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Relationship Between Respect, Trust, and Turnover Intentions

Christina Love Harmon
Walden University

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Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Christina Love Harmon

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

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Walden University
2024

Abstract

Relationship Between Respect, Trust, and Turnover Intentions

by

Christina Love Harmon

MHRM, Rasmussen University, 2021

BHRM, Rasmussen University, 2019

Portfolio Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Business Administration

Walden University

June 2024

Abstract

Leaders in the U.S. federal government are concerned with employee intent to leave, as it is the number one predictor of actual employee turnover. Grounded in social exchange theory, the purpose of this quantitative ex-post facto correlation study was to examine the relationship between social exchange and employee intent to leave. The participants were 256 employees from all agencies within the U.S. federal government who completed the 2022 Federal Employee Viewpoint Survey, including the Intent to Leave Scale. The results of the multinomial logistics regression were significant, $\chi^2 (4) = 87.875, p = <.001$. In the final model, two predictors were significant, respect for department leaders, $\chi^2 (12) = 43.631, p = <.001$, and trust in direct supervisor, $\chi^2 (12) = 32.513, p = .001$. A key recommendation is for business leaders to model positive attitudes and behaviors by fostering a culture of trust, respect, and integrity to contribute to employee satisfaction and retention significantly. The implications for positive social change include the potential to retain valued employees who are committed to achieving organizational goals and improving productivity for organizational success.

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Dedication

I would like to dedicate this entire study to Sue Henderson who was my first professor at Rasmussen University and now co-worker at Walden University. Sue, I cannot thank you enough for all the time, love, and support you have given me since July 5th, 2017. You are the one who encouraged me to earn my master's degree, nominated me to give the graduation commencement speech, helped me get into the Rasmussen Leadership Academy, and finally to earn my doctorate. You are an amazing mentor, professor, and adopted “Mom” when I lost mine. I can never repay you for all you have given me over the last 7 years, but I hope this study makes you proud and realize the immense impact you have had on me and my children. You have so much faith in me, I have no choice but to believe in myself. Thanks to you, I was able to reach my full potential by earning my DBA. You helped me overcome the hardest obstacles in my life, and I would not be who or where I am today, without all your love and support. I hope to be an amazing professor just like you. Thank you so much, Mom!

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Section 1: Background and Content

Historical Background

The U.S. federal government faces heightened challenges due to high-level voluntary employee turnover rates of federal employees. Employee turnover intention within the U.S. federal government significantly impacts organizational outcomes (Lee et al., 2021). The loss of institutional knowledge, disruptions in organizational stability, and rising costs are among the issues encountered due to employees willingly leaving their positions (Boamah et al., 2022). Distrust influences the perpetual departure of experienced and skilled federal employees, which disrupts the continuity of work processes, leading to decreased productivity and increased training costs for replacements (Bright, 2021). Employee turnover intentions due to distrust erodes morale within teams and departments, creating a toxic work environment that can influence turnover intentions. Further research on turnover intentions due to distrust and lack of respect is needed to examine the role of leadership in mitigating the negative impact of distrust on employee turnover intentions, specifically investigating the effectiveness of transformational leadership behaviors in reducing turnover intentions at both individual and collective levels.

Organizational Context

The U.S. federal government was established in 1789 through the ratification of the Constitution of the United States (Library of Congress, n.d.). The federal government encompasses three branches: executive (president, vice president, and the cabinet), legislative (senate and house of representatives), and judicial (supreme court and lower

courts; USA Gov, n.d.). The president is responsible for enforcing the laws, serving as the military's commander-in-chief, and representing the United States in foreign affairs (The White House, n.d.). There are 15 executive department leaders, also referred to as secretaries (Attorney General, Veteran Affairs, Treasury, Transportation, State, Labor, Interior, Housing and Urban Development, Homeland Security, Health and Human Services, Energy, Education, Defense, Commerce, and Agriculture (The White House, n.d.). The legislative branch is responsible for making laws, consisting of the Senate and the House of Representatives, forming Congress, which has the authority to pass legislation, declare war, and regulate commerce, among other powers. The judicial branch, presides over by the Supreme Court and supported by lower federal courts, adjudicates cases related to federal law, the Constitution, and disputes between states, thereby upholding the legal framework within which the government operates (U.S. Courts, n.d.; The White House, n.d). The intricate workings of these three branches demonstrate the complexity and depth of the federal government structure, highlighting the mechanisms through which power is dispersed and balanced to safeguard the interests of the general public. Having three branches enables a system of accountability and oversight that is essential to the functioning of a democratic government.

The internal context of the U.S. federal government includes its vision, mission, strategic objectives, and structure. The government's vision is to create a high-performing, effective government that sets and meets ambitious goals for protecting individuals and communities, modernizing infrastructure, investing in education, and caring for the most vulnerable (White House, 2023). The U.S. Federal Government's

mission is to serve the American people by ensuring a safe and secure nation, a strong economy, and healthy communities. The government's strategic objectives include defining mission success, engaging department leaders to review progress using data-driven reviews, and reporting results transparently to the public as part of their stakeholder engagement plan to build trust (White House, 2023). The structure of the federal government has evolved to meet the changing needs and challenges of society (Abdullah, 2023).

The external context of the U.S. federal government includes legal (Declaration of Independence), social (LGBTQIA+ [lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual] community), political (United Nations [UN]), financial (Securities and Exchange Commission [SEC]), and economic (Federal Emergency Management Agency [FEMA]). The Declaration of Independence was adopted on July 4, 1776, affirming the American colonies' liberation from British rule and expressed the philosophy of individual rights, self-governance, and equality (National Archives, n.d.). The LGBTQIA+ community plays a significant role in shaping social discourse and advocating for equal rights. Over the years, progress has been made in areas such as marriage equality, anti-discrimination laws, and acknowledgment of members of the LGBTQIA+ community (Ricciardo & Elpihick, 2024). The UN was established on October 24th, 1945, as a global commission for international diplomacy, cooperation, and conflict resolution between 193 nations (United Nations, n.d.). The United States is a founding member and actively participates in UN activities, including peacekeeping missions, humanitarian efforts, and climate change initiatives (UN, n.d.). The SEC

oversees financial markets and protects investors. The SEC ensures transparency, enforces regulations, and promotes fair practices in securities trading (Hutton et al., 2022). FEMA responds to disasters, man-made and natural. FEMA coordinates relief efforts, assists affected communities, and supports disaster preparedness (Federal Emergency Management Agency, n.d.). The external contexts are interconnected, and their dynamics influence policymaking, governance, and societal well-being. External forces, such as the press, public opinion, special interest groups, think tanks, and constituents, also inform and influence government decisions.

There are 439 agencies within the U.S. federal government (National Archives and Records Administration, n.d.). The Office of Personnel Management (OPM) administers set standards for human resources policies, procedures, and programs across all federal agencies. The OPM requires agencies to set goals and standards to achieve goals (U.S. OPM, 2017). Each agency must adapt, utilize resources, and adhere to policies to achieve short and long-term objectives to safeguard long-term sustainability, and the objectives are included in the quadrennial Federal Workforce Priorities Report (U.S. OPM, 2022). The government's external environment is affected by sociocultural, healthcare, technological, economic, government and political, natural disasters, and human-induced problems that affect industries and organizations within the government and private sectors that the U.S. OPM monitors. The OPM is a central hub for federal workforce management to foster effective policies, management benefits, and employee development opportunities for government employees.

Federal government employees are employed as permanent, temporary, and

seasonal employees (Congressional Research Services, 2023). Permanent employees are typically employed under a career-conditional appointment (permanent-career-conditional appointment), whereas temporary employees are expected to maintain employment for a period not exceeding one year (USA Jobs, n.d.). In 2022, there were 4,349,024 full-time employees (Congressional Research Services, 2023). As of July 2022, there were 174,000 federal job openings (U.S. Department of Labor, 2023). In 2022, 289,433 federal employees voluntarily left their positions, with an average length of service of 10.7 years (U.S. OPM, 2023). Of the 289,433 employees who voluntarily resigned, 35,690 had worked for the federal government for less than five years (U.S. Office of Personnel Management, 2023). The U.S. Government Accountability Office found that 39% of employees with disabilities hired between 2011 and 2017 stayed less than a year and that over 60% of federal employees resigned within 2 years (U.S. Government Accountability Office, 2020). Managing voluntary turnover is vital for the U.S. federal government department leaders to effectively perform the work they are elected and expected to do, safeguard operational productivity, boost organizational culture, and allocate economic resources to achieve organizational goals.

Employee respecting department leaders within the federal government is crucial for maintaining effective governance, fostering collaboration, and ensuring the smooth functioning of public agencies (Gabriel et al., 2020). When employees trust their supervisor, they are less likely to harbor intentions of leaving the organization, as trust creates a sense of security and commitment, reducing the desire to seek employment elsewhere (Gabriel et al., 2020; Purba et al., 2016). The primary focus of this study was

to investigate the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions within the federal government. The results of this study may help department leaders better understand the correlation between respect for department leaders and trust in direct supervisor, which could help department leaders make changes within the agencies that could potentially augment employee retention. Gaining an in-depth insight into the antecedents of turnover intention can be valuable to department leaders.

Problem Statement

The general business problem is that some department leaders in the U.S. federal government need to understand the relationship between respect for department leaders, trust in direct supervisor, and employee turnover intentions, leading to the increased risk of high voluntary employee turnover. The specific business problem is that some U.S. federal government department leaders do not understand the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions. Respect and trust play pivotal roles in shaping employee engagement and satisfaction, directly impacting their decision to remain in or leave agencies within the U.S. federal government by analyzing organization climate employing the Federal Employee Viewpoint Survey (FEVS, 2022; Thompson & Siciliano, 2021). The 2022 FEVS was the dataset used to investigate whether a relationship exists between respect for department leaders, trust in direct supervisor, and employee turnover intentions of U.S. federal employees. At the time of this study, the dataset has not been inspected to examine the relationship (regression analysis), compare differences (casual comparative), and other

factors of the current study.

