hire and retain employees with positive emotional and energetic traits that optimistically impact customer service quality and positively impact employee experiences (Fischbach & Schneider, 2021; Xu & Wang, 2020). When individuals suppress negative emotions, it can result in further stress, ill health, emotional exhaustion, and disengagement for service workers. Hence, the dynamic element of customer interactions and the effects on employee motivation could impact voluntary turnover.

Leaders in service organizations should promote health, well-being, and performance by managing personal emotions for the benefit of all employees. Xu and Wang (2020) found that customer and employee interactions positively affect employee

motivation, innovation, and psychological and emotional states. Xu and Wang suggested that leaders should take responsibility for their emotional health and self-reflect while monitoring employees' departure from emotional health behaviors and characteristics that increase or decrease employee resources or emotional health. If leaders hire emotionally intact individuals, employee motivation could result from the lack of suppressing the effects of adverse internal and external client interactions.

Leaders work to identify drivers or factors that could benefit the emotional well-being of employees for more favorable outcomes in work responsibilities. Adnan et al. (2022) found three drivers of employee engagement, including meaningful work, commitment without fear of retribution, and the capability or availability of leaders to invest in employees' psychological, emotional, and physical needs. In comparison, Dabija (2020) concluded that excessive working hours resulted in employees enduring more psychopathological disorders than work engagement. Thus, Dabija and Adnan et al. converged on the recommendation that HR personnel develop strategies that enhance working conditions and employee expectations by meeting the basic psychological needs of employees to inspire optimal performance and engagement. In contrast, leaders emphasizing service over emotional health could negatively affect employee motivation (Fischbach & Schneider, 2021). Managers and employees are responsible for communicating their emotional needs and stating their current state to mitigate their health from declining and adversely affecting motivation and employment.

Employees' Needs and Desires

Employee motivation stems from society's needs and desires, which led to labor unions, employee protection rights, and an environment of remote work through technological advancements. Hipp and Krzywdzinski (2023) determined that employees had increased autonomy, improved work–life balance, and improved motivation during remote work; however, it led to detrimental effects with the erosion of work and leisure boundaries. In comparison, Adzimah et al. (2020) stated that leaders could use a social trend like CSR to influence stakeholders to consider environmental and socioeconomic actions instead of their economic interests. Still, leaders could embrace employees' ideas and desires at the lowest tier to improve creativity and innovative ideas (Scarborough, 2020). Equally important, Adzimah et al. found that organizational culture must align with present-day societal trends. Bozzi (2020) recommended that leaders address employee concerns like loss of employment resulting from automation or limited separation of work and personal life because they work from home. When leaders adopt employees' needs, they can positively impact motivation.

Another societal trend is that the employee retirement age is changing from generation to generation due to environmental, life, or governmental impacts. HR personnel are responsible for improving work–life balance in labor-intensive industries that could lead to improvements in local communities (Nguyen et al., 2021). Nilsson and Nilsson (2022) concluded that leaders must take measures and implement activities to sustain a longer working life to contribute to an employee's ability and desire to work. In contrast, employer benefits could harm those who do not want to work from home,

erasing the separation of work and leisure (Hipp & Krzywdzinski, 2023). Still, Nguyen et al. (2021) stated that HR leaders are responsible for improving the labor-intensive industry through the quality of life, leading to community benefits with the potential for competitive advantages. If leaders could engage and encourage the older generation to work longer, they could retain tacit knowledge. Hence, the younger generation might gain OJT, improving job satisfaction and motivation with more significant performance and promotion opportunities.

Organizational Drivers and Employee Behaviors

Leaders strive to meet environmental and societal expectations or CSR initiatives that can change with technological advancements or governmental regulations. Mubushar et al. (2021) concluded that CSR employees and suppliers positively influence customer valuation behavior. Adnan et al. (2022) found that employee engagement improved when leaders applied social responsibility strategies and valued employees. Still, Nguyen et al. (2021) determined that HR personnel retained a responsibility to ensure the quality of life within the community. If HR leaders educated business leaders and employees on CSR initiatives, they might increase retention through customer valuation, improving employee motivation.

Leaders' actions and passion for their work could influence employee behavior, satisfaction, and motivation. Mubushar et al. (2021) found a linkage between employee motivation and a leader's demonstrated behaviors on CSR. Nguyen et al. (2021) found that developing countries have different barriers from developed nations; therefore, leaders can use the findings to build robust supply chains or workforces in developing

countries through CSR initiatives. In contrast, Fan (2021) found a loss of taxes paid in developing countries to governments due to the lack of formal work agreements, the potential for labor law violations, and the reduction of worker benefits. Still, Asante Boadi et al. (2020) found that employee motivation centers around the intent to stay or leave an organization with CSR initiatives that could reward or punish employee and leader interactions. Accordingly, a leader's behavior, CSR initiatives, and the intent to ethically compensate employees could affect job satisfaction and employee motivation.

CSR is more than leaders acting ethically and treating employees respectfully; it also impacts customer satisfaction. According to Servaes and Tamayo (2013), consumers want to know about business leaders' CSR, and leaders could focus their advertisement initiatives on how they implement and maintain CSR. In addition, Jean et al. (2016) noted that CSR positively impacts customer satisfaction. Nematollahi et al. (2017) confirmed that CSR extends through the entire supply chain. In comparison, Wang et al. (2020) identified that internal CSR focuses on employee needs. If leaders focus on CSR within their supply chain, they could focus on employee satisfaction that transmits to consumer relationships and might decrease the negative impacts in the supply chain.

In some lines of work, the employee and the client can interact personally and unknowingly impose bias. In healthcare, the patient receives services and actively engages for an outcome where the employee could force their preference based on experience that could resolve the issue (Shenkar et al., 2022). Similarly, electrical field service workers conduct business with customers with their own personal and job demands that could contribute to a positive or negative interaction, leading to lowered

performance and intent to resign (Fischbach & Schneider, 2021). Still, the workforce is changing due to the globalization of markets; therefore, leaders could educate their peers and employees to mitigate misunderstandings and improve their leadership effectiveness by limiting unintentional bias (Lyausheva et al., 2021). Subsequently, Andrews and Mohammed (2020) found that leader's effective communication led to interpersonal relationships and nurtured long-term relationships where leaders helped employees solve problems but did not provide solutions. Furthermore, Lee et al. (2020) found that leaders must actively understand labor resources to prevent scandals or violations of labor or trade laws. If employees and clients can interact at a level where both parties have respect and understanding, they could engage in a positive interaction regardless of the outcome, leading to increased motivation.

Stages of Life

Researchers have identified that when employees age, life circumstances could change, leading to different needs and wants that aid in achieving quality work–life balance, job satisfaction, and motivation. Hipp and Krzywdzinski (2023) found improved job satisfaction by adjusting working hours for personal scenarios and time at home with sick children. Some leaders have implemented retention measures to meet employees' needs based on different stages of life, like shift work or hours that aid employees in childcare opportunities, education for promotional opportunities, and continuous training they can complete outside of work at home (Chiao et al., 2021). In contrast, Suter et al. (2020) found that 12-hour shifts could result in personal conflicts, thus, additional conflict in achieving a work–life balance. If employees could work with business leaders

to find beneficial shift lengths and times of the day, they might mutually agree, resulting in a positive impact on work–life balance and motivation.

The longer an individual stays employed, the more leaders could leverage their tacit knowledge and provide OJT to support less intense working days and benefit those evaluating retirement. Taheri (2020) recommended hiring employees who understand their work–life balance and retaining those who already know how to achieve it. Leaders could extend employees' working life through the work environment, financial situation, social inclusion relations, and execution of work (Nilsson & Nilsson, 2022). In contrast, Whillans et al. (2021) surmised that virtual work allowed some employees to better focus on tasks except for work focused on technological environments. Leaders and HR personnel should create programs that enrich employee engagement with present-day trends like flexible work schedules or childcare support to retain employees at different life stages (Taheri, 2020). If leaders could implement programs and working hours that meet employees at their current stage in life, they could improve employee work–life balance and motivation and reduce voluntary turnover.

Field service engineers and technicians hold varying OJT and formal education levels, yet men relatively dominate the field. Ma et al. (2020) used the terms job satisfaction and work or employee motivation from previous literature. Ma et al. renamed it work engagement while enhancing employee motivation or engagement, improved throughput, and job satisfaction. Still, Ma et al. found correlations between perceived over-qualification, empowered leadership, clear job description, and over-qualification, while work engagement was a positive mediator. Huamán et al. (2022) concluded that

leaders need to change traditional thinking and allow women the opportunity and high growth through policy changes. Furthermore, Huamán et al. found that growth-oriented strategy, service innovation, accelerated expansion, high-quality products, and a particular attitude toward entrepreneurship positively impacted development. If hiring managers focused on discovering, hiring, or promoting talented women to mitigate voluntary turnover in semi-dominant male industries, they might improve job satisfaction and employee motivation by shifting to a less dominated field, which could result in employing additional employees with more significant qualifications.

Compensation

Business leaders have additional ways to compensate employees and drive motivation other than wages. Bhatt et al. (2022) confirmed that all individuals have needs, and leaders must fulfill them through company policies and values that inspire job satisfaction and motivation. Abston and Bryant (2021) found the need for HR personnel to review compensation and employee benefits to stay relevant to the workforce's needs. If HR leaders identified that employee monthly medical premiums were proportionately higher than net income, they could work together to lower premiums while creating a tax advantage (Kristal et al., 2020). In return, employees would have increased net income without increased labor wages. In another case, Chin (2022) determined that leaders could pay out vacation hours during non-use, like during the global COVID-19 pandemic. If leaders could creatively improve the socioeconomic state of employees, they could create an environment of appreciation, leading to increased motivation.

Motivational Drivers (Past and Present)

When society members blend cultures, new generations enter the workforce, or global events impact well-being, the factors influencing motivation and employee turnover could change. Pratt et al. (2021) found factors associated with voluntary turnover: social, cultural, financial, professional, and relational factors. Equally important, Pratt et al. identified vital aspects: monthly income, age, daily rate, and total working years. Still, previous literature contained results that did not yield age or salary as high importance but rather a motivation with management as the highest. In comparison, Ivanov and Dolgui (2022) studied the potential long-term effects of resource shortages in the supply chain with a new focus on labor shortages within the supply chain. If leaders were unsuccessful in recruiting, training, and retaining talented workers during the shift to a digital or remote workforce and a change in work–life balance, they could encounter an unexpected decline in motivation and a rise in voluntary turnover.

Field service individuals can spend days to weeks away from home during any month, which could positively or negatively impact job satisfaction and motivation. Bozzi (2020) found that rising costs and the imbalance of declining living standards based on wages could benefit employees who spend fewer nights at home, limiting their housing and food costs. Therefore, when an employee sleeps and works away from their home, they spend less income on living expenses. Pratt et al. (2021) identified employee dissatisfaction factors: ineffective senior management and supervisors, unacceptable salary and benefits, and poor co-worker relationships. Hence, leaders could leverage the positive aspects of travel that could aid in identifying characteristics of field service

personnel who enjoy traveling so they can incorporate leisure elements during their off hours in remote locations to increase job satisfaction and employee motivation.

Turnover Intentions

The dependent variable in my study is turnover intentions. An electrical field service worker's intent to stay or leave is complex, with no single variable as the driving factor; rather, the combination of multiple items. Multicultural teams can share knowledge, teach, and train to create an environment of inclusion for maximum output (Jones et al., 2020; Shenkar et al., 2022). However, when employees do not share the same norms and values, it could result in conflicts, leading to increased turnover (Tsao et al., 2021). Still, Pronin (2022) identified that HR personnel should train employees, while Shenkar et al. (2022) stated that service employees' reputations could impact voluntary turnover. Travel employees decreased their housing expenses, reducing turnover (Bozzi, 2020). Furthermore, programs and policies could affect an employee's emotional health, positively or negatively impacting voluntary turnover.

Social Change and Responsibility

Social change and responsibility impact members of a multicultural team differently, which could impact employee turnover intentions. If employees do not see diverse or inclusive representation, they could resign and move to a company where they can view their representation within the workforce and provide a more significant output in work (Kulkarni & Naidu, 2021). Still, if employees embed themselves within a workforce, they are more willing to share knowledge (Jones et al., 2020). Organizations

could have lower turnover intentions if leaders and employees continuously learn and share knowledge.

Multicultural Team. Multicultural teams are a consideration within social change and responsibility. Multicultural teams result from a global economy where individuals from various cultures, geographies, and demographics comprise the workforce, and different drivers could impact turnover intention. Jones et al. (2020) found that cultural diversity was a significant factor associated with optimal team performance and operating principles that could yield the most substantial throughput. Scarborough (2020) found that gender equality at the lowest tier of employees is essential for growth in the U.S. labor markets, while women's representation in business leads to positive impacts within the organization and increased stock prices with women board members. Hence, cultural diversity improves team performance and throughput, which could increase employee motivation and decrease voluntary turnover.

Employees have different drivers that inspire job satisfaction and motivation, including time to innovate, interact with other cultures, and the reward of a quality product. Tsao et al. (2021) concluded that the construction industry requires human capital and the presence of varying norms and values that could require conflict resolution. Suncaka (2023) noted that if leaders and authority figures do not embrace and encourage a multicultural spirit or environment, followers and employees might not value or understand the importance of a more cohesive society. Economists concluded that diversity drives innovation, urbanists are creative individuals, and fostering innovation stems from local cultures embracing diversity (Scarborough, 2020). Still, not all

individuals, employees, or leaders follow the same norms or desire to embrace similar or differentiating values (Tsao et al., 2021). If leaders and employees worked together to create a cohesive multicultural workforce, the outcome could enhance quality, competitive advantage, innovative changes, and customer satisfaction. Hence, the multicultural workforce could surpass organizational objectives and influence an enhanced socioeconomic society.

Knowledge Sharing, Teaching, and Training. Other social change and responsibility considerations include knowledge sharing, teaching, and training. Researchers have studied turnover intentions and the impact on how society members communicate and share knowledge and experiences to aid individuals in learning vicariously during interactions. Shenkar et al. (2022) found positive results in knowledge sharing from travelers in the medical profession when they had the opportunity to learn with limited policy restrictions from leaders. Diverse knowledge and backgrounds can aid individuals to converge on something new or more substantial, like limiting gender segregation to improve creativity and innovation with ideas from employees at the lowest tier within an organization or society (Scarborough, 2020). Therefore, the positive impact on economies could decrease voluntary turnover when employees learn from each other and respect alternate life experiences and knowledge.

Business leaders could share knowledge and operational objectives with the workforce, like CSR initiatives to increase social and business sustainability. Wang et al. (2020) found that internal and external CSR impacts green supply chain management, and green supply chain positively impacts employee performance. Therefore, instead of

assuming employees knew why leaders spent business profits on specific upgrades or other business ventures, they could articulate the benefits of a CSR initiative. In comparison, a leader could use components of innovation to develop and allocate diversity elements for predictive outcomes based on the knowledge the workforce shared with leaders (Jones et al., 2020). On the contrary, Shenkar et al. (2022) determined that knowledge sharing from the home country adversely impacted financial resources while positively influencing funding in host countries. When the workforce shares knowledge and experiences, the results can harm and help society and the environment, which could impact voluntary turnover.

Individuals start learning from birth and progress until they enter the workforce, where some continue with formal education while others limit learning from life experiences and OJT. Tsao et al. (2021) found that conflicts originate from cultural backgrounds, unclear objectives, and political desires. In addition, Tsao et al. reinforced that employees retain numerous differences; therefore, leaders could work to understand the needs and wishes of employees. In comparison, Jones et al. (2020) determined that diversity was an innovative advantage combined with standardized methodologies and tools for enhancing team members. Equally important, Suncaka (2023) concluded that science evolves with time, and leaders could use the change to synchronize with the post-COVID-19 pandemic workforce and technology. Hence, educators could create a transformational learning environment where diversity was a norm and part of the understanding within the curriculum to mitigate harm to employees, resulting in higher turnover intentions.

Leaders, like employees, need the training to transform their thinking, understanding, and implementing forms of teaching that contain the most significant impact. Suncaka (2023) found that planning and actualizing multicultural management aided teachers and staff with the tools to establish relationships and evaluate the essential elements. For example, leaders could identify factors that drive change, understand the potential impact, and know the actions for long-term competitiveness (Spaniol et al., 2019). Therefore, leaders could change with the times and ensure they understand, use, and implement teaching based on technological advancements that benefit a multicultural workforce and society. Halimah et al. (2022) recommended recruiting and watching, meaning finding talent with the applicable skills while observing current employees and ensuring teaching and understanding when adding employees to mitigate voluntary turnover. Employees and leaders should not remain stagnant in learning and teaching; instead, transform how to teach and learn with the enhancement of a multicultural workforce.

When one employee learns new skills, a more significant chance exists that they will share their knowledge in a work environment that fosters continuous learning. Chiao et al. (2021) found increased retention when leaders promote and offer lifelong learning, develop a career path, improve communication skills, and advance teaching abilities. Nagurney (2021) identified the need for training and retaining employees, especially during labor constraints, while supply chain segments require some labor element, and business profits suffer when a labor shortage exists. In contrast, Bag et al. (2020) surmised that managers might invest first and more into product development and

competitive advantages as the more significant component than employee development. Still, Shenkar et al. (2022) found a positive impact on economies when leaders invested in employees, decreasing voluntary turnover. Leaders could work together to limit extended periods away from home while strategically offering OJT and formal education to individuals who positively respond with increased job satisfaction and motivation with less intent to resign.

Shared Values. Shared values are another consideration within social change and responsibility. An effective leader could benefit from understanding historical multicultural values and philosophies to better understand present-day and future directions. Edelstein (2005) noted a shift post-1960s in universities and colleges with more diversity in culture, ethnic, linguistic, experiential, and socioeconomics. Kulkarni and Naidu (2021) found that in multicultural work groups, leaders convinced women that the group objectives were shared values, beliefs, attitudes, and thought processes. When leaders know historical trends, they can concentrate on what is diverse and society's changing expectations.

Researchers debate theories and areas of study that are most beneficial for leaders to implement to enhance all stakeholders. Suncaka (2023) studied the aspects of leadership, planning, implementation, and evaluation of multicultural education curricula and the moderating variable of multicultural leadership. On the one hand, Siahaan et al. (2023) emphasized that teachers are responsible for protecting all students' or employees' cultures and values. In contrast, Kung et al. (2023) determined that individuals positively react to multiculturalism when their membership is salient. Researchers and leaders could

debate who is responsible for training, implementing, and defending effective multicultural management styles. Either way, employees and leaders could maintain open communication to allow all stakeholders to share their cultural norms and values while working to mitigate the intent of isolation of any stakeholder.

Tuition Reimbursement and OJT

Remote and field service employees interact with individuals from other geographical areas with the same employer but different managers who might encourage OJT and support tuition reimbursement. Shenkar et al. (2022) found positive impacts on knowledge sharing from travelers in the medical profession when they had the opportunity to learn with limited policy restrictions from leaders. Therefore, field service individuals have a more significant opportunity to learn additional skills when working in other regions with different leaders and peers. In contrast, Maheshwari et al. (2021) determined that the supply chain lacked skilled employees who could further support OJT. Still, Waltz et al. (2020) found that financial assistance with education or training increased employee engagement and job satisfaction. Still, Pronin (2022) found that influential leaders and HR personnel retained responsibility for developing and implementing career paths and training. In other words, business leaders and stakeholders must provide opportunities or tuition reimbursement for formal education to ensure overall success within the organization while increasing employee motivation.

The electrical field service workforce is a collection of individuals like other professions where employees desire to perform and excel at work. The lack of belonging could decrease employee output and increase costs for leaders (Ibrahim et al., 2022).

Chiao et al. (2021) suggested focusing retention efforts on the biggest drivers of turnover and the associated hierarchy of needs. Tarei et al. (2020) found underlying dimensions related to relationships in risk management strategies, like resource capability and the degree of sophistication in risk management practices. If leaders could identify the most significant needs of employees, technical or formal education could contain the new skills associated with improved output; therefore, employees and leaders could adapt to mitigate risk performance associated with increased complexity (Tarei et al., 2020). Hence, an employee might find a sense of improved belonging with additional education and a desire to meet or exceed expectations.

Field service engineers' reputations could correlate with their skills and ability to use technology to meet client expectations. Healthcare outcomes are generally linked to technological developments with the value associated with reputations (Shenkar et al., 2022). Chiao et al. (2021) found that leaders can increase retention with a system that invests in new technologies. Leaders could invest in employee OJT and formal education to reduce voluntary turnover. Still, Bag et al. (2020) found that innovation was the most significant element in maintaining a competitive nature and requires well-developed management and talent capabilities. In addition, managers encouraging and fostering a learning environment could optimize employee performance and output while nurturing job satisfaction. Leaders providing learning opportunities could increase technological advancements and enhance employee skills and reputations, reducing voluntary turnover.