Purpose Statement

The purpose of this quantitative ex-post facto correlation study was to examine the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions within the federal government, as measured by the 2022 FEVS. The independent (predictor) variables were respect for department leaders and trust in direct supervisor, as measured by the 2022 FEVS. The dependent variable was turnover intentions (criterion), as measured by the 2022 FEVS. The 2022 FEVS dataset was used to measure how employees feel about department leaders and their director supervisor as well as determine the relationship between the independent and dependent variables. The social exchange theory was used to support respect for department leaders and trust in direct supervisors. The target audience includes the federal employees in the United States. The results of this study contribute to identifying how department leadership and supervisory behaviors impact the turnover intentions of U.S. federal employees. The social change inference could encourage department leaders and supervisors to foster a positive and respectful environment to inspire employees to be more engaged and motivated to contribute their best efforts within U.S. federal agencies.

Target Audience

The secondary data analysis may offer human resources, department leaders, agency supervisors, and other stakeholders an understanding of how to boost the respect of department leaders and trust in immediate supervisor within the U.S. federal government agencies as the study may offer insights into how respect for department

leaders and trust of immediate supervisor influence turnover intentions. It may also provide the human resources department and other stakeholders with an understanding of how to boost inclusive policies and strategies to retain employees and reduce the cost of replacing valuable employees (OPM, 2022). Understanding the relationship between respect for department leaders (independent variables) and turnover intentions (dependent variable) could offer ways to improve training and approaches to create strategies to encourage and motivate leadership to cultivate positive working relationships among department leaders, agency supervisors, and federal employees. The consequences of underestimating the relationship between respect, trust, and turnover intention can continue to be costly for U.S. federal agencies globally.

Leadership plays a pivotal role in employee engagement, which directly affects retention. Studies such as Ramaite et al. (2022) found a correlation between employees who are dissatisfied with their jobs and lack of trust in supervisor who will seek other employment. Engaged employees are more committed, motivated, and productive. Influential leaders foster engagement by providing clear communication, setting achievable goals, and recognizing and rewarding employees' contributions (Hassanein & Özgit, 2022). When leaders fail to engage their teams effectively, employees may become disengaged and seek opportunities elsewhere. Supervisor-initiated turnover refers to the phenomenon where employees voluntarily leave an organization due to issues related to their leaders or the leadership practices within the organization (Becker et al., 2022). Losing experienced employees can result in losing institutional knowledge, which hinders organizational growth and success (Krishna & Garg, 2022; Potosky & Azan,

2023). By understanding the significance of respect, trust, and their influence on turnover intention, U.S. federal agencies can work toward nurturing environments that foster employee retention, engagement, and satisfaction.

Research Question

The research question is as follows: What is the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions?

H_0 : There is no statistically significant relationship between respect for department leaders, trust in direct supervisor, and turnover intentions.

H_a : There is a statistically significant relationship between respect for department leaders, trust in direct supervisor, and turnover intentions.

Significance of the Study

The study results may provide human resources, department leaders, managers, and other stakeholders with an understanding of how to boost the respect of department leaders and trust in immediate supervisors within the U.S. federal government agencies. The study results may offer ways to improve training programs and generate initiatives encouraging and motivating leadership to foster positive working relationships with federal employees. The results may also mitigate turnover intentions by improving employee morale and work relationships to support positive social change efforts. Leadership can create initiatives that foster employee inclusion, promote equality, and address the unique needs of personnel to achieve the goals of its stakeholders (Kuknor & Bhattacharya, 2022). U.S. federal leaders can take action to prioritize diversity and inclusion by implementing measures that remove barriers and ensure equal access and

representation for all employees to increase respect and trust in leadership to reduce voluntary turnover.

Theoretical Framework

According to Homans (1958), the social exchange theory (SET) is grounded on the principles of voluntary actions, rewards, and returns. Social exchange theory demonstrates that individuals engage in social interactions with the expectation of receiving rewards or benefits in return for their actions (Ahmad et al., 2023). The theory also emphasizes the importance of reciprocity in social exchanges, where individuals are motivated to reciprocate what they receive from others (Itzchakov et al., 2023). The SET is a valuable framework for understanding human relationships and interactions by focusing on individuals' rational calculations regarding the "costs" (monetary and non-monetary) and benefits of their social exchanges.

The SET encompasses components for examining the differing levels of investment and commitment individuals exhibit in work-related relationships/connections depending on their perception of fairness and reciprocity (Li & Chen, 2018). SET is a systematic approach emphasizing critical thinking with a holistic perspective, making it a suitable framework for considering the interrelationships and interactions between the independent variables (respect for department leaders and trust in direct supervisor) and the dependent variable (turnover intentions). Respect for department leaders and trust in direct supervisor can be mapped to the social exchange theory to help explain how social interactions between individuals weigh the potential risks, rewards, and "costs" inherent in interpersonal connections (Deng et al., 2021). The SET applies to the current study as

respect for department leaders and trust in direct supervisor are key concepts inherent to the SET.

Representative Literature Review

The intention of conducting this ex post facto study is to research potential variables that may sway turnover within the federal government. The potential variables to induce turnover include respect for department leaders and trust in direct supervisor. Organizational culture and employee retention strategies will be reviewed to evaluate the literature on variables that sway employee turnover. The implications of the study are to offer an understanding of the correlation between respect, trust, and turnover in the U.S. federal government. Diversity, equity, inclusion, and accessibility (DEIA), leadership styles, supervisor-initiated turnover, and quiet quitting were investigated for the purposes of this study. The literature on retention strategies was reviewed, which included dissertations, websites, peer-reviewed articles and journals, and government statistics reports. The literature review includes variables affecting turnover in the private and government sectors, job satisfaction, and leadership styles. The following search engines and databases were used to locate peer-reviewed journal articles, U.S. government websites, and dissertations: ProQuest, ERIC, Sage Journals, Academic Research Complete, Emerald, Frontiers, EBSCO, Walden library resources, government websites, and Google Scholar, Academic Search Complete, and Theses at Walden University. The following search terms were used: *voluntary turnover intentions, job embeddedness, job satisfaction, employee engagement, employee support, trust of supervisor, employee engagement, federal employee turnover, federal government turnover, turnover, turnover*

intention, organizational culture, diversity, equity, inclusion, and accessibility (DEIA), multicultural management, psychological contract breach, and psychological capital, quiet quitting, change management, cost of turnover, and supervisor-initiated turnover. Additional searches were completed with the following terms: *Social exchange theory (SET)* and *social cognitive theory (SCT)*.

Theoretical Framework

A theoretical framework is a conceptual structure for understanding a phenomenon or challenge (Seelos et al., 2023). Researchers utilize a theoretical framework to investigate and interpret the research findings. The SET is the theoretical framework that supported this study to analyze the correlation between respect for department leaders, trust in direct supervisor, and turnover intentions. In 1958, Homans created the SET based on the cost and rewards of social exchanges. In 1964, Blau extended the SET to incorporate the significance of trust and respect in shaping employee attitudes and behaviors (Blau, 1964). For the purpose of this study, the trust and respect constructs of the SET was used to support this study.

Social Exchange Theory

As noted, SET was first introduced by Homans (1958), who based the theory on a blend of behaviors and simple economics. Homans suggested that social behavior is the result of an exchange process, where individuals seek to maximize their rewards (positive outcomes, such as social status, emotional support, and material goods) while minimizing their costs (negative aspects, such as time, emotional investment, or time). Homans sought to explain social behavior in terms of the rewards and costs associated with

interactions between one or more individuals. Homans focused on the concept of reciprocity and the role of rewards and costs in shaping behavior. Homans provided a valuable framework for understanding employee motivation, decision-making processes, and forming informal networks within organizations. Homans explained that social behavior is the outcome of an interchange activity, where individuals evaluate such relationships' prospective gains and threats as means of analysis to forecast human behavior. The SET helps understand employee-employer relationships, job satisfaction, and organizational citizenship behavior. Homans (1961) developed four discernments concerning stimuli, reward, and value that influence conformity, competition, esteem, and interactions. Homans also discussed the application of human exchange in terms of influence, conformity, competition, esteem, and interactions to explain the outcome of an exchange activity.

Thibault (1959) suggested the addition of the social psychology of groups. Thibault explored the dynamics of dualistic relationships (interactions between two people) and small groups. Thibault used concepts from game theory, such as reward-cost matrices, to understand how outcomes influenced value and behavior within relationships to understand how outcomes influenced desirability and behavior within relationships. Thibault also explored power dynamics and how perceived outcomes impacted relationship satisfaction. Furthermore, Thibault emphasized the notion that individuals in relationships are interdependent. Thibault also suggested that the actions of one individual affect the other individual involved in the exchange, leading to a complex network of interactions. Thibault also argued that individuals compare the actual

outcomes of their interactions in a relationship to their comparison levels (expectations) if the outcomes surpass expectations, their satisfaction increases. Individuals also consider alternative options. If the participants of the exchange believe they can find better outcomes elsewhere, they may choose to leave the current relationship. Individuals also consider alternative options. If they believe they can find better outcomes elsewhere, they may choose to leave the current relationship. Thibault's research heightened the understanding of the SET regarding social behavior, emphasizing the complex interchange of rewards, costs, and interdependence in human interactions.