Leaders might attract potential talent by offering tuition reimbursement programs that could aid employees in their career development. Business leaders search for

individuals with skillsets to perform tasks and could invest in employees to increase their capacity and overall knowledge. Thome and Greenwald (2020) found that tuition reimbursement programs help embed employees through career development within the organization, limiting turnover intentions; thus, leaders justified the costs. On the other hand, Chesney (2022) found that peers influenced each other to obtain higher education; however, peers who have completed higher education with company tuition reimbursement funds more significantly influenced colleagues to further their education. If employees perceive tuition reimbursement as a financial benefit, leaders might advertise the program, intending to advance the abilities of their employees. Furthermore, if employees who receive tuition assistance influence others to work on their degrees, leaders could group individuals to maximize peer influence. The costs leaders incur for employee education programs could offset the cost of turnover and provide financial tax benefits to the employee and the organization.

Another example is that remote electrical field service employees require organizational and employee changes like technical support, social roles, and social protections (Pronin, 2022). Hence, leaders should use influence to exemplify optimal performance so that their team naturally inherits similar traits (Vroom & Jago, 2007). In addition, HR personnel should provide training on diversity, language acquisition, and cross-cultural insights (Ibrahim et al., 2022). However, leaders should not limit learning to cultural insights because Chesney (2022) found that peers influence each other to complete higher education when using company tuition reimbursement funds. Hence, a tuition reimbursement program for formal education could result in an environment

where employees who do not pursue education are still inspired to learn about peers' cultural and diversity differences.

Employee Benefits

Some leaders have identified high levels of travel as beneficial and can mitigate turnover intentions for field services workers who enjoy exploring new areas. Bozzi (2020) found that rising costs and the imbalance of declining living standards based on wages could benefit employees who spend fewer nights at home, limiting their housing and food costs. Therefore, some field service employees might benefit by experiencing new cultures and geographical areas with limited out-of-pocket expenses. In addition, Olafsen and Bentzen (2020) found that employees of various backgrounds and stages of life benefit from relaxing after work and taking a break. Besides, Bozzi provided an alternate view on the positive aspects of travel that could aid leaders with identifying characteristics of field service personnel who enjoy traveling so they can incorporate aspects of leisure during their off hours in remote locations to increase employee motivation. Hence, leaders might hire individuals with less talent who are more willing to travel and find it beneficial to their compensation and life experiences, which could mitigate voluntary turnover.

Emotional Health

Previous researchers found that emotional health influences turnover intentions. When individuals are exhausted, they could use paid time off to recover and improve their emotional and physical health. Fischbach and Schneider (2021) found that leaders in service organizations should promote health, well-being, and performance in managing

personal emotions, while HR leaders should provide training and implement strategies for employee health management. Electrical field service workers conduct business with customers with unique job demands that could contribute to a positive or negative interaction, leading to lowered performance and intent to resign. Gupta et al. (2020) found that designers and users share responsibility for inputs and outputs in the supply chain. If field service individuals are the product, thus, an element of the supply chain, their emotional health could adversely impact the quality of the product and customer satisfaction.

Employees could define emotional health as the need for autonomy to invest more or less time at work based on their embeddedness within the organization and co-workers. Vo et al. (2022) found that competent individuals are less motivated since others could recognize their abilities and choose to invest less time and energy in their work. In addition, Vo et al. found that autonomy and social relatedness improved motivation, and competency had the opposite effect. Olafsen and Bentzen (2020) concluded that highly autonomous employees experienced more significant positive impacts, like satisfaction, work effort, and work quality. In contrast, highly attached employees experienced more emotional exhaustion and less job satisfaction. Consequently, employee motivation, social interactions, or potential embeddedness contribute to whether an employee resigns (Vo et al., 2022). Accordingly, Olafsen and Bentzen concluded that detachment from work and employee motivation indicates the outcome level. Therefore, employee motivation and emotional health stem from the type of work and the level of control employees have in their daily activities, leading to the intent to stay or leave.

Programs and Policies

Leaders could implement programs to support employees in a multicultural workforce, but that does not guarantee a positive outcome or lowered turnover intentions. Chien-Chin et al. (2022) determined that HR personnel support leaders as vital stakeholders in developing and growing diversity and inclusion. Scarborough (2020) found that industries that require the exchange of information suffer from gender segregation. Even with training, not all individuals, employees, or leaders follow the same norms or desires to embrace similar or differentiating values (Tsao et al. (2021). In addition, no two employees or leaders shared the same cultural beliefs and norms (Chien-Chin et al., 2022). Hence, leaders should not exclusively rely on training, programs, and policies for a positive and inclusive working environment. Instead, leaders and employees could benefit from regular open communication as societal norms change with a changing workforce in addition to training, programs, and policies.

Standardizing programs and policies could aid leaders working in global economies with a migrating workforce and the influence of digitization of communication and execution of tasks. Rodríguez-Rivero et al. (2022) determined that future research should include additional countries that have dissimilar and similar cultures. Besides, the changing landscape of employees requires future researchers to forecast social trends based on the influences of a global society (Lyausheva et al., 2021). Service workers could come from various cultural backgrounds, resulting in a more diverse workforce and diverse execution strategies, resulting in leaders needing to

standardize with programs and policies that could mitigate turnover intentions through known requirements.

Transition

In Section 1, I provided the purpose of this quantitative correlation study to examine the relationship between general job satisfaction, employee motivation, and employee turnover intentions. I then described the background of the problem and the importance of job satisfaction and employee motivation to mitigate voluntary turnover. In addition, I established the hypothesis for the study, compared theoretical frameworks, and provided a review of the professional and academic literature. The literature contained insights that impacted job satisfaction, like communication styles, demographics, cultures, groups, and security risks. In addition, I found that positive emotional traits, employees' needs and desires, stages of life, compensation, and motivational drivers impacted employee motivation. Accordingly, factors associated with turnover intentions were social change and responsibility, tuition reimbursement, OJT, employee benefits and health, and programs and policies. Section 2 includes a purpose statement and information about the researcher's responsibilities, research method and design, participant selection, population and sampling, ethical considerations, data collection techniques and instruments, and a data analysis process. I concluded Section 2 with an examination of the study's validity.

In Section 3, I explain the findings, how they could aid leaders in reducing the intent to leave and discussed implications for social change. In addition, I evaluate the results related to decreasing voluntary turnover. Finally, I discuss recommendations for

action and future research regarding the relationship between job satisfaction, employee motivation, and voluntary turnover.

Section 2: The Project

Section 2 contains my discussion on the role of the researcher, participants, research method and design, population and sampling, data collection instrument, and technique. Additional critical elements are data analysis, study validity, and a summary of the results. My study's contribution to social change includes improved job satisfaction and employee motivation through insights into knowledge sharing, teaching, training, shared values, tuition reimbursement, OJT, emotional health, programs, and policies resulting in decreased voluntary turnover intentions. The benefits of an embedded workforce could improve company profits by lower recruiting costs resulting from less turnover (Wei & Nezaj, 2022).

Purpose Statement

The purpose of the quantitative correlational study was to examine the relationship between general job satisfaction, employee motivation, and employee turnover intentions. The targeted population was electrical field service personnel working for electrical field service and NETA companies and its members. The focused group of participants resided in the United States and currently held a NETA I, II, III, or IV certification.

Role of the Researcher

A researcher who uses the quantitative methodology analyzes the data of phenomena through an unbiased statistical analysis. Researchers have a role in studying and exploring different perspectives that could explain varying relationships between variables (Liu & Liu, 2022). According to Cudejko et al. (2022), researchers could

experience constraints when comparing research findings to previous research if the participants were from different industries, populations, or geographies. Furthermore, when a researcher uses the quantitative method, they analyze the data to rationalize meaningful correlations and conclusions.

I did not have direct contact with any of the participants in the study. I dispersed the questionnaire using SurveyMonkey through my professional network. At the time of this study, I had over two decades of industry experience working as an electrical field service engineer and in various leadership roles. My experience did not impact any participants; their names and participation remained anonymous.

The *Belmont Report* contains details on ethical principles for human subjects, such as respect for persons, beneficence, and justice to ensure ethical research methods (U.S. Department of Health and Human Services, Office for Human Research Protections, 1979). Researchers should implement ethical considerations and procedures so that participants understand that only the researcher will see the surveys, participation is voluntary, all data are confidential, and no greater harm than that experienced in the workaday world to participants (Saunders et al., 2016). I demonstrated respect and ethical practices in this study by not collecting participant names or other personal identifying data. In addition, I respected the beneficence of the participants with an informed consent form and voluntary agreement to participate. Equally important, I acted with justice regarding the participants by ensuring I followed and adhered to the Walden University Institution Review Board's (IRB) guidance.

Participants

Participants for this study were NETA-certified and electrical field service technicians and engineers in the United States. I collected questionnaires from this demographic to evaluate the correlation between the independent and dependent variables. I focused on individuals who intend to resign within the next 1–12 months, like Kung et al. (2023) focused on participants who were most likely to apply for a job in the upcoming months. I evaluated all responses regardless of intent to leave in the next few months. I restricted participants to those with NETA or equivalent credentials and experience to ensure the most relevant data. Even though some participants could have held a supervisory role, they could still have worked in the field, and their responses could have contained relevant data. The population under analysis had fewer than 4,000 NETA-certified technicians and engineers and expanded to include all electrical field service individuals with equivalent experience. Therefore, the target population was a small group of individuals.

For this study, I gained access to participants through the internet on the social media site LinkedIn. I created a survey in SurveyMonkey and distributed it through my professional network on LinkedIn with questions related to my research question for this correlational research study. The survey included an informed consent form so that individuals knew their participation was voluntary, and I secured all data on a password-protected computer. In addition, I did not collect any personal identifiers that could have linked the participants back to the survey responses. According to Kim et al. (2023), researchers can obtain faster responses and more significant engagement when they use

established online communities or social media groups. Hence, my established professional network and online community forums should have yielded sufficient and timely responses to the survey for this study.

Research Method and Design

Research Method

For my planned research design, I collected data using the published MSQ (1977) on employee satisfaction. Responses to the MSQ could contain data on what motivates employee turnover intentions among employees who hold a NETA certification or had equivalent experience. In addition, participants responded to the second independent variable of employee motivation on MTQ (2000). According to Saunders et al. (2016), researchers should use quantitative methods when evaluating large amounts of data. Therefore, I used quantitative methods to assess the significant number of questionnaire data points. The survey data collected from NETA or equivalent electrical field service technicians and engineers in the United States could have been related to employee turnover intention based on (a) job satisfaction and (b) employee motivation. The MSQ contained interval data for general job satisfaction and employee motivation on a Likert-type scale. In addition, I used the MTQ to collect data on the second independent variable, employee motivation, on a Likert-type scale. I supplemented the questionnaires with one question on a Likert-type scale to collect interval data for the dependent variable employee turnover intentions. The question asked a respondent how likely they are to leave their current employment (see Appendix A).

Another research method is qualitative, where researchers interview individuals and collect data. When a researcher wants to explore theories and an individual's experiences, they should use a qualitative approach (Jimmieson et al., 2021). I did not conduct interviews or record experiences; therefore, the qualitative approach was not applicable.

Mixed-method research is the combination of quantitative and qualitative methods. When a researcher wants to explore themes, experiences, and the magnitude of each, they start with qualitative methods to identify themes and finish with quantitative methods to evaluate the importance of the variables (Suter et al., 2020). I assessed the magnitude of two independent variables with quantitative and no qualitative methods; therefore, this study did not contain mixed methods.

Research Design

A researcher can choose from four quantitative methods: experimental, quasi-experimental, correlational, and descriptive (Bougie & Sekaran, 2020). According to Saunders et al. (2016), a correlation method aids the researcher in measuring the change in one variable when the other changes but does not indicate which variable caused the change; instead, there is a correlation of variables. I used a quantitative correlation method to examine relations between independent variables contributing to turnover intentions.

Other research methods are experimental, quasi-experimental, and descriptive. A researcher would use the experimental method when they do not have data on the dependent variable, and they would use the quasi-experimental method to measure cause

and effect on variables (Bougie & Sekaran, 2020). In comparison, descriptive methods aid researchers in gaining data on a topic. I evaluated the relationship between general job satisfaction and employee motivation; therefore, a descriptive method was inappropriate because I was not gathering data on a phenomenon. I did not control a variable or attempt to identify the cause and effect within the research; therefore, experimental and quasi-experimental methods were not appropriate.

Furthermore, I used a quantitative correlational design with linear regression analysis to examine the relationship between variables. Šverko et al. (2022) determined that Pearson's product-moment correlation is the most common analysis to determine the linear correlation of two variables or the degree to which they change in relation to each other. I used data analysis to identify the strength of the correlation between variables.

Population and Sampling

The population for this study was NETA-certified or equivalent experienced field service individuals in the United States. There were qualifying questions to confirm whether an individual worked for an electrical field service or NETA-accredited company; their current NETA Level I, II, III, or IV status; and their years in the industry (see Appendix A). The questions contained a logic error that prevented the participants from moving forward in the survey if they did not meet the criteria of working as an electrical field service individual. I used SurveyMonkey to dispense the questionnaire through my professional network of recruiters in the industry, LinkedIn, and a NETA representative. I used the participants' electronic results for data collection and analysis.

Researchers can use probability or nonprobability sampling methods when distributing surveys to a target population. Saunders et al. (2016) defined probability sampling as knowing the chances that a sample will come from the targeted population. In contrast, nonprobability sampling is a form of snowball sampling from someone passing a survey on to another potential participant. Probability sampling could take longer for a researcher to identify participants in the target population but improves the chances that individuals will be in the target population (Saunders et al., 2016). Nonprobability or snowball sampling aids a researcher in gaining access to a larger population; however, it could result in unequal chances for individuals in a localized group to have increased representation (Dighe et al., 2023; Saunders et al.). I used my professional network of recruiters on LinkedIn, who had access to a more significant breadth of individuals and might have provided a snowball sampling effort to achieve the needed survey responses.

The nonprobabilistic sampling came from using G*Power 3.1 software. According to Faul et al. (2007), the G*Power software output aids researchers with a visual output and associated error probabilities to understand inferential statistics and to calculate the needed sample size for a study. I used the software to calculate the sample size with the following parameters. The statistical analysis of linear multiple regression with a priori power analysis, with small effect size ($f^2 = .15$); $\alpha = .05$; power = .80; and two predictor variables, with the result of 68 participants for the appropriate sample size (see Figure 1). When calculating with a power of .95, the total number of participants

increased to 107 (see Figure 2). Based on the outputs from the G*Power software, I strived to obtain a sample size of 68–107 completed participant questionnaires.

Figure 1

*G*Power 3.1 Calculation (Power = .80)*

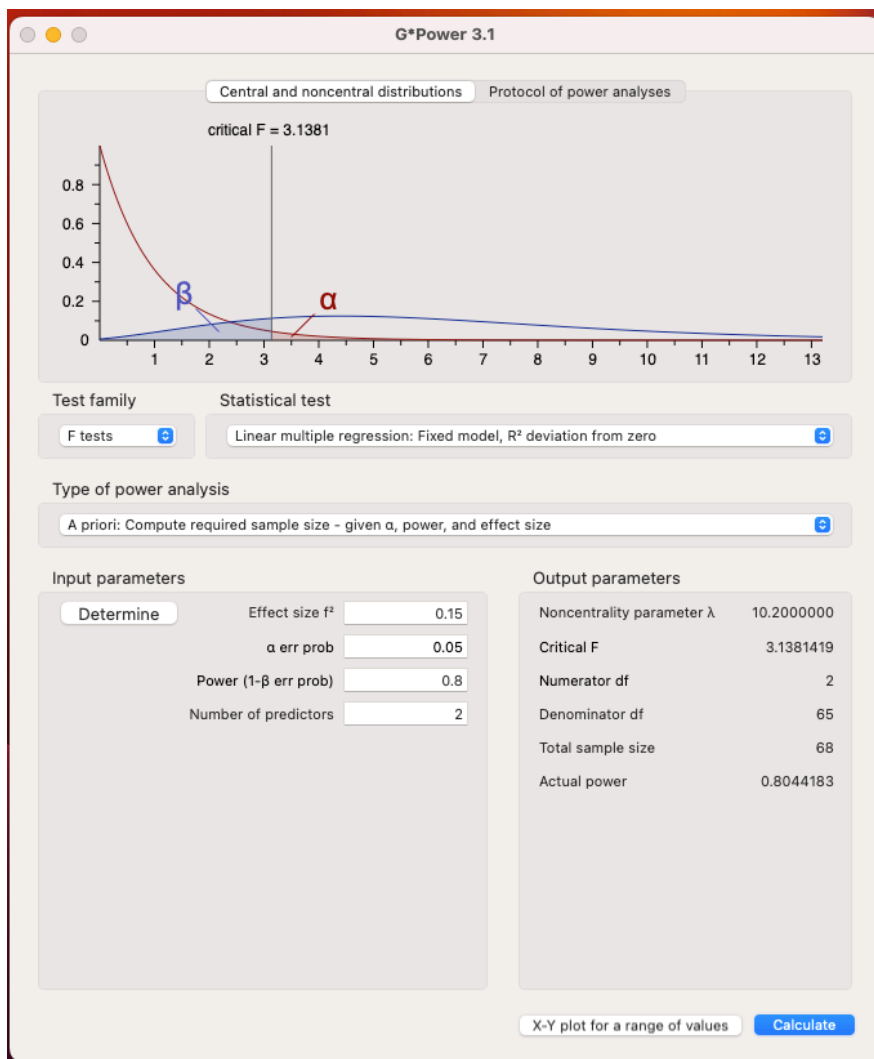
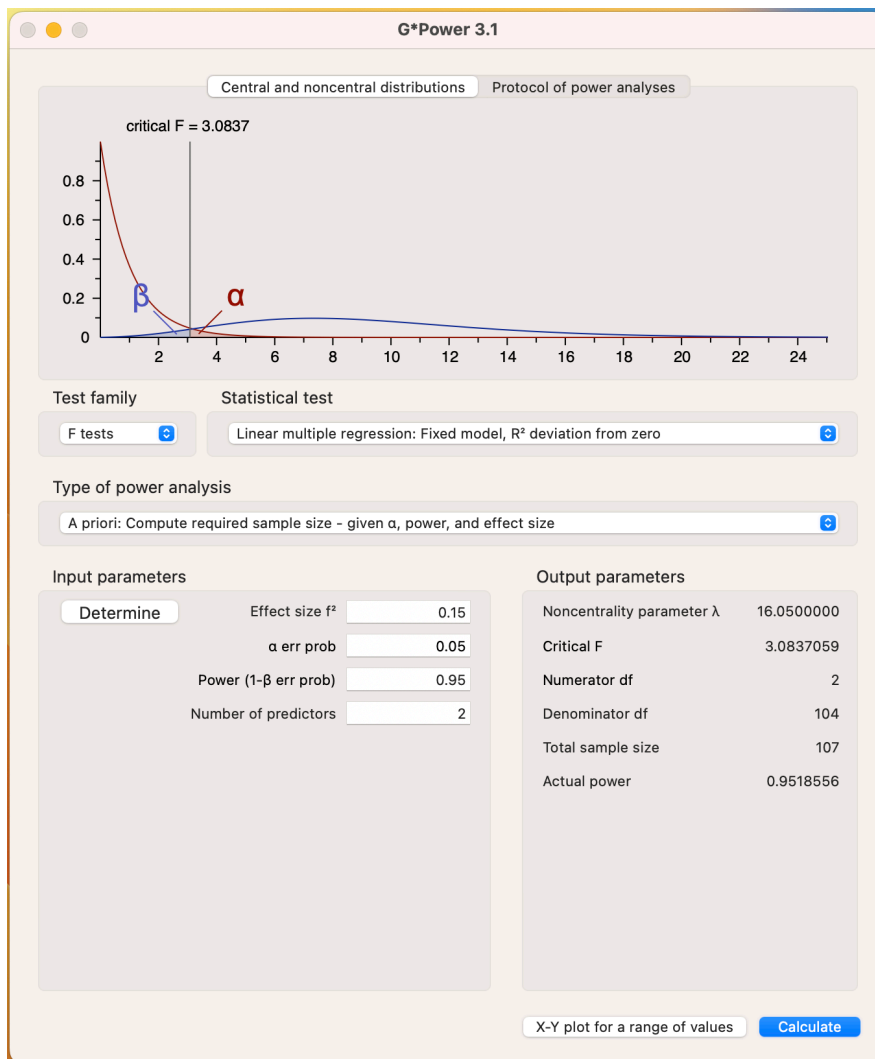


Figure 2

G Power 3.1 Calculation (Power = .95)*



Ethical Research

Researchers need to protect the rights of human subjects in research. According to Yin (2018), researchers must gain informed consent from all participants while providing insight into the nature of the study and emphasizing that participation is voluntary. If participants desired to withdraw from participating in this study, they could exit the

survey and not finish. Participants should have sufficient time to comprehend the nature of the study, purpose, and possible implications of participation and that a researcher will follow the consent form guidelines (Saunders et al., 2016). I provided the IRB-approved consent form for internet-based research to protect human subjects in this study.