Further, both Emerson (1962) and Blau (1964) built upon Homans's work, introducing new dimensions such as power dynamics, network structures, and the role of social norms in shaping exchange relationships. Blau highlighted the role of social structure and power distinctions in shaping social exchanges, adding a layer of complexity to the theory. Additionally, Blau highlighted the importance of understanding the dynamics of the social exchange related to organizational behavior to help researchers gain insight into the factors that influence the development of trust and respect between employees and their leaders. Blau laid the foundation for the theory's applications in understanding leader-employee relationships, organizational behavior, and even economic transactions. Trust and respect between employees and their leaders can encompass aspects such as communication, fairness, support, and the fulfillment of promises within the leader-employee relationship. The social exchange constructs (trust, respect, perceived support, and rewards) directly affect the leader-employee relationship, influencing turnover intentions (Chen & Sriphon, 2022). When employees trust their

leaders, they perceive positive social exchanges (Wang et al., 2022). High levels of trust lead to increased job satisfaction and commitment to the organization, ultimately reducing turnover intentions (Abdullahi et al., 2021). Within the constructs of the SET, respectful treatment by leaders creates a positive exchange environment (Mitonga-Monga, 2020) and contributes to employee well-being and job satisfaction, reducing turnover intentions (Hai et al., 2022). Respect for leadership involves recognizing their authority, appreciating their decisions, and valuing their contributions. Employees who feel respected are more likely to reciprocate with loyalty and commitment, perceiving their interactions with leaders as equitable and beneficial. The positive exchange of trust and respect for leaders thus reduces the likelihood of turnover intentions.

Molm (1979, 1980, 1985, 1988, 1990, 1994, 1997a, 1997b, 2003, 2010) further developed the SET based on behaviorism and how the theory is associated with workplace outcomes in relation to power, trust, fairness, and coercion in social exchanges. SET can be utilized to understand the dynamics of relationships between employees and their supervisors or coworkers in the workplace. Individuals consider the potential benefits and risks of their social exchanges, and the intent of the exchanges (services or goods, physical or immaterial) is to increase gains and lessen burdens (Sharif et al., 2021). All work relationships have exchanges encompassing a distinct amount of compromise, but the exchanges are not always equitable (Whitener et al., 1998). SET shapes how employees evaluate the probable payback and consequences of the work relationships with their colleagues and supervisors. In contrast, the cost-reward evaluation occurs harmoniously when each person involved in the exchange has

possessions or services that the opposing side values. If the consequences of such work relationships are more significant than the incentives, the individual(s) will cease or cancel the work relationships.

The continuous refinement of SET has expanded the applicability of the theory to diverse contexts, from interpersonal interactions to organizational dynamics, thereby enriching the understanding of social exchange processes and their impact on trust and respect within workplace environments. SET is the theory of social partnerships utilized across various fields, including sociology, psychology, and economics (Ahmad et al., 2023). SET can be applied to organizational culture to examine the exchange relationships between employees and their organization. For example, using the theory, Jabutay and Rungruang (2021) found that employees will remain working for an organization if they perceive that the benefits of their employment outweigh the costs. Sorn et al. (2023) also emphasized how employment benefits include salary, job security, and opportunities for advancement, while the costs can include stress, extended hours, lack of recognition, and a deficiency of work-life balance. Mughal et al. (2023) highlighted that SET supports creating a positive organizational culture to increase employee satisfaction, reduce turnover, and improve overall performance. SET predicts that employees may develop turnover intentions if perceived rewards (respect, trust) are insufficient.

By understanding the dynamics of social exchange within the workplace, researchers can gain insight into the factors that influence the development of trust and respect between employees and their leaders. Trust and respect between employees and

their leaders can encompass aspects such as communication, fairness, support, and the fulfillment of promises within the leader-employee relationship (Jin & Men, 2023). Understanding the reciprocal nature of social exchanges allows organizations to foster positive relationships, enhance trust, and create a supportive work environment (Kim & Qu, 2019). Perceived fairness is pivotal in shaping trust and respect underlying forces within organizational settings. By studying the dynamics of trust and respect through the lens of SET, researchers may uncover valuable insights into how trust and respect are formed, maintained, and potentially eroded within the workplace (Quratulain et al., 2018).

Additionally, the U.S. Federal Government leaders could harness the SET to cultivate a positive organizational culture to help employees feel seen, heard, valued, and appreciated. Leadership should focus on building positive relationships with their employees to reduce turnover intentions by employing the SET (Jurij et al., 2021; Obeng et al., 2021). A positive work environment fostered by organizations and members of leadership can help employees feel valued and supported, leading to increased job satisfaction, and reduced turnover intentions (Di Stefano et al., 2020). By examining the exchange of resources, whether tangible (such as currency or physical goods) or intangible (such as emotional support or knowledge), SET offers a lens through which to understand the complexities of human connections (de la Nuez et al., 2023). Further research may offer a more nuanced understanding of the issues that shape the inherent aspects of organizational behavior. Understanding inherent aspects of organizational behavior can, in turn, foster the development of effective strategies for fostering positive

leadership-employee relationships and cultivating a productive and healthy work environment. Applying the SET to researching employee trust and respect for leadership provides a valuable framework for understanding the dynamics of social exchanges within the workplace.

Alternative Theory Considered

Even though the SET was utilized as the theoretical framework for this study, there are parallel theories that investigate respect and trust. One of the parallel theories is the social cognitive theory. The social cognitive theory (SCT) is also prevalent in investigating human interactions, which was considered an alternative theory for this study. Both SET and SCT contribute to understanding human behavior within social contexts. The social cognitive theory dives into cognitive processes and learning, and SET focuses on the balance of costs and rewards in relationships, such as trust and respect. The SCT provides a thorough basis for understanding the gaining and development of trust and respect. Bandura and Walters (1963) identified the inner workings of the human mind, stressing the role of mental processes such as attention, memory, and motivation in learning and behavior. Bandura and Walters proposed the perception of observational learning and social modeling as instrumental elements in shaping human behavior, the association of a person's behavior and their surroundings.

Bandura and Cervone (1986) highlighted self-efficacy, which is when an individual has confidence in their own ability to execute a precise course of action, where self-efficacy denotes a new school of thought on behavior. Bandura and Cervone identified self-efficacy as accentuating personal actions' significance in attaining and

evolving social behaviors like trust and respect. The inclusion of self-efficacy as a central belief of the framework further distinguished SCT as a comprehensive and multifaceted methodology for comprehending human behavior (Benight & Bandura, 2004). The has shown that individuals learn by observing others and the outcomes of their behavior, and that people's beliefs about their own capabilities strongly influence their actions and reactions.

Organizational Culture

Organizational culture encompasses the shared values, beliefs, and practices that shape an organization's behavior and interactions. Organizational culture influences employees' perception of the organization, work environment, and colleagues. According to Badriyah et al. (2024), organizational culture plays a substantial role in swaying employee turnover intentions. A positive organizational culture can foster a sense of belonging, alignment with organization goals, and a collective identity among employees (Afshari, 2020). Therefore, a weak or toxic culture can lead to decreased morale, lack of engagement, and higher turnover rates (Rasool et al., 2021). Understanding the nuances of organizational culture involves identifying the various components, such as the organizational structure, leadership styles, communication patterns, and the extent to which the organization values innovation, collaboration, and employee well-being. Organizational culture is not inert; it evolves over time and is shaped by leadership, employee interactions, and external influences. The way decisions are made, the level of transparency within the organization, and the treatment of employees during challenging times all contribute to the overall cultural environment. Positive organizational culture

can be achieved by offering employees the potential for professional advancement, recognizing their contributions, and offering competitive compensation and benefits.

Employee engagement is closely intertwined with organizational culture. A positive organizational culture fosters trust and respect through open communication, a fundamental pillar of employee engagement (Saleem et al., 2020). Employees who feel that their organization puts employee well-being, mental health, and professional growth employees first tend to be more emotionally and mentally invested in their positions (Sharma & Kumra, 2020). Emotional commitment by employees renders higher levels of engagement, as employees are motivated to contribute their best efforts to accomplish organizational goals when they trust and respect leadership (Islam et al., 2023).

Understanding the link between employee engagement and organizational culture should be a part of a retention strategy for organizations seeking to retain top talent. Exploring the link between employee engagement and organizational culture sheds light on the key role of a positive organizational culture in driving employee engagement.

By nurturing a culture that prioritizes engagement, organizations can create a dynamic and fulfilling workplace that retains top talent and steers the organization toward sustained success.

Effective communication is another aspect of organizational culture. Open and transparent communication fosters trust and encourages employees to express their concerns and ideas (Gara & La Porte, 2020). In contrast, poor communication or a lack of channels for feedback can lead to frustration, disengagement, and reduced. Innovative and progressive cultures prioritize creativity, risk-taking, and continuous improvement

(Liu et al., 2024). Such cultures empower employees to explore new ideas and approaches, creating a stronger sense of fulfillment and job satisfaction. Understanding how these factors intersect and influence an organization's overall cultural makeup is a component of confronting turnover intentions. By acknowledging the multifaceted nature of organizational culture, interventions and changes can be tailored to specifically enhance the positive aspects and mitigate the negative influences, thereby reducing turnover intentions and improving employee retention. Organizational culture has a significant impact on the turnover intentions of employees.

Multicultural Management

Empowering leaders and teams with cultural intelligence fosters a multicultural work environment. Cultural intelligence goes beyond mere awareness of cultural differences; it involves effectively navigating and adapting to different cultural contexts (Stoermer et al., 2021). Providing training and resources to enhance cultural intelligence can empower employees to collaborate more effectively across cultural boundaries and leverage their diverse perspectives for more significant innovation and problem-solving (Mangla & Singh, 2022). Building trust between team members from different cultural experiences is a part of a multicultural work environment. Leaders can foster trust among ethnically diverse employees by adopting inclusive decision-making processes that consider and respect diverse viewpoints. By engaging employees in decision-making practices and valuing their input, leaders demonstrate a commitment to inclusivity and foster a sense of ownership and trust among team members.