Researchers can follow the two-step consent process by giving potential participants a consent form to acknowledge before proceeding to the survey (Chiao et al., 2021). In the first step, I provided participants with the consent form in SurveyMonkey, followed by the second step, where they confirmed by proceeding with the survey. Participants did not receive any compensation for their responses.

The *Belmont Report* contains the recorded ethical principles for human subjects, such as respect for persons, beneficence, and justice (U.S. Department of Health and Human Services, Office for Human Research Protections, 1979). The survey did not contain questions that jeopardize a participant's autonomy, thereby maintaining respect for persons. I minimized harm to individuals and maximized their benefits by maintaining the confidentiality of the raw data and publishing the aggregate results. Finally, I offered justice with published results that leaders and employees could evaluate for insight.

I will continue to store the data securely for 5 years to protect confidentiality and then destroy it. In addition to maintaining confidentiality, I did not collect any participant names nor provide monetary or nonmonetary support to participants. The Walden University IRB approval number, 11-16-23-1161277, was dated November 16, 2023, with an expiration date of November 15, 2024.

Data Collection Instruments

During the data collection phase, I used two instruments and one qualifying question to gather data on the independent and dependent variables. I used the MSQ short form to collect data on the independent variable of job satisfaction (Weiss et al., 1967). In addition, participants responded to the second independent variable of employee motivation on the MTQ short-form questionnaire (Heggstad & Kanfer, 2000). I combined the two questionnaires and the qualifying questions into one online survey. Finally, the initial questions to qualify a participant included the interval level of turnover intentions to measure the dependent variable and demographics of NETA level, years in the industry, and gender (see Appendix A).

Minnesota Satisfaction Questionnaire (MSQ – Short Form 1977)

I used the MSQ short form from 1977 to collect participant responses from a 20-question survey that included questions related to intrinsic, extrinsic, and general satisfaction (see Table 2) (Weiss et al., 1967). The MSQ 1977 short-form questionnaire is a condensed version of the 1967 long form with 100 questions. Participants could have completed the short form in 5–10 minutes, which could have contributed to receiving sufficient responses to conduct data analysis. The participant responses yielded a score of 20–100, indicating the general level of job satisfaction.

Table 2*MSQ Satisfaction Scales*

Intrinsic satisfaction	Extrinsic satisfaction	General satisfaction
Ability utilization	Achievement	All intrinsic and extrinsic plus
Activity	Advancement	Recognition
Co-workers	Authority	Responsibility
Company policies and practices	Compensation	
Creativity	Variety	
Independence	Working conditions	
Moral values		
Security		
Social service		
Social status		
Supervision – human resources		
Supervision – technical		

I used the MSQ short form to record interval data on a Likert-type scale from 1–5 and added the values up for an overall indicator of general job satisfaction. The questions were in two subgroups with a general indicator. A participant’s response to job satisfaction comprised intrinsic and extrinsic satisfaction groups. In addition, the data could have indicated the different areas that impacted job satisfaction for various participants from either intrinsic or extrinsic benefits. I used general job satisfaction as the indicator for the predictor variable. The instrument was appropriate for this study since Weiss et al. (1967) used the MSQ short form to research the normative values for engineers and provided the data. When calculating general satisfaction, the researcher would add the scores of each question to indicate the level of satisfaction from 20–100 and could compare it to the normed values in Weiss et al.’s work.

The MSQ short form retains reliability and validity as a shortened version based on the confirmations of the long form and published in Monograph XIX of the Minnesota Studies in Vocational Rehabilitation series (Weiss et al., 1967). Weiss et al. (1967) confirmed the internal reliability of the MSQ when they calculated consistent coefficients of engineers for intrinsic satisfaction 0.91, extrinsic satisfaction 0.82, and general satisfaction 0.92. Hancer and George (2004) found that a factor analysis is required when evaluating the results of an MSQ survey if one does not exist. Thus, they discovered that intrinsic and extrinsic items could vary with different groups in the restaurant services sector. Moreover, Weiss et al. did provide factor analysis and normed values for my surveyed population of engineers. Furthermore, Lakatamitou et al. (2020) tested and confirmed the construct validity and reliability of the MSQ short form when they studied job satisfaction in healthcare professionals in Greek-speaking hospitals.

Motivational Trait Questionnaire (MTQ – Short Form 2000)

Heggestad and Kanfer (2000) developed the Motivational Trait Questionnaire (MTQ) in 2000 to link classic theories with current motivation and behaviors. They created the MTQ long form to measure the traits of personal mastery, competitive excellence, motivation anxiety, and failure avoidance, and subsequently, a short form that removed the failure avoidance trait. Study 1 was the development of the MTQ, and Study 2 was to test construct validity. Initial tests and re-tests confirmed evidence of scoring stability; however, the time between tests was insufficient to confidently confirm the elements represented trait measures (Heggestad & Kanfer, 2000).

The MTQ short form is a condensed version of the MTQ long-form and was confirmed to retain reliability and validity (Heggestad & Kanfer, 2000). Participants could have answered the short-form questionnaire in 10–15 minutes, with responses recorded on a Likert-type interval scale of 1–6 for each response. I totaled the responses to measure individual motivation as the single predictor variable for motivation. This predictor variable summed information from three categories: personal mastery, competitive excellence, and motivation anxiety. The scoring key of the MTQ requires that the researcher reverse the score on 9 of 48 questions.

The reliability and validity of a data collection instrument are vital to the integrity of research and subsequent findings. Diefendorff and Mehta (2007) confirmed that the MTQ short form retained convergent and discriminant validity when they used the tool to test part-time college student workers. In addition, they confirmed the reliability of the MTQ when they compared it to the behavioral inhibition system and behavioral activation system questionnaire, indicating a positive correlation of results, but sufficiently different to not indicate redundancy. In comparison, Rodríguez-Cifuentes et al. (2020) used convenience sampling to test the tool on Spanish employees over 40 years old. Equally important, Barch et al. (2008) tested the tool on 66 schizophrenia or schizoaffective disorder and 44 healthy control individuals. They confirmed the reliability and validity of the MTQ. However, Barch et al. did not test the MTQ on productive work behaviors, thus limiting capturing intrinsic motivation, but did confirm relevant motivation levels. Diefendorff and Mehta, Rodríguez-Cifuentes et al., and Barch

et al. concluded that motivational traits can predict a departure from personal and organizational commitment.

I stored the data on a password-protected computer with a second level of security in my OneDrive. I will retain and then destroy the data for this study after 5 years. I did not include the instrument that was open source for student research. However, I had the author's authorization for a closed-source instrument (see Appendix B).

Data Collection Technique

Research is more than an individual collecting data and analyzing it to answer a question. Before King et al. (2020) commenced the study, they defined the parameters of time, participants, and how and when they would collect data. In King et al.'s research, they used the mixed-method approach to find phenomena and then calculated the magnitude of the studied components. I used my professional network to distribute the approved questionnaires I inputted into SurveyMonkey, where the participants recorded responses. The questionnaire contained a qualifying question so that participants who did not meet the criteria received a message thanking them for their support and automatically exited the survey. However, they did not meet the parameters of the research. The individuals who met the participation criteria continued the study and completed the survey instrument.

A researcher can use close-ended questions to survey a large population to evaluate the relationship between variables. Liu and Liu (2022) used a questionnaire to collect data from a large population in a particular location to determine the magnitude of the relationships between different variables they defined in the research question. Still,

Saunders et al. (2016) described the nature of data collection questions as complex, while the order and logic of the questions are vital. In addition, Saunders et al. stated that an advantage of quantitative research with a distributed questionnaire allows the researcher to access a larger population with lower costs that could contain a more accurate statistical representation of the surveyed participants. In contrast, researchers have a disadvantage with quantitative methods that do not capture new phenomena (Saunders et al., 2016). My questionnaire collection approach aided in a more significant population sampled with fewer costs but did not expand on new phenomena.

Researchers need to understand how they will collect data before they start. Therefore, I measured and collected interval data with a Likert-type scale for general job satisfaction and employee motivation. In addition, I measured and collected interval data for the dependent variable, employee turnover intention. Students can use the open-sourced MSQ questionnaire for schoolwork without the author's permission. Equally important, I received permission to use the MTQ from the author (see Appendix B). Hence, I did not conduct a pilot study to confirm the reliability and validity of the surveys.

Data Quality and Volume

Researchers use surveys and questionnaires to collect data while working toward data saturation from a sample of the entire population. Fusch and Ness (2015) emphasized that data triangulation warrants data saturation and further increases the study's validity. However, Fusch and Ness stated that more data are not beneficial; instead, data saturation is the intent. For example, if a researcher has defined concepts,

they can better analyze large volumes of data with a higher probability of achieving data saturation (Wang et al., 2020). Wickert et al. (2021) concluded that practitioners need data to reflect on, formulate new paradigms or perspectives, and contribute to socially diverse forms of impact. Leaders comprehending adequate sampling are influential, and practitioners could better control costs during research to converge on new concepts or theories.

Furthermore, the quality of researchers' findings improves when they offer comparing, contrasting, and alternate perspectives. Wickert et al. (2021) confirmed that social impact and change can come from solving theoretical problems while better understanding phenomena. Besides, when a researcher-practitioner can understand, respond, agree, and counter conceptual and theoretical outcomes, they can demonstrate the depth and breadth of research and synthesis. A high level of synthesis and range of knowledge comes with practice and time; therefore, leaders could use research data to evaluate turnover intentions and implement mitigation concepts.

Data Analysis

The statistical analyses included (a) Pearson's correlation coefficient to confirm if the variables contained a relationship and (b) multiple regression to explore the intent to leave with the two predictor variables.

RQ: What is the relationship between general job satisfaction, employee motivation, and employee turnover intentions?

H_0 : There is no statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

H_1 : There is a statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

I had three parts of the survey for data collection to include demographics: NETA level, years in the industry, gender, and intent to leave, the MSQ short form, and MTQ short form questions. The purpose of the study was to collect data associated with job satisfaction, employee motivation, and turnover intention. I conducted statistical analyses to determine if any relation existed between the independent variables of general job satisfaction and employee motivation and the dependent variable turnover intention. In addition, I used the limited demographics to provide descriptive statistics of the sampled population.