Organizations increasingly rely on virtual teams to collaborate and achieve their

goals in today's globalized world. In 2022, 46% of federal employees worked hi-breed or fully remote, and 96% of agencies successfully approved at least 80% of their personnel to work remotely (OPM, 2022). Leading these teams presents unique challenges requiring specific skills and capabilities (Brown et al., 2021). Leadership nurtures collaboration and cohesion within virtual teams (Elyousfi et al., 2021). Leaders must create a sense of community, establish team norms, and facilitate opportunities for team members to connect and build relationships (Presbitero, 2021). Common skill gaps include a lack of familiarity with virtual communication tools, difficulty building rapport without face-to-face interaction, and a lack of cross-cultural competence (Kwiatowska et al., 2022). While many leaders excel in traditional team settings, they may face challenges when leading virtual teams. International virtual teams are composed of individuals from different cultures, countries, and time zones collaborating remotely. Managing a multicultural international virtual team presents unique dynamic aspects and complexities that leaders must have the skills to navigate and lead.

Understanding and embracing diversity in the workplace is the foundation for multicultural management. Multicultural management is about respecting different cultures and backgrounds and leveraging the unique perspectives and experiences that diverse teams bring to the table. To resolve the glass ceiling challenges and fluctuating workforce demographics, human resource management research and practice initiated conceptualizing diversity management as a key term for the given responsibilities and practices to create an inclusive workplace (Kharroubi, 2021). The shift in perspective brought about a more holistic approach to multicultural management, emphasizing

diversity's ethical and moral aspects and its immense strategic advantages (Chukwu et al., 2023). Diversity can be attained through initiatives such as diversity mentorship programs, training, and fostering open communication across all levels of the organization (Akpapuna et al., 2020). Multicultural management success also involves promoting diverse leadership, providing equal opportunities for career growth, and ensuring fair treatment for all employees. By establishing a culture of inclusivity and equity, organizations can employ the full capacity of their diverse workforce and thrive in a global marketplace to safeguard long-term sustainability.

One of the key skill gaps in managing diverse virtual teams is the ability to effectively build and maintain relationships across cultures without the benefit of face-to-face interaction. Leaders must be adept at leveraging digital communication tools and platforms to facilitate meaningful connections and foster a sense of belonging within the virtual team (Terkamo-Moisio et al., 2022). Understanding the varying technological infrastructures and internet accessibility across different regions ensures equitable participation and engagement within virtual teams (Wang et al., 2022). Addressing skill gaps in managing diverse virtual teams also entails cultivating a strong sense of empathy and emotional intelligence to navigate the unique challenges that remote work can pose for individuals from different cultural backgrounds (Wittmer & Hopkins, 2022). Empathy and emotional intelligence involve providing additional support and resources to accommodate diverse work styles and personal circumstances, fostering a culture that values work-life balance and individual well-being (Mominul Haque Talukder & Galang, 2021). Promoting cross-cultural collaboration and knowledge sharing within virtual

teams requires proactive efforts to bridge language barriers, promote cultural understanding, and create opportunities for virtual team members to learn from each other's perspectives and experiences. Effectively managing diverse virtual teams calls for a comprehensive approach encompassing technological proficiency, cultural competence, empathy, and a commitment to fostering a collaborative and inclusive virtual work environment.

Some organization leaders have a skill set deficit to lead an international virtual team. Effective leadership in a global workplace necessitates cultivating a global mindset, developing cultural intelligence, inclusive decision-making, and promoting intercultural competencies. Multicultural management in the organization is a complicated and energetic field that commands a deep-rooted identification of cultural differences and their impact on organizational dynamics (Stahl & Maznevski, 2021). Multicultural management goes beyond simply acknowledging the presence of diversity within a workforce; instead, it encompasses generating an inclusive environment where individuals from diverse backgrounds feel appreciated and inspired to offer their own viewpoints (Kohntopp & McCann, 2020). Leaders should cultivate a global mindset to lead a diverse workforce. A global mindset goes past recognizing cultural differences; it means vigorously pursuing understanding and appreciating the nuances of various cultural norms, communication styles, and work practices. One key strategy for effective leadership in a global workplace is the development of cultural intelligence (Fry & Egel, 2021). Cultural intelligence entails the ability to adapt and work effectively within different cultural contexts and the willingness to continuously learn and bridge cultural

gaps. By honing their cultural intelligence, leaders can effectively navigate complex multicultural dynamics, build trust across diverse teams, and foster an environment of mutual respect and collaboration.

Diversity, Equity, Inclusion, and Accessibility

Creating a collaborative and inclusive workplace environment for diverse employee groups sets the stage for maximizing organizational innovation, creativity, and productivity by establishing DEIA initiatives. When employees from diverse backgrounds, lived experiences, and perspectives feel included and appreciated, they are more inclined to communicate their unique viewpoints and ideas, leading to a more dynamic and competitive organization (Hamilton et al., 2023). An organization's long-term sustainability objectives should include strategies to establish a positive organizational culture that advocates for diversity, equity, and inclusion initiatives (Im et al., 2023). DEIA initiatives should embrace employees of the LGBTQIA+ community, African Americans, individuals with disabilities, and other minorities to foster a culture of belonging and acceptance. Collaboration will help mitigate the risk of a perceived psychological contract breach (Agarwal et al., 2021). Without fostering employee support and embracing diversity, morale declines because employees feel confused, frustrated, and sometimes betrayed if they perceive a psychological contract breach (Moquin, 2020). Including LGBTQIA+, African Americans, individuals with disabilities, and other minority employees in the organization's mission, vision, and value statements illustrates a collaborative and considerate workplace that encourages the contribution and involvement of all minority groups. Organizations should actively promote cross-cultural

collaboration, offering prospects for personnel from diverse backgrounds to work together on projects and initiatives. Cross-cultural collaboration fosters understanding and empathy, leading to more innovative and effective problem-solving.

Executive leadership needs to foresee imminent deficiencies of highly skilled talent and recognize if there is a lack of employees with specialized expertise to leverage the organization's competitive advantage due to voluntary turnover. Employee disengagement results from inadequate diversity, equity, and inclusion initiatives. In June 2020, the Supreme Court of the U.S. ruled that Title VII makes it unlawful for an employer to discriminate against employees' race, color, religion, sex, or national origin—including members of the LGBTQIA+ community (Supreme Court of the U.S., 2020). The implications for positive social change within the organizational culture of the federal government can increase awareness of the need to increase diversity, equity, and inclusion initiatives within the federal government, private sector, and overall society for over 156 years. Over the last 156 years, many societal changes set the foundation for positive social change to push back against the struggle to overcome discrimination.

The federal government has made several changes, such as the women's rights to vote in 1920 (National Archives, 2021), the end of segregation in schools in 1964 (Library of Congress, n.d.), Title VII of the Civil Rights makes it illegal to discriminate against color, gender, sexual orientation, religion, pregnancy, national origin, disability in 1964 (U.S. Equal Employment Opportunity Commission, n.d.), the right of African Americans to vote in 1965 (Library of Congress, n.d.), protection against age discrimination in 1967 (U.S. Equal Employment Opportunity Commission, n.d.), the

update of the Title VII of the Civil Rights Act of 1964 to include transgender individuals in 2012 (U.S. Equal Employment Opportunity Commission, n.d.), and in 2021 (The White House, 2021).

The federal government has a history of not always being supportive of minorities, women, individuals with disabilities, and LGBTQIA+ individuals. There was a time when the federal government made it illegal for lesbians or gay people to get married or be open about their sexuality while serving in the military (Shepard, 2020). In 1952, the American Psychiatric Association published the first Diagnostic and Statistical Manual of Mental Disorders, stating that homosexuality is a mental disorder, which added to the mistreatment of the LGBTQIA+ community for several decades (Halter et al., 2013). In 1970, Harvey Milk was the first openly gay elected official in a U.S. American city. Milk was elected a member of San Francisco's Board of Supervisors and served in the U.S. Navy (History.com, 2018).

On December 15, 1973, the American Psychiatric Association rescinded its stance on homosexuality (Drescher, 2020). In 1993, former President Clinton signed into law the "Don't ask, don't tell policy" (DADT), a verbal restraining order of LGBTQIA+ service members prohibiting service members from speaking about sexual orientation to be able to serve in the military (Gurung et al., 2017). In 2011, former President Obama rescinded the DADT policy against LGBTQIA+ individuals within the military (Jarrett, 2011). Even though President Obama rescinded the DADT policy, there is still discrimination within the military and other federal branches. On March 6, 2015, the American Psychiatric Association filed an amicus brief to declare that homosexuality is

“normal,” that individuals who are gay are also fit to be parents regardless of their sexuality, and that same-sex marriages should be allowed (American Psychiatric Association, 2015). On June 26, 2015, the U.S. Supreme Court ruled on the Obergefell v. Hodges case, requiring all states to approve marriage licenses between same-sex individuals and requiring states to lawfully recognize marriage out-of-state same-sex marriages (Supreme Court of the U.S., 2015). In 2016, a U.S. Navy ship was named after Milk in honor of his LGBTQIA+ activism (University of Albany, 2016). The Supreme Court of the United States ruled in October of 2019 that Title VII makes it unlawful for an employer to discriminate against employees’ race, color, religion, sex, or national origin—including members of LGBTQIA+ (Supreme Court of the United States, 2020). President Biden signed an executive order on January 25, 2021, overturning former President Trump’s 2017 ban banning transgender individuals from serving in the military (The White House, 2021). The executive order also prohibits threats against enlistment based on gender identity or issues relating to gender identity.

The federal government leaders have an obligation to overcome conscious and unconscious bias discrimination by leadership concerning LGBTQIA+ individuals, African Americans, individuals with disabilities, and other minorities in the workplace and society. Changing state, federal, or presidential laws will not ensure changes will be implemented within organizations or federal government agencies. Lewin (1958) conducted a four-year study that revealed a correlation between group decisions and social change. In order to make the change permanent, there is a three-step process of unfreezing, realignment, and refreezing (Lewin, 1958). Organizations must overcome the

conscious and unconscious bias of racial discrimination by leadership and employees towards LGBTQIA+ individuals, African Americans, individuals with disabilities, and other minorities that continue to impact federal government employees.

Psychological Contract

Researcher Argyris (1960) studied the concept of psychological contracts to recognize the implicit expectations and obligations between employees and employers concerning organizational behavior. Argyris conducted semi-structured research interviews, observations, and surveys with employees to explore their perceptions of what their employer expects from them and what they expect in return (Argyris, 1960). Argyris developed a foundation for understanding psychological contracts by analyzing the data gathered from these studies. Argyris identified common themes and patterns in employees' beliefs about their psychological contracts through these studies. Argyris found that these contracts are often influenced by numerous factors such as job security, career development opportunities, fair treatment, work-life balance, and recognition or rewards for their contributions.

The psychological contract context provides insights into how psychological contracts operate in the workplace and can be used by employers to manage the employment relationship successfully. Rousseau (1989) identified the differences between employee and psychological contracts. Rousseau provided an in-depth, comprehensive exploration of psychological contracts, breaches, organizational behavior, and building trust (Kozhakhment et al., 2023). An employee contract outlines the documented benefits employees receive as compensation for doing their assigned duties

(Zeitoun & Pamini, 2020). In contrast, a psychological contract is the non-expressed expectations of an individual as part of a working relationship (Rousseau, 1989). There is a high risk of a psychological contract breach because the other party does not know what the other party expects. Therefore, a breach of contract is always at risk. A way to safeguard a psychological contract is to be genuine and transparent. Any violation of confidence in the other person will trigger a psychological contract breach.

The psychological contract affects employees and their organization or supervisors to illustrate the causes of turnover intentions. When expectations are not met, it can lead to feelings of decreased trust and lowered commitment among employees, and the perceived breach can significantly influence turnover intentions within organizations (Turnley & Feldman, 2000). Employees who perceive a breach in their psychological contract are more likely to consider leaving the organization due to a sense of injustice and dissatisfaction, leading to diminished organizational citizenship behaviors and amplified withdrawal behaviors (Beri & Pathania, 2021). Consequently, when a psychological breach turns into actual turnover, the organization experiences higher turnover rates, increased recruitment costs, and a loss of valuable institutional knowledge and expertise. Understanding the underlying factors contributing to the psychological contract breach can shed light on ways to mitigate its impact on turnover intentions.

The repercussions of psychological contract breach issues are not limited to individual employees but can also extend to the broader organizational culture. A prevalent sense of disappointment and dissatisfaction can permeate the workplace, impacting overall organizational culture, team morale, and productivity (Hunter, 2021).

The psychological contract breach can lead to a decrease in collaboration, teamwork, and innovation, as employees may become disconnected and less inclined to participate in the collective objectives of the organization (Mitterer & Mitterer, 2023). Addressing psychological contract breaches requires a strategic and multifaceted approach that fosters open communication, empathetic leadership, and proactive measures to align organizational practices with employee expectations. When Leaders acknowledge and rectify instances of contract violation, organizations can rebuild trust and restore employee confidence, contributing to a more stable and committed workforce.

Psychological Capital

Luthans (2002) correlated the need for organizations to take a positive and proactive approach to organizational behavior to create a positive organizational culture. A predominant component of positive organizational behavior is psychological capital. Luthans et al. (2006) explained that psychological capital encompasses (a) self-efficacy, (b) self-confidence, (c) being hopeful, (d) being optimistic, and (e) being resilient. Additionally, Luthans indicated that positive psychology is more powerful than negative psychology to improve weaknesses and build on employees' strengths (Luthans et al., 2006). The psychological contract between an employee and an employer is influenced by a multitude of factors, including organizational culture, leadership style, and past experiences (Azeem et al., 2020). An organization's long-term sustainability depends on positive psychological capital and organizational culture. Regular assessment and evaluation of diversity and inclusion efforts are crucial for identifying areas of improvement and ensuring that the organization remains dedicated to fostering an

inclusive and collaborative environment for all employees.

Psychological Capital influences numerous aspects of an organization. Psychological capital plays a significant role in psychological contracts—psychological contracts are separate from employee contracts (Rousseau, 1989). A psychological contract is an individual's unexpressed expectations towards co-workers, supervisors, senior leaders, and the overall organization beyond an employee contract (Isaksson, 2020). Many organizations incorporate positive organization-driven social change initiatives into their mission, vision, and values statements (Stephan et al., 2016). Incorporating positive organization-driven processes is the foundation for creating an encouraging organizational culture and behavior. By prioritizing these strategies, organizations can create a workplace culture where diversity, equity, and inclusion are recognized as components of success. Diversity initiatives enhance employee morale and satisfaction and strengthen the organization's ability to attract and retain top talent, leading to improved performance and a competitive edge in the market.

The voluntary employee turnover rate of federal employees is much greater than the hiring rate. In 2021, 740,000 federal employees voluntarily quit, and 267,000 employees were hired from May 2021 through September 2021 (U.S. Bureau of Labor and Statistics, 2022). That left 473,000 job openings that have not yet been filled. Leadership cannot safeguard long-term sustainability, employee satisfaction, employee retention, or psychological contracts without understanding how psychology impacts all levels of the organization. Ensuring that all federal agencies implement processes to adhere to all DEIA laws and regulations to prevent discrimination towards members of

the LGBTQIA+ community, African Americans, individuals with disabilities, and other minorities who work for the federal government. The 2022 FEVS concluded on July 17th, 2022, and the results could provide data to understand the surface-level reasons for employee turnover rates.

Future of Change Management

Traditional change management practices can be slow and burdensome, resulting in delayed implementation and not achieving outcomes. The emerging trend in change management is the integration of agile methods. Agile methods, commonly used in software development emphasize flexibility, collaboration, and frequent iterations (Msimango, 2023). Organizations can respond more quickly to changing circumstances by employing agile principles to implement change to achieve short and long-term objectives (Hasan et al., 2021). The agile approach encourages cross-functional teams to collaborate, share ideas, foster innovation, promote continuous feedback and learning, and allow rapid experimentation (Katare, 2022). Applying agile methods to change management can lead to improved efficiency, increased employee engagement, and successful organizational transformations in the digital age. The field of change management has evolved and matured over the past few decades as organizations face faster and more complex changes than ever before.

The digital revolution has transformed how organizations conduct themselves, handle financials, and recruit new employees. Digital change management leverages technology to enhance communication, collaboration, and engagement throughout the change process (Porath, 2023). From virtual project management tools to online training

platforms, digital solutions facilitate remote collaboration, real-time data analysis, and seamless communication (Dziembek, 2020). Virtual project management tools include video conferencing, online training, and virtual team-building activities to maintain connections and drive successful change outcomes (Liebert & Zaczyk, 2019). The shift towards remote work, accelerated by recent global events, has necessitated an innovative approach to change management. With dispersed teams and virtual communication as the norm, change leaders must find innovative ways to engage and support employees during change initiatives.

The history of artificial intelligence evolution goes back to the Dartmouth Summer Research Project on Artificial Intelligence (DSRPAI) in 1956, which marked the birth of artificial intelligence as a formal discipline (Solomonoff, 1985). In the 1990s and early 2000s, artificial intelligence was pivotal in data analysis and organization intelligence (Shao et al., 2022). Organizations have started using artificial intelligence powered algorithms to examine enormous volumes of data and isolate valuable conclusions (Sjodin et al., 2023). Artificial intelligence centered techniques like data mining and natural language processing helped companies make informed decisions, identify trends, and distinguish customer behavior.

Since the inception of artificial intelligence, it has emerged as a transformative driver in revolutionizing various aspects of education, healthcare, and finance technology (FinTech). With its ability to simulate human intelligence and automate complicated tasks, artificial intelligence has developed into a powerful tool for optimizing organizational performance (Mondal et al., 2023). By analyzing vast amounts of data,

making predictions, and aiding in decision-making processes, artificial intelligence can revolutionize effectiveness, production, and strategic planning within organizations. Artificial intelligence has become a powerful instrument that can significantly impact organizations across various industries.

The use of artificial intelligence in organizations has gained significant importance due to the potential for enhanced productivity and efficiency. Artificial intelligence can also improve decision-making processes by providing valuable insights from complex data sets (Horani et al., 2023). By leveraging artificial intelligence technologies, organizations can modernize processes, lower costs, increase competitive advantage in the marketplace, and boost long-term sustainability (Enholm et al., 2022). Leaders of the change initiatives within the organization must align with the organization's vision, mission, and core values and how it will be appropriate for the desired outcome. Leaders who harness innovative strategies and embrace new artificial intelligence trends can effectively navigate the complexities of change management and create a culture of innovation within their organizations.

The rapid advancement of artificial intelligence technology has brought about significant transformations in the business world. Today, organizational leaders increasingly recognize the potential of artificial intelligence to drive organizational change and propel their companies toward success (Farrow, 2021). By harnessing innovative strategies and embracing new trends in artificial intelligence, these leaders can effectively navigate the complexities of change management and create a culture of innovation within their organizations (Enholm et al., 2022). Organizations' complex

challenges require leaders to think outside the box and embrace innovative strategies (Goralski & Tan, 2020). The rigid structures and linear processes of traditional change management are no longer effective in navigating the uncertainties and disruptions of the modern world (Farrow, 2021). Leaders can embrace reskilling and upskilling initiatives to empower their workforce to work alongside artificial intelligence systems to unlock new levels of productivity and innovation.