Statistical Analysis

A researcher has a choice of statistical software for data analysis, and I used IBM SPSS Version 29.0.1.1. Green and Salkind (2017) wrote a book on analyzing and understanding data so that researchers could provide charts, figures, graphs, and written interpretations. I used multiple linear regression analysis with correlational research design to evaluate the linkage between multiple independent variables while using histograms and scatterplots to visualize the relationship, but this did not assume causation, and the purpose of the study was to identify if a correlation existed (Bleske-Rechek et al., 2015). In addition, I used Pearson's r with the quantitative data to evaluate the degree of linearity between the variables.

Pearson's product-moment correlation coefficient is a tool for measuring the linear correlation between two variables. I used Pearson's r to evaluate the degree and

direction of the relationship between my variables. Bougie and Sekaran (2020) stated that researchers could use Pearson's correlation coefficient with interval or ratio-scaled items. The correlation value is from -1 to 1, while -1 is a complete negative correlation, 1 is a total positive correlation, and 0 is no correlation between variables (Green & Salkind, 2017). I used Pearson's coefficient values to indicate the correlation and significance level as 0.10 = small, 0.30 = medium, and 0.50 = large. If the variables were insignificant, I did not include them in the final analysis.

Furthermore, researchers can use bivariate linear regression when analyzing a predictor variable to a dependent variable (Green & Salkind, 2017). In addition, a researcher could use one-way ANOVA to test variances by separating an aggregated data set or use an independent sample *t*-test to analyze the mean differences of unrelated groups (Green & Salkind). Neither test was applicable in this study since I evaluated the correlation of two or more independent variables and one dependent variable.

Data Cleaning and Screening

Data cleaning and screening are vital tasks researchers encounter before they can perform statistical analyses. A researcher can use the mean of scores to fill in the blank responses but should use caution if the data points are not equivalent in value (Bougie & Sekaran, 2020; Green & Salkind, 2017). I used features within SurveyMonkey to prevent participants from submitting the questionnaire if they had missing responses, which could have introduced bias if participants did not want to answer a question. In addition, the feature could have limited the total number of submitted surveys; however, it would not have increased bias by assuming a response or calculating a potential response from the

mean responses. By limiting survey submissions with missing data, the researcher does not need to address missing data points or further screen the surveys for completeness.

Green and Salkind (2017) stated that the random effects model under multiple linear regression is most appropriate for non-experimental research, where the researcher does not manipulate the independent variables. In addition, multiple regression contains the assumptions that the data are multivariate normally distributed, a random sample, and the scores are independent of another variable. The relationship is linear when the assumption of multivariate normally distributed data is met. I tested the assumption with histograms and scatterplots to visually display normality in the data distribution (Bougie & Sekaran, 2020; Green & Salkind, 2017). I used a nonparametric test if the normality assumption was violated, like Durbin-Watson's, which does not require normally distributed data.

I tested the assumptions of random samples and scores independent of other variables with the F-test. Bougie and Sekaran (2020) described the F-statistic as an indicator of the variance between variables and if the samples are from different populations. In addition, I evaluated the p -value at $< .005$ to confirm statistically significant differences. Without an indicated statistical difference, I rejected the variable and did not include it in the analyses.

I interpreted the inferential results to mitigate type I and II errors with an R-squared value, p -value, and Beta coefficients. The R-squared value ranges from 0–1, which indicates the probability of predicting the outcome of the dependent variable and is the percentage of influence from the linear relationship (Green & Salkind, 2017). I

evaluated the data to mitigate type I errors with an $\alpha < .05$ in rejecting the null hypothesis, while the p -value was the probability of obtaining the same results from another observation. I used a p -value $< .005$ to indicate the significance of the results as independent from other variables. Finally, I evaluated the β coefficients to show the positive or negative correlation of change in the dependent variable while holding the other variables constant. The values aided in mitigating type II errors and failing to reject the null hypothesis with a true alternate hypothesis (Bougie & Sekaran, 2020).

Study Validity

Study validity contains aspects of internal and external components. Saunders et al. (2016) defined validity as the accuracy, appropriateness, and generalizability of the research findings without bias. I addressed the research's internal validity by evaluating whether a causal relationship existed between the variables through a correlational design (Saunders et al., 2016; Yin, 2018). In addition, I addressed external validity with a focus on convergent validity to measure the degree of relationship between variables to magnify the construct of general job satisfaction, employee motivation, and turnover intentions.

Researchers complete quantitative studies with statistical conclusions based on participant data. Sjoberg Bergersen (2023) defined statistical conclusion validity as evaluating the variables under investigation and the associated cause and effect. In addition, Sjoberg Bergersen encouraged researchers to focus on the three fundamentals of construct validity: how to handle bias, how the concept is defined, and how the indicators span the concept. Equally important, researchers should understand that log

transformations are fundamental requirements to address skewness distribution and belong to the statistical construct validity of a study (Sjoberg & Bergersen, 2023). I used box plots, scatter plots, histograms, and other statistical tools in the IBM SPSS software to confirm and address any violations of type I or II errors. Furthermore, I evaluated any violations of assumptions and made the applicable corrections to present the results with validity in the statistical conclusions accurately.

Transition and Summary

In Section 2, I restated the purpose statement, explained the role of the researcher and participants, identified the research method and design, described the population and sampling method, presented ethical research considerations, and finished with the data collection and analysis processes. I took the opportunity to evaluate to what extent a relationship existed between general job satisfaction, employee motivation, and turnover intentions. I presented my findings in Section 3.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this quantitative correlational study was to examine the relationship between general job satisfaction, employee motivation, and employee turnover intentions. The independent variables were general job satisfaction and employee motivation. The dependent variable was employee turnover intentions. I identified the model to predict employee turnover intentions, $F(2, 48) = 15.29, p < .001$, $R^2 = .389$, where the R^2 (.389) value indicated that 38.9% of the variation in employee turnover intentions was accounted for by the linear combination of the predictor variables general job satisfaction and employee motivation. In the final model, general job satisfaction was the only significant contributor ($t = -5.15, p = < .001, \beta = -0.586$).

Presentation of the Findings

RQ: What is the relationship between general job satisfaction, employee motivation, and employee turnover intentions?

H_0 : There is no statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

H_1 : There is a statistically significant relationship between employee job satisfaction, employee motivation, and turnover intentions.

The independent variables were general job satisfaction and employee motivation. The dependent variable was turnover intention. The selected population for the study consisted of electrical field service individuals in the United States. A total of 116 potential participants started, but I only included 51 completed surveys for analysis

because 65 participants' submissions were either disqualified or the participants did not complete the survey.

Descriptive Statistics

The demographic frequencies are displayed in Tables 3–6. The count of participants who work for a NETA-certified company was 36, and 15 did not (see Table 3). Participant NETA levels were six participants for Level I, 11 for Level II, nine for Level III, and 10 for Level IV, and 15 participants identified as non-NETA certified individuals (see Table 4). Participants' time in the industry were from 1–47 years (see Table 5). The final demographic displayed is gender, with 50 male participants and one female participant (see Table 6).

Table 3

Do You Work For a NETA-Certified Company?

		Frequency	Percent
Valid	No	15	29.4
	Yes	36	70.6
	Total	51	100.0

Table 4

What is Your Current NETA Level?

		Frequency	Percent
Valid	Level I	6	11.8
	Level II	11	21.6
	Level III	9	17.6
	Level IV	10	19.6
	N/A	15	29.4
	Total	51	100.0

Table 5*How Long Have You Been in the Industry?*

		Frequency	Percent
Years	1	1	2.0
	2	1	2.0
	5	1	2.0
	6	2	3.9
	7	2	3.9
	8	2	3.9
	10	2	3.9
	11	3	5.9
	12	8	15.7
	13	2	3.9
	15	3	5.9
	16	1	2.0
	18	1	2.0
	20	5	9.8
	21	1	2.0
	23	1	2.0
	24	3	5.9
	25	1	2.0
	27	1	2.0
	29	1	2.0
	30	3	5.9
	31	1	2.0
	35	1	2.0
	40	2	3.9
	43	1	2.0
	47	1	2.0
	Total	51	100.0

Table 6*Gender*

		Frequency	Percent
Valid	Female	1	2.0
	Male	50	98.0
	Total	51	100.0

Descriptive statistics were used to analyze and describe the sample mean scores on each scale for the research and subcategory variables (see Table 7). The mean score for the first variable general job satisfaction was 44.02, with a standard deviation of 12.88. The second variable employee motivation had a mean score of 187.55 with a standard deviation of 31.54. Low scores on the survey under the variable job satisfaction and its subcategories intrinsic, extrinsic, and general would indicate more significant job satisfaction. Higher scores on the survey under the variable employee motivation and its subcategories personal mastery, desire to learn, mastery goals, competitive excellence, other referenced goals, competition seeking, motivation anxiety, worry, and emotionality would indicate more significant employee motivation. The mean score for turnover was 3.61, with a standard deviation of 1.72. A higher score on the turnover intention scale indicates a decreased desire for turnover intention.

Table 7*Descriptive Statistics*

	N	Mean	Std. deviation
Job satisfaction	51	44.02	12.880
Employee motivation	51	187.55	31.537
Valid N (listwise)	51		

Tests of Assumptions

I used histograms to evaluate the assumptions of multivariate normally distributed, a random sample, and the scores were independent of another variable. In addition, the *F*-test indicated that the variance between the variables and the samples was from different populations, while I evaluated the *p*-value at $< .005$, which confirmed statistical significance. I used 2 independent variables measured on Likert-type scales. When a researcher uses Likert-type scales, participants record responses on interval scales that allow for calculating means and standard deviations used in statistical analyses when evaluating a hypothesis (Bougie & Sekaran, 2020). The Durbin-Watson value of 1.626 indicates independence while testing for independent observations (see Table 8). The model output indicated that general job satisfaction and employee motivation were predictor variables. In addition, after evaluating the collinearity, I found that general job satisfaction and employee motivation had a variance inflation factor (VIF) less than 10.0, indicating a low correlation between independent variables.