Artificial intelligence powered chatbots are used for customer service and support, while machine learning algorithms enable personalized recommendations in e-commerce. Artificial intelligence can be applied in supply chain optimization, predictive maintenance, fraud detection, and data analytics, among other areas, to drive operational efficiency and performance improvement to automate specific jobs to create new opportunities for human-machine collaboration (Sharma, 2023). Human resources departments making a digital change must offer training to ensure employees have the skills to take on the challenges of the new digital workplace. Organizations can automate routine and labor-intensive duties, giving employees time to concentrate on more strategic and creative initiatives.

Quiet Quitting

The effects of employee disengagement, specifically in the form of quiet quitting, stem from various factors within an organization, impacting productivity, organizational culture, and finances. Quiet quitting, also known as silent resignation, is a phenomenon that arises when employees disengage from their work and silently withdraw their commitment to the organization (Hao et al., 2022). Quiet quitting can manifest in various

forms, such as decreased productivity, disinterest in participating in meetings or social events, and a general lack of enthusiasm towards their work (Singh et al., 2023). While it may not be immediately visible or as disruptive as a loud resignation, the impact of quiet quitting on the organization can be significant (Henke, 2023). Quiet quitting is influenced by trust in leadership, leading to higher turnover intentions among employees (Pathardikar et al., 2023). Quiet quitting can stem from feelings of being undervalued, lacking opportunities for career growth and advancement, or a disconnect between the employee's values and the organization's culture. Quiet quitting has a profound impact on trust in leadership within an organization.

Ineffective leadership and communication also contribute to this phenomenon, as employees may feel unsupported or unheard. Employees who feel unnoticed or unappreciated are prone to seek opportunities elsewhere, impacting the organization's retention rates and overall morale (Hussain, 2023). When employees begin to disengage silently, it can indicate that employees do not trust their leaders to address their concerns or improve the work environment (Mannan & Kashif, 2020). The erosion of trust can have far-reaching consequences, as it affects the overall morale and commitment of the workforce (Ellera et al., 2023). Employees who feel undervalued or unheard are less likely to place their trust in leadership and organizational decision-making. Those employees may perceive the leadership as disconnected or unaware of the underlying issues that lead to quiet quitting. As a result, their confidence in the ability of leadership to steer the organization towards a positive and supportive work culture diminishes.

The impact of quiet quitting on trust in leadership extends beyond the affected

individuals. Quiet quitting can create a ripple effect, influencing the perceptions of other employees within the organization (Serenko, 2023). Observing peers quietly disengaging can breed a sense of disillusionment and skepticism about leadership's effectiveness (Gamble Blakey et al., 2023). Positive leadership commitment to understanding the concerns of their employees and taking proactive steps to foster an environment of open communication, trust, and mutual respect (Assefa et al., 2024). Positive leadership involves implementing channels for continuous feedback, actively listening to employee perspectives, and transparently addressing any challenges or issues that contribute to quiet quitting. The impact of quiet quitting due to diminished respect and trust in leadership underscores the importance of creating a workplace culture where trust, support, and authenticity are valued. When leaders acknowledge and address the implications of silent disengagement, they could rebuild trust and cultivate a more committed and empowered workforce.

Supervisor-Initiated Turnover

Supervisor-initiated turnover refers to the departure of employees from an organization because of the actions, behavior, or decisions made directly by their supervisors. Supervisor-initiated turnover can shake the foundation of trust and respect, causing a ripple effect that impacts employee loyalty (Jun et al., 2023). When employees witness their colleagues leaving the organization due to conflicts, lack of support, or unfair treatment by their supervisors, it can lead to a cessation in trust and respect for the leadership (Woodhead et al., 2021). Understanding the root causes and impacts of supervisor-initiated turnover is fundamental for creating a positive organizational culture

and productive work environment (Vasconcelos, 2020). When organizations research the reasons behind the supervisor-initiated turnover and evaluate the leadership practices, it allows for discovering any systemic issues that may contribute to the supervisor-initiated turnover trend within organizations. By acquiring a deeper understanding of supervisor-initiated turnover, organizations can take proactive measures to address the underlying issues and rebuild trust and respect within the organization. Supervisor-initiated turnover can shake the foundation of trust and respect, causing a ripple effect that impacts employee loyalty and leads to turnover intentions, as employee loyalty is correlated with trust and respect in leadership.

Understanding the impact of turnover on trust in leadership goes beyond the immediate effects on individual employees and extends to the overall organizational performance and reputation. High turnover rates can signal instability and turmoil within the organization, leading to concerns among stakeholders such as investors, clients, and employees (DesJardine et al., 2023). The erosion of trust in leadership can also permeate through different levels of the organizational hierarchy (Weibel et al., 2023). Supervisor-initiated turnover can erode trust and respect in leadership by creating a sense of instability and uncertainty within the organization (Håkansson, 2022). Ambiguity can lead to employees questioning the credibility and effectiveness of leadership, resulting in a lack of trust and respect (Lin et al., 2022). The impact of turnover due to trust in leadership can affect the recruitment and retention of new talent. Prospective employees may be deterred from joining an organization with a reputation for high turnover driven by leadership issues. Similarly, current employees who witness the repercussions of

supervisor-initiated turnover may become disenchanted and disloyal to the company, leading to a cycle of further attrition.

Transformational Leadership

Leadership styles are integral to shaping organizational culture. The behavior and actions of leaders set the tone for the entire organization, influencing how employees perceive their roles, responsibilities, and the overall work environment (Smallfield et al., 2020). A transformational leadership style is depicted by the ability to motivate employees, boost intellectual stimulation, and empathy, which can contribute to a positive and empowering organizational culture (Khan et al., 2020). Transformational leadership fosters innovation and a sense of purpose among employees, boosts innovation, fosters a sense of trust, and promotes open communication, lowering turnover intentions (Begum et al., 2020). Transformational leaders are role models for behavior and conduct, warranting the respect and appreciation of their followers through their own performance and behaviors. Transformational leaders demonstrate a genuine concern for each team member's personal and professional development, providing support and guidance adapted to individual needs.

Understanding the impact of different leadership styles on organizational culture provides a deeper insight into the dynamics at play within the organization. By recognizing the influence of leadership behavior on the organizational culture, organizations can strategically align their leadership development initiatives to create a culture that mitigates turnover intentions and fosters employee satisfaction and commitment (Florek-Paszowska & Hoyos-Vallejo, 2023). In contrast, a transactional

leadership style, which focuses on conditional rewards and management by concession, may contribute to a more rigid and less encouraging organizational culture (Chaudhary & Sisodia, 2022). Employees under transactional leaders may feel less engaged and motivated, leading to higher turnover intentions as they seek a more fulfilling work environment. Leadership styles within an organization are pivotal in defining the cultural tone. Transformational leadership, which focuses on inspiring and motivating employees, often cultivates a positive and inclusive culture.

Financial Consequence of Turnover

The research on turnover financial consequence of turnover can be traced back to the first articles by Diemer (1917) and Fisher (1917), along with published books by Colvin (1919) and Emmet (1919). In 1912 and 1913, before the First World War, the turnover was reported at a record-breaking turnover rate of 600% in the U.S. manufacturing industry in Detroit Michigan plants (Colvin, 1919). Diemer reported the average cost of replacing an employee, costs anywhere from \$50 - \$200 depending on (a) the cost of hiring, (b) the cost of training a new employee, (c) decreased output by a new employee, and (d) work ruined by a new employee. The average wages were based on race and gender back in 1919 (Libraries University Missouri, n.d.). The average yearly salary in 1919 for manufacturing employees was \$1466 (The Federal Trade Commission, 1923). The cost of employee turnover ranges from 20 - 500 percent of the annual salary of the employee who left the organization (Mahadi et al., 2020). The approximate cost of turnover of U.S. federal employees ranges from 90 to 200 percent of an employee's annual gross salary (U.S. Office of Personnel Management, n.d.). The high cost of

turnover highlights the substantial financial burden that turnover can place on an organization. Understanding the specific financial implications of turnover can help organizations make strategic decisions to minimize its impact.

By investigating the numerous cost components and analyzing the root causes of employee turnover, organizations can create proactive retention strategies that invest in initiatives that promote employee engagement and satisfaction. When studying the direct and indirect turnover expenses, it is essential to explore the specific cost factors that impact the financial burden (Bhattacharya et al., 2021). Direct expenses encompass the tangible costs incurred during the turnover process, including recruitment costs, advertising expenses, interview and selection costs, time spent, and training fees for new hires (Abraham, 2023). The intangible costs of turnover, although challenging to quantify, can have a profound long-term impact on the organization's financial stability and competitiveness in the market (Tura, 2019). Disruptions in workflow and team dynamics can also lead to inefficiencies and errors, impacting the quality of products or services delivered to clients. The negative impact on employee morale and engagement can affect customer satisfaction, loyalty, and retention, potentially resulting in further financial losses for the organization.

The high costs of turnover can quickly accumulate, especially in high-turnover scenarios, and significantly impact the organization's budget (Govindaras et al., 2023). It is noteworthy to deliberate on the indirect costs that stem from turnover (Porter & Rigby, 2020). Decreased productivity among the remaining employees, as they may need to take on additional responsibilities or experience disruptions in their workflow,

can result in a ripple effect on overall team efficiency and output (Al-Suraihi et al., 2024). When experienced employees leave, valuable project continuity and institutional knowledge are lost (Chagadama et al., 2022). Newly hired employees take time to get up to speed, leading to delays, higher costs, and potential project failures. Turnover can lead to the loss of valuable institutional knowledge and expertise, which may take time and resources to restore. Taking proactive measures to create retention strategies may lead to cost savings and improve overall organizational performance.