Table 8*Durbin-Watson Statistic*

Model	R	R ²	Adjusted R ²	Std. error of the estimate	Change Statistics				Durbin-Watson	
					R ² change	F change	df1	df2		Sig. F change
1	.624 ^a	.389	.364	1.373	.389	15.287	2	48	<.001	1.626

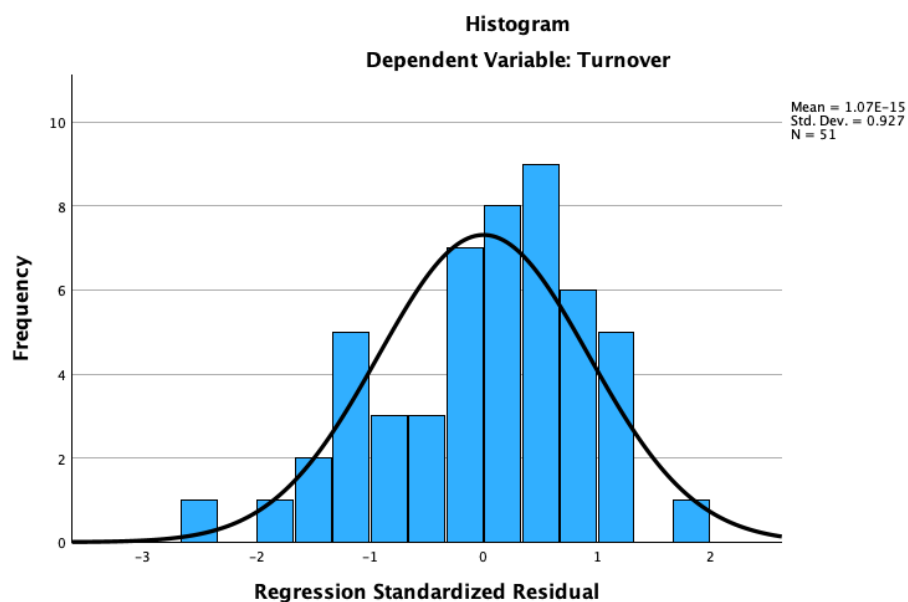
Note. A = Predictors: (Constant), When deciding if you will look for a new job, how do you perceive the elements of job satisfaction and employee motivation?

The statistical outputs did not contain multicollinearity of the independent variables and Table 9 shows the independent variables and their respective correlations.

Table 9*Collinearity Statistics*

Model		Unstandardized coefficients		Standardized coefficients		95.0% Confidence interval for b		Correlations		
		B	Std. error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial
1	(Constant)	8.625	1.283		6.725	<.001	6.046	11.204		
	Job satisfaction	-.078	.015	-.586	-5.152	<.001	-.109	-.048	-.605	-.597
	Employee motivation	-.008	.006	-.153	-1.350	.183	-.021	.004	-.227	-.191

I used a Likert scale for responses; hence, extreme outliers are not feasible, but a response on one end of the scale or the other could indicate non-conformity. I provided a histogram to indicate turnover based on the participants' responses (see Figure 3).

Figure 3*Turnover Intention Histogram*

Finally, I tested for linearity with a scatterplot of the dependent and independent variables (see Figure 4). In addition, I ran a partial regression plot to evaluate the linearity between the dependent and independent variables (see Figure 5). The line of best fit in the regression plot indicates homoscedasticity with similar variances along the line of best fit.

Figure 4

Partial Regression Plot

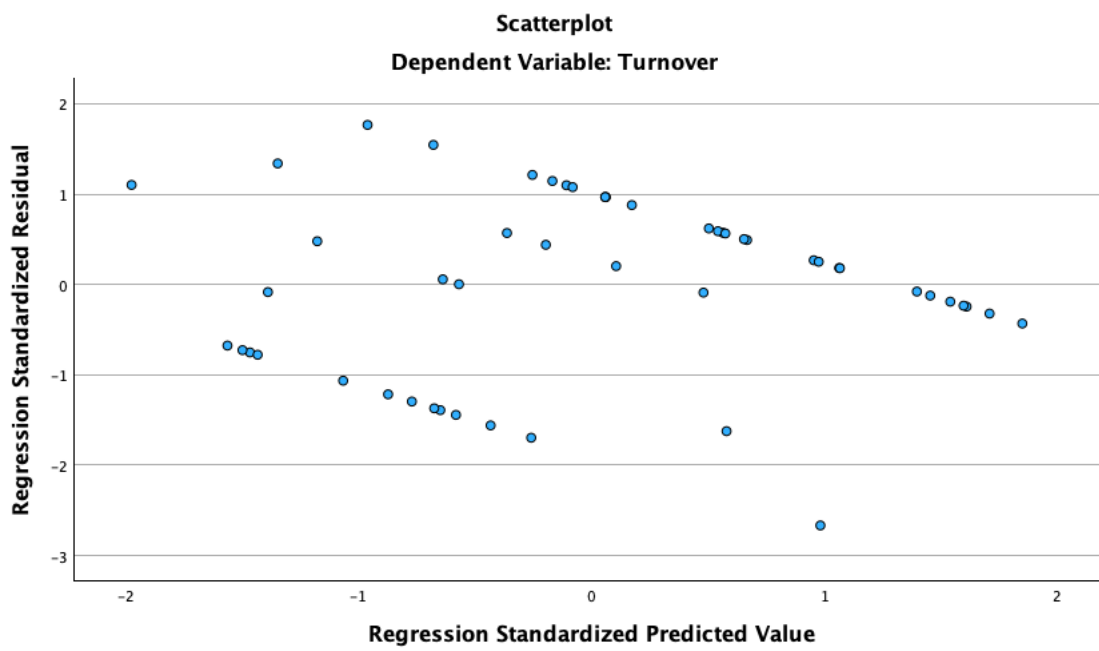
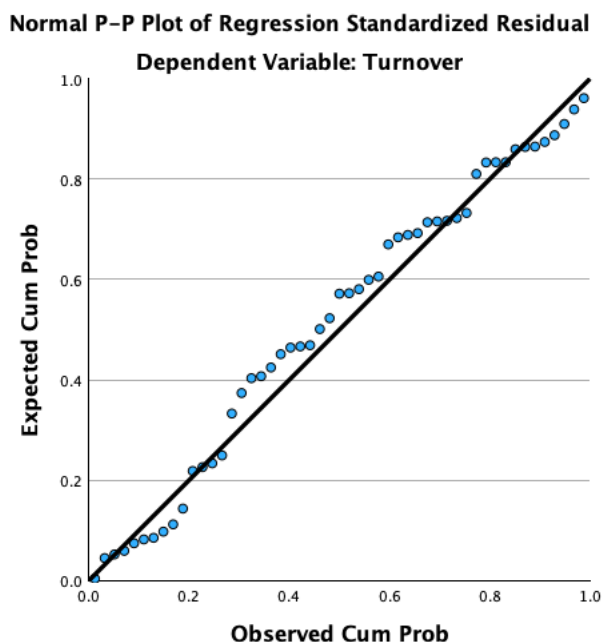


Figure 5*Collective Linearity***Inferential Results**

I used multiple linear regression and Pearson's product moment to evaluate the independent variables of the dependent variable, employee turnover intention. Multiple linear regression yielded the predictive employee turnover intention equation with data on which variables were predictors. In addition, Pearson's product moment aided in the identification of which independent variables had a positive or negative correlation and the magnitude of the correlation with the dependent variable.

Multiple Linear Regression Analysis

Multiple linear regression, $\alpha = .05$ (two-tailed), and Pearson's product moment were used to examine the relationship between general job satisfaction, employee motivation, and employee turnover intentions. The null hypothesis was that there is no

statistically significant relationship between employee general job satisfaction, employee motivation, and turnover intentions. The alternate hypothesis was that there is a statistically significant relationship between employee general job satisfaction, employee motivation, and turnover intentions. I conducted statistical analyses and determined that the model could predict employee turnover intentions, $F(2, 48) = 15.29, p < .001, R^2 = .389$. In addition, I planned to use a small effect size of 0.15 with a power = .80. However, I only received completed surveys with a modified small/medium effect size of 0.21 with a power = .81. In contrast, the planned small effect size 0.15 would contain a power = .66. In the final model, general job satisfaction ($t = -5.15, p < .001$) negatively correlated with employee turnover intentions. The other predictor variable, employee motivation was not statistically significant. Table 10 depicts the regression summary.

Table 10

Regression Summary

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.	95.0% Confidence interval for b	
		B	Std. error	Beta			Lower Bound	Upper Bound
1	(Constant)	8.625	1.283		6.725	<.001	6.046	11.204
	Job satisfaction	-.078	.015	-.586	-5.152	<.001	-.109	-.048
	Employee motivation	-.008	.006	-.153	-1.350	.183	-.021	.004

Pearson's Product Moment

Pearson's product moment was used to examine the degree and magnitude of independent variables to the dependent variable. When $\alpha = .01$, general job satisfaction

contained a negative correlation to the dependent variable, employee turnover intention (see Table 11). Table 11 depicts the correlations between the independent variables and the dependent variable.

Table 11

Pearson's Product Moment Correlations

		Turnover	Job satisfaction	Employee motivation
Pearson correlation	Turnover	1.000	-.605	-.227
	Job satisfaction	-.605	1.000	.125
	Employee motivation	-.227	.125	1.000
Sig. (1-tailed)	Turnover	.	<.001	.055
	Job satisfaction	.000	.	.191
	Employee motivation	.055	.191	.
N	Turnover	51	51	51
	Job satisfaction	51	51	51
	Employee motivation	51	51	51

Analysis Summary

This quantitative correlational study aimed to examine the relationship between general job satisfaction, employee motivation, and turnover intentions. To predict turnover intentions, I used multiple linear regression to examine electrical field service individuals' general job satisfaction and employee motivation. The model could predict turnover intention $F(2, 48) = 15.29, p < .001, R^2 = .389$. In addition, general job satisfaction ($t = -5.15, p = < .001$) negatively correlated with employee turnover intentions, and the other predictor variable was not statistically significant. Therefore, I could reject the null hypothesis and accept the alternate hypothesis.

Furthermore, I used Pearson's product moment to examine the magnitude and correlation between the independent variables and the dependent variable turnover intention. I found that when $\alpha = .01$, general job satisfaction was statistically significant and contained a moderate negative correlation to the dependent variable, employee turnover intention (see Table 11). Therefore, an increase in general job satisfaction would decrease turnover intentions, while the other independent variable was not significant at $\alpha = .05$.

Findings and the Literature Comparison

The results of this study indicated statistical significance in general job satisfaction, employee motivation, and turnover intentions in the electrical field service industry. This study aimed first at NETA-certified employees and the broader electrical field service industry; however, some alignment exists within the literature. Employees' desires to learn was a subcategory predictor of turnover intentions that could align with Shenkar et al.'s (2022) findings of positive results in knowledge sharing among employees and the opportunity to learn with limited policy restrictions. In comparison, company policies and practices are a definition of the intrinsic variable under general satisfaction in the MSQ, which was not a subcategory predictor of turnover intentions. Still, Chiao et al. (2021) found improved retention when leaders encouraged lifelong learning.