Transition

U.S. federal department leaders and supervisors are confronted with a significant challenge with the escalating rates of high-level voluntary employee turnover among federal employees. Government leaders and human resources managers would benefit by understanding the factors contributing to turnover and its impact on government operations and the economy. While turnover is a natural part of any workforce, the high rates at the federal level have raised concerns about the impact on government efficiency, effectiveness, and budget. The organizational culture and leadership within U.S. federal agencies can significantly influence employee satisfaction and retention. For the secondary data analysis, the social exchange theory (SET) was provided as a theoretical framework to offer insight into retention strategies that contribute to the retention of U.S. federal employees. Section 2 encompasses the project design and process, and Section 3 contains the study.

Section 2: Project Design and Process

The purpose of this quantitative ex-post facto correlation study was to examine the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions within the federal government, as measured by the 2022 FEVS. The independent (predictor) variables were respect for department leaders and trust in direct supervisor, as measured by the 2022 FEVS. The dependent variable was turnover intentions (criterion). The 2022 FEVS dataset was used to measure how employees feel about department leaders and director supervisor. The dataset was also used to measure how each independent variable correlates with the dependent variable. The research question was “What is the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions?”

Method and Design

Method

The specific research method for this study was a quantitative correlational approach to determine the relationship among several variables. Quantitative research is a technique of collecting and analyzing numerical data. The advantage of quantitative methodology is that it can be utilized to discover patterns and averages, make estimates, test causal associations, and generalize findings to broader populations (Mizanur Rahman et al., 2022). Quantitative studies are often used in ex-post facto analysis because they can provide a large sample size and objective data analysis. In addition, quantitative studies can be analyzed in real-time, which can help researchers identify trends and patterns quickly. The quantitative method is appropriate because I was able to objectively

analyze the extent and nature of these associations by employing statistical techniques with a quantitative approach, which offers valuable insights into the factors that outline a specific outcome. However, it is important to note there are some disadvantages to a quantitative study, such as the studies may not provide a deep understanding of the research question(s), the study may not be able to capture the complexity of human behavior or attitudes, and quantitative studies may be biased or incomplete.

Design

The specific research design was an ex post facto to address the research questions in this quantitative study. Ex post facto studies provide insights into the complexity of real-world issues and contribute to evidence-based decision-making processes by authenticating the reliability and validity of the results by conducting secondary data analysis of an existing data set (Mulisa, 2022). The intention of using a quantitative ex post facto design was to reveal the relationships between independent and dependent variables by employing statistical analysis to help discern how these variables correlate (Taherdoost, 2022). By examining these relationships, an ex post facto study offers an innate understanding of the factors influencing the phenomenon under investigation (Knight et al., 2021). Ex post facto research design was ideal for studying phenomena from previously gathered data, allowing the analysis of the effects or outcomes of certain factors without direct influence on participants.

In an ex-post facto study, the researcher identifies events that have already occurred and then collects data to explore a potential relationship between these influences and consequent properties or actions (Kinyua, 2023). An advantage of the ex-

post facto designs is that they are well-suited for exploratory research, where the goal is to uncover relationships and patterns in existing data (Mundaca et al., 2023). Another advantage of ex-post facto research is that the findings from ex-post facto studies have direct implications for real-world applications and decision-making (Pradhan & Srinivasan, 2022). One of the disadvantages of ex-post facto research is that the researcher cannot manipulate variables or randomly assign research subjects to different groups. Therefore, a quantitative ex-post facto correlation study was selected to investigate the relationship between the independent and dependent variables that have already occurred through data analysis of the 2022 FEVS to identify the potential relationships.

Federal Employee Viewpoint Survey

The data from the 2022 FEVS (see Appendix) was used to measure the perception of respect and trust within departments and agencies of the U.S. federal government. The annual FEVS is the world's most prevalent intuitive government employee survey to measure the organizational culture and morale of U.S. federal employees (U.S. OPM, 2023). The 2022 FEVS dataset was used to measure the perception of respect and trust within departments and agencies of the U.S. federal government. In addition, the vast body of literature associated with the federal government, respect for department leaders, trust of direct supervisor, and turnover intention were compared to recommend future research.

Data Analysis

The 2022 FEVS was used to investigate the relationship between respect for

department leaders (ordinal), trust in direct supervisor (ordinal), and turnover intentions (nominal) scales of measurement. The ordinal scale characterizes data that can be ranked or ordered, but the distinctions between values may not be equal or significant (Bougie & Sekaran, 2019). The 2022 FEVS used a Likert 5-point ranking system to measure the respondents' responses for the ordinal independent variables used in this study: 5 = *strongly agree*, 4 = *agree*, 3 = *neutral*, 2 = *disagree*, and 1 = *strongly disagree*. The 2022 FEVS used nominal responses for the dependent variable used in this study has four categories: "*no*," "*yes, other*," "*Yes, to take another job within the Federal Government*", and "*Yes, to take another job outside the Federal Government*." Table 1 depicts the quantitative data collection used, the data source, the scales of measurement, and response values for each variable.

Table 1

Variables, Data Source, Scales of Measurement, and Response Values

| Variable | Description | Data Source | Scales | Response Value |
|-------------|----------------------------|-------------|---------|------------------------------|
| Independent | Respect for senior leaders | 2022 FEVS | Ordinal | Q60: Likert, 1-5 |
| | Trust in direct supervisor | 2022 FEVS | Ordinal | Q50: Likert, 1-5 |
| Dependent | Turnover intention | 2022 FEVS | Nominal | DLEAVING: Four categories |

Psychometric Properties of the Federal Employee Viewpoint Survey

In 2004, the U.S. Congress mandated the FEVS (formally referred to as the Federal Human Capital Survey [FHCS]) by the institution of the National Defense Authorization Act for Fiscal Year 2004 (U.S. Department of Agriculture, n.d.). The OPM

conducted the 2022 FEVS from May 30th through July 15th, 2022 (8 weeks) to measure employees' perceptions of concepts such as work experience, organizational culture, pay, DEIA, training and development, management/supervision, trust, respect, awards and recognition, and leadership (U.S. Department of Agriculture, 2023). The 2022 FEVS was sent to 1,582,112 U.S. federal employees with 557,778 respondents (sample size) from 439 agencies with a 35% response rate governmentwide, 59% response rate by med-sized agencies, and 75.3% response rate by full-time commissioned non-political (OPM, 2022). Researchers have used the FEVS to publish articles to examine several issues, including leadership, turnover, and trust (Resh et al., 2019).

Missing data can occur due to an employee's refusal to respond, loss of data, or not answering questions fully (Audin, 2024). Missing data can have significant implications for the reliability and validity of research studies. The dataset was thoroughly examined to identify missing. All missing data was addressed before selecting the cases for the study by identifying all the cases that missing any responses and they were removed from the data set before conducting statistical testing of the data. IBM SPSS Statistics software version 29.0.2.0 (20) was the software used to conduct my analysis. A multinomial logistic regression was used to analyze the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions within the U.S. federal government. Multinomial logistic regression was the appropriate statistical method to use to model the relationship between a nominal dependent variable with two or more categories and ordinal independent variables with Likert scale responses (1-5) (Pate et al., 2023). The 2022 FEVS dataset contained information on

various aspects of the federal government workforce, including employee engagement, trust, respect, DEIA, and turnover intentions. For the 2022 FEVS, federal employees responded to 108 survey questions that related to personal work experiences, demographics, work unit, work-life balance, agency, satisfaction, supervisor, and leadership. The public data set was analyzed that was previously collected by the Office of Personnel Management (OPM) via the 2022 Federal Employee Viewpoint Survey (Office of Personal Management, 2022). Data was also collected from the Bureau of Labor Statistics on federal job openings in 2022. The body of literature involving the federal government, respect for leadership, trust of supervisor, and turnover intention was also compared to endorse future research.

SPSS was used to generate descriptive and inferential statistics. When a correlation was established, a multinomial logistic regression analysis was conducted to test if a statistically significant relationship exists between this study's independent and dependent variables. Multinomial logistic regression is a powerful statistical technique that allows researchers to examine the relationship between multiple independent variables and a single dependent variable with three or more categories (Castilla & Chocano, 2022). In quantitative correlational research, this method can provide valuable insights into the strength and direction of relationships between variables (Smith & Kwesi, 2020). One of the key advantages of the correlational design is its ability to identify patterns and associations in naturally occurring data without the need for experimental manipulation (McDermott, 2023). The correlational design allows researchers to identify relationships between variables and measure the strength and

direction of these relationships.

Understanding the magnitude of the association between variables provides a deeper insight into the nature of the relationship, from weak to strong correlations, and whether they are positive or negative. Experimental approaches, on the other hand, are characterized by the random assignment of participants to different experimental conditions. The focus of this study was to determine if there was a correlation between respect for department leaders, trust in direct supervisor, and turnover intentions within the federal government, therefore, a correlational design is most suitable for this study. Probabilistic sampling advantages include (1) reducing bias and safeguarding generalizability, (2) allowing for valid statistical reasoning, and (3) supplying a representative sample from the populace (Pate et al., 20223). The disadvantages of probabilistic sampling include (1) requiring a sampling frame, (2) being time-consuming and costly, and (3) non-response bias occurring if selected individuals refuse to participate (López, 2022). If any assumptions are violated, the choice of correction technique depended on the specific violation and the context of this study to assess the impact of any violations to determine the most suitable approach to address the violation in this study.

Power Analysis

A priori power analysis includes conditions for the population size and the statistical test. According to Casteel and Bridier (2021), researchers commonly use a priori power analysis to determine the minimum sample size before running a statistical test to provide sufficient statistical power based on predetermined parameters, including

the capability to measure the chosen effect size with statistical significance. The most widely accepted value of power is .80 to restrict type I and II errors to be able to determine the probability of a statistical test rejecting the null hypothesis when it is false (Kang, 2021). Power is contingent on effect size, sample size, and statistical test performed. A total of 557,778 employees responded to the survey with a 35% response rate governmentwide, 59% response rate by med-sized agencies, and 75.3% response rate by full-time commissioned non-political (Office of Personal Management, 2022). The target population includes U.S. federal government personnel from all agencies, socioeconomic status, and demographics. Running a priori power analysis will determine the required sample size for this study.

G*Power software version 3.1.9.7 was used to run a protocol for power analyses. A power analysis for multinomial logistics regression, using turnover intention as the main continuous predictor variable, was conducted to determine the minimum required sample size. A two-tail logistics regression model for the statistical test used turnover intention as the primary continuous predictor variable to determine the minimum required sample size. For the research topic of turnover intention, reported odds ratios range from 1.3 to 2.5. For a moderate effect, an odds ratio between 1.3 to 2.5. For a moderate effect, an odds ratio between 1.5 and 2.0 is typical. Therefore, 1.8 with a significance criterion (α) = .05 was used. The G*Power input for the probability of Y variable (response) was $Pr(Y=1|X=1) H_0 = 0.43$ for an odds ratio of 1.8. The expected multiple correlation coefficient (R^2) between turnover intentions (XI) and all other covariates (e.g., respect for department leaders and trust in direct supervisor). For a moderate correlation, if $R = 0.5$,

then $R^2 = 0.25$. The X distribution was set at normal. The results indicated a minimum power of 155 cases is required to achieve a minimum power of .80 with normal distribution. Increasing the power to .95 with the critical $z = 1.9599640$ required a sample of 256. This study used a sample size of 256 fully completed cases. A sample size of 256 is appropriate as it meets the required threshold of 155, and the power of the test is .95, signifying a lesser probability of receiving a Type II error ($1-\beta$ err prob) = .95. Figure 1 depicts the inputs to run a priori power analysis to compute required sample size – α , power, and effect size. Figure 2 depicts sample size as a function of power for a priori power for logistics regression.

Figure 1

Inputs Entered to Determine Sample Size for Study

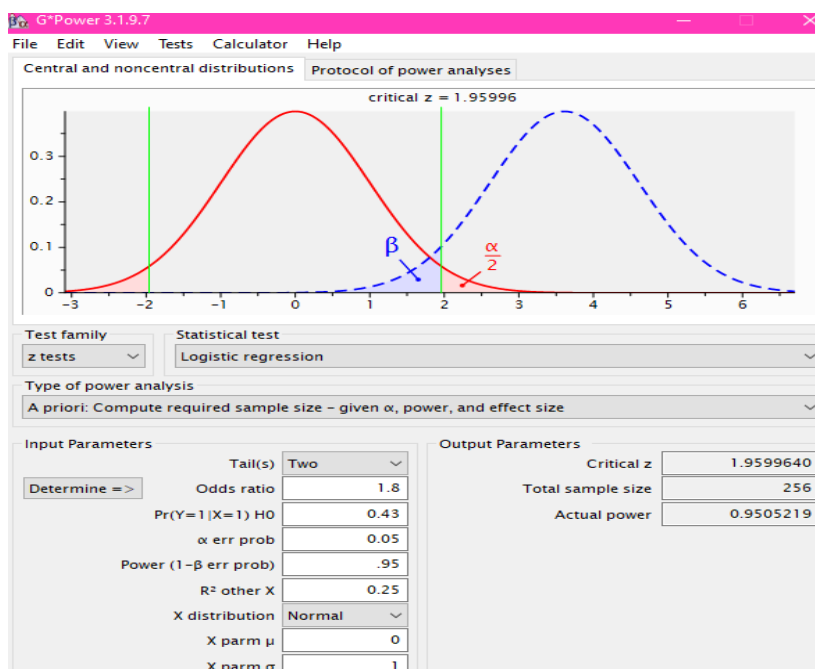
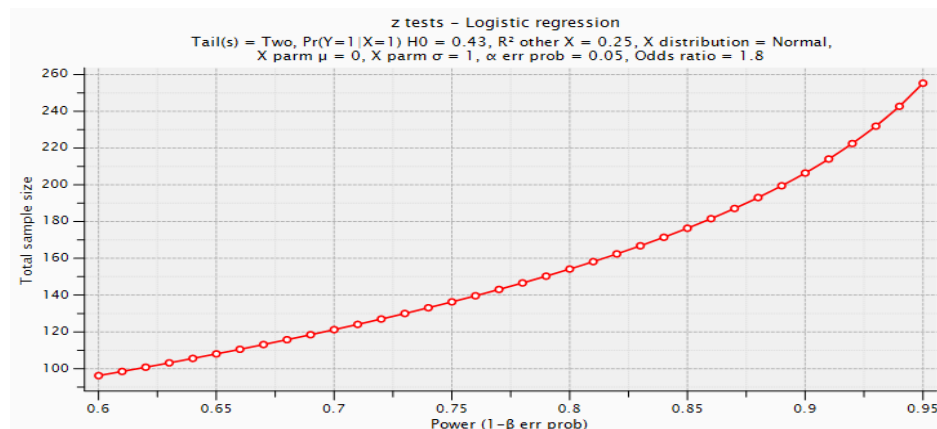


Figure 2*Priori Power Analysis for Logistics Regression*

The public 2022 FEVS archived data contains no personal indefinable information from the participants. The 2022 FEVS provides valuable insights for agencies to enhance workplace experiences and foster employee well-being. In the dataset for this ex-post facto study, all data will be collected ethically, data was not manipulated to create biased outcomes, the archival data is credible, reliable, and valid, all responses were submitted voluntarily, and the data will be raw and untouched. The data for this study was collected from the 2022 FEVS data set, provided on the OPM website which is available to the public. The OPM did not divulge any personal information of the participants. Even though there is no personal information in the data, I will preserve the data in a protected location for five years to safeguard the rights and confidentiality of the participants. IRB approval was obtained. The IRB approval number is 05-14-24-1114506. Analyzing data collected from the archival data of the 2022 FEVS removes the requirement for second-level IRB approval.

Summary

The purpose of this quantitative ex-post facto correlation study was to examine the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions within the federal government, as measured by the 2022 FEVS to answer the research question, “What is the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions? The U.S. federal government department leaders, department supervisors, and human resource managers could better understand how employees feel about leadership and their roles within government agencies. I utilized the social exchange theory to examine how respect and trust within government agencies influence employees' intentions to leave their jobs. By analyzing these factors, with this study, I aimed to provide insights into the dynamics of employee turnover and the role of interpersonal relationships in an organizational setting. The findings of this study may offer beneficial implications for organizational leaders and HR professionals seeking to enhance employee retention and foster a positive work environment.

A quantitative ex-post facto correlation study methodology was employed for this study. The quantitative methodology permitted analyses of the relationship between respect for department leaders, trust in direct supervisors, and turnover intentions within the U.S. federal government. By analyzing data collected from the 2022 FEVS and the Bureau of Labor Statistics, allowed investigation of how respect and trust impact turnover intentions among federal employees. The quantitative methodology enabled the ability to draw correlations and insights into the dynamics of these variables in

organizational contexts. As the researcher, my role in the study was to acquire, analyze, and interpret data while adhering to the ethical guidelines outlined in the Belmont Report. The Belmont Report emphasizes three core principles for ethical research involving human subjects: respect for persons, beneficence, and justice. I did not conduct individual in-person interviews or individual participants because the data was collected anonymously by the OPM, which permits for more authentic data. The data for this study was collected from the 2022 FEVS data set, provided on the OPM website, and is available to the public. Even though there is no personal information in the data, I will maintain the data in a secure location for five years to safeguard the rights of the participants.

Section 3 includes the presentation of the findings and the statistical analysis regarding the relationship between the respect, trust, and turnover intentions of federal government employees. A discussion of the potential applications of these findings in the context of retaining employees within the federal government is also included. This section also addresses social change implications stemming from the study's results, along with recommendations for future actions and areas of further research. By conducting a secondary data analysis, this study does not require the use of standard data collection instruments.

Section 3: The Deliverable

The Deliverable

Section 3 is comprised of an executive summary with a presentation of quantitative data analysis. The executive summary contains an overview of the study, distinguishes the goals and objectives, and provides the results and conclusions of the analysis, recommendations for actions, a communication plan, and the social change impact. This section also includes the presentation of quantitative data analysis, descriptive and inferential results and conclusions of the analysis, recommendations for action, communication plan, social change impact, and skills and competencies.

Executive Summary

The purpose of this quantitative ex-post facto correlational study was to examine the relationship between respect for department leaders, trust in direct supervisor, and turnover intentions. The independent variables were respect for department leaders and trust in direct supervisor, and the dependent variable was turnover intentions. Empirical research found that turnover intention is influenced by both respect for senior leaders and direct supervisor (Jun et al., 2023; Manoppo, 2020; Pathardikar et al., 2023; Saleh et al., 2022; Ward et al., 2022). A multinomial logistic regression analysis was used to determine if there is a relationship between respect for department leaders, trust in direct supervisor, and turnover intentions within the U.S. federal government.

Overview of Study

The dataset used for this study was a public data set previously collected by the OPM via the 2022 FEVS. This dataset contains information on various aspects of the

federal government workforce, including employee engagement, DEIA, and turnover intentions (OPM, 2022). Table 2 illustrates the response choices for the variables for this study from the 2022 FEVS previously conducted by the OPM.

Table 2

Sample Responses to the 2022 Federal Employee Viewpoint Survey

| Variable | Question | Possible Response |
|--------------------------------|---|--|
| Respect for Department Leaders | Question 60: I have a high level of respect for my organization's senior leaders | (1) Strongly disagree (2) Disagree (3) Neither (4) Agree (5) Strongly agree |
| Trust in direct supervisor | Question 50: I have trust and confidence in my supervisor | (1) Strongly disagree (2) Disagree (3) Neither (4) Agree (5) Strongly agree |
| Turnover