The literature contained references to goal attainment and sharing common goals, but sharing goals could result in conflict. Kulkarni and Naidu (2021) determined that groups sometimes do not share the same goals and objectives, which could result in

conflict and the potential for decreased employee motivation. I found that mastery of goals was a subcategory predictor of the surveyed participants. Hence, leaders could focus on common goals where employees share in goal development. In addition, Dabija (2020) determined that employee motivation stems from job satisfaction, which was not a predictor in the study, while cultural norms impacted the definition of goals and competitive excellence. Although one variable was not a predictor in this study, the literature contains data where the non-predictor variable still influenced individuals in other service industries.

Interpretation of the Findings from the Theoretical Framework

Herzberg developed the motivation-hygiene theory in 1959 which is also known as the two-factor theory (Herzberg et al., 1959, 2017). Researchers developed the MSQ in 1967 and later created a shorter version (Weiss et al., 1967). Since the development, confirmation of reliability, and validity of the MSQ, the workforce has shifted to a multicultural and global collection of individuals. A multicultural team can share knowledge, teach, and train to create an environment of inclusion for maximum output (Jones et al., 2020; Shenkar et al., 2022). The overall shift in the type of individuals that comprise the workforce could retain different perspectives of the independent variables in this study. Hence there is a need to regularly evaluate the workforce's needs and interpretations of general job satisfaction and employee motivation.

Furthermore, Heggstad and Kanfer (2000) developed the MTQ to aid researchers with a tool to measure motivation. If the individuals in a workforce change, the drivers of motivation could also change. According to Kung et al. (2023), individuals positively

react to multiculturalism when their membership is salient. Hence, leaders could focus on the subcategories of motivation to improve employee motivation with changes in the workforce. The results of the study did contain a relationship in understanding how the various attributes of general job satisfaction and employee motivation influence turnover intention.

Applications to Professional Practice

The applicability of the findings concerning the electrical field service industry could aid business leaders' decisions on programs, policies, and best practices that could decrease turnover intentions. I identified some attributes of job satisfaction and employee motivation related to the services industry, while others were less frequent or not found. Business leaders who can define the aspects of job satisfaction and employee motivation in the electrical field service industry could decrease turnover and improve profitability with lowered recruiting and hiring costs (Miller, 2022; Navarra, 2022; Wei & Nezaj, 2022). Still, leaders could minimize labor shortages during economic growth with training to retain quality talent and lower turnover (Nagurney, 2021). Furthermore, leaders and employees can improve business profits and share longer working years together when they share job satisfaction and motivation.

Implications for Social Change

Some leaders have shifted their supply chain management back to what worked in the past, while others are searching for new ways to stay competitive. The recent global pandemic resulted in some individuals losing wages, yet others shifted to an on-demand or gig worker status. Lost wages could increase an individual's worries or emotional

state, which were subcategories in this study of turnover intentions (Adnan et al., 2022). Accordingly, some employees focused on work–life balance during and after the pandemic and prioritized it with less loyalty to an organization (Waltz et al., 2020). Conversely, employees who lost wages or could not return to regular employment increased their wages due to a new form of work through competition seeking and more substantial general satisfaction, which was a predictor of turnover intention in this study. In comparison, Alrawahi et al. (2020) found that job satisfaction could improve employee motivation, resulting in more significant social change through work–life balance and more time to invest back into their local community. Thus, working conditions, environments, or hybrid workplaces could improve an individual’s social exchange in their community.

The future of effective multicultural management relies on researchers identifying and presenting the shift in the workforce and the impact of a growing global economy. Researchers could focus on multinational organizations where some countries’ norms and values might retain different perspectives on gender segregation, while some research indicates gender segregation affects productivity. In addition, the digitalization of tasks and communication could conflict with some cultural norms and values of employees. Still, leaders are using models to predict outcomes, but they require updated models encompassing a new multicultural workforce with more diversity. If leaders started a two-way conversation focusing on predictor variables identified in this study of mastery of goals or other company goals, they could influence the turnover intentions of a growing multicultural workforce, leading to career development and work–life balance.

Finally, leaders could use strategic planning and standardized processes to encourage diversity and inclusion in the services sector.

Recommendations for Action

Field service personnel are the individuals who interact in person with the client. In addition, their satisfaction and motivation come through with how they present themselves and interact with the client. It is vital for leaders to understand this perspective and to implement strategies to aid employees in not only presenting a positive environment but also having working conditions that enhance satisfaction and motivation. HR personnel could develop and provide training that could impact employees' knowledge of what they do and how they interact with clients, directly affecting business leaders and profits. Still, leaders could implement goals around the mastery of a particular task or test, quarterly competitions around learning or goal attainment, and regularly scheduled team meetings to mitigate general employee worries about work, which could drive the creation and implementation of employee retention. Consequently, business leaders might be unwilling to invest earnings into employees to increase retention without a guaranteed employee commitment.

I will share my findings in the ProQuest dissertations and theses archived databases so researchers, leaders, students, and society members can review them. After business leaders review this study, they might invest in further research to better understand the electrical field service individuals in specific markets or with defined credentials, like NETA-certifications II, III, and IV. In addition, field service individuals could use the findings of this study to articulate specific needs that are the most

significant where they live and work and with whom they interact. Finally, employees could identify attributes that can drive turnover and request support from leaders to mitigate turnover intentions.

Recommendations for Further Research

Future researchers could expand on this study to address the first limitation of the U.S. population of approximately 4,000 NETA certificate holders and the second limitation of access to enough participants. A researcher could leave the survey open for an extended period, like months or a year, and work with the NETA board members to publish a link to the survey in the monthly magazines and training literature. A more extended study with strategic support from business leaders at NETA-certified companies could aid a researcher in gaining access to additional participants with the specific NETA II, III, and IV certification levels. Finally, a researcher would not need to include non-NETA-certified individuals to meet an acceptable G*Power with a small effect size and a significant power.

Future researchers could use an experimental or quasi-experimental design to increase the understanding of turnover intentions. Saunders et al. (2016) stated that researchers could use experimental or quasi-experimental designs to gain insight and determine the causal relationships between variables. For example, the leader of a NETA company could implement a regional employee retention theory or concept and re-evaluate turnover intentions after pre-defined times. A researcher could publish the results and initiate the body of literature on NETA-certified electrical field service

workers, further supporting social change through improved work–life balance and potential increased profits for companies.

Reflections

Individuals can establish groups based on many aspects, objectives, or philosophies. The doctoral journey requires that students work with each other and their professors to develop a healthy and beneficial environment for success. I learned to think more critically, listen more intently to learn from others, articulate information at various levels based on the individual’s knowledge, and modify how I coach, mentor, and train. Still, I noticed a shift in my bias from opinion to responses based on learned facts and data while guiding others to research the facts to limit their bias. An individual’s learning should not stop after finishing an academic program, and I found that I will be more fervent in learning and gaining knowledge through the remainder of my years.

Individuals have numerous paths in life, and often, they must choose one over many other directions. The doctoral journey is long and requires dedication in academics, work, and life to ensure no aspect encompasses all the time, or the individual could find one missing after they finish. My doctoral journey was like training and completing an Ironman triathlon. Each day, I required focus, a plan, perseverance, and the recognition that not every day would result in success. During days of not meeting my goals and objectives, I reflected on the required endurance to finish and not the lack of forward movement. Often, I had to choose a path that would slow down my studies to ensure that other aspects of life did not suffer. Still, I rejoiced when the process was a lateral and not

a backward step. The doctoral journey contains endless paths, and the individual must find their road to the finish line, just as I did.

Conclusion

I reviewed the results of my hypothesis testing, revealing a statistically significant relationship between general job satisfaction, employee motivation, and employee turnover intentions. After searching multiple databases, I found no research on electrical field service employees' turnover intention or any variables that could impact their intentions. The findings indicate that further research could benefit leaders in the electrical field service industry's turnover intentions and the variables influencing turnover intentions. The results of this study provide leaders in the electrical field service industry with initial insights into the driving factors that could affect employee turnover intentions. Furthermore, employees and leaders could use this study to open the lines of two-way communication on their needs and wants while finding common ground where both parties have fulfillment.

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Appendix A: Qualifying and Demographics Questions

The first question below only has Yes or No as a possible answer and will contain logic to end their participation if they do not meet the requirements. The second question confirms the desired demographic of participants who work for a NETA company with a Yes or No response. The third question determines the participant's NETA-certification level from 1 to 4. The fourth question determines their years of experience in the electrical field-testing industry. The fifth question determines their gender identification. The final question indicates the level of intent to resign.

Questions 1 – 7 will provide demographic and background information of the participants, and the responses are anonymous and confidential.

- 1) Do you work in electrical field service performing equivalent NETA or NICET testing on electrical equipment in the United States of America?
- 2) Do you work for a NETA-certified company?
- 3) What is your current NETA level?
 - a. I or 1
 - b. II or 2
 - c. III or 3
 - d. IV or 4
 - e. Not applicable
- 4) How long have you been in the industry (i.e., whole numbers)?
- 5) What gender were you assigned at birth, or what gender do you identify?
 - a. Male
 - b. Female
 - c. Prefer not to answer
- 6) How likely are you to leave your current employment?
 - a. 1 = I think about quitting every week
 - b. 2 = I will look for a job in the next couple of months
 - c. 3 = I will look for a job this year
 - d. 4 = I will look for a job next year
 - e. 5 = I do not have any intentions of looking for a job

Appendix B: Motivational Trait Questionnaire Instrument Use Permission

Re: [EXTERNAL] Re: MTQ Short Form Permission

Eric Heggstad

Wed 10/25/2023 5:25 PM

To: Jeffrey Daniels

Excellent. Yes, you have my permission to use the measure.

Good luck with your research.

Eric

Dr. Eric D. Heggstad, Ph.D.

On Wed, Oct 25, 2023 at 5:38 PM Jeffrey Daniels

Dr. Heggstad,

I reviewed the long and short-form questionnaires and would like to use the short form for my dissertation.

Do I have your permission to use the Motivational Trait Questionnaire (MTQ)?

Jeffrey

Appendix C: Online Survey Invitation

Subject line:

Anonymous survey about NETA or equivalent electrical field engineer turnover (ends in two weeks on Month, Day, Year).

Email message:

There is a new study about electrical field service turnover intentions. You are invited to share your views in an anonymous survey that takes 15–20 minutes.

Volunteers must meet these requirements:

- Work in the electrical testing industry
- Test, service, repair, or commission electrical apparatuses

This survey is part of the doctoral study for Jeffrey Daniels, a doctoral student at Walden University: <https://www.surveymonkey.com/r/WFDJ5S9>

You are welcome to forward it to others who might be interested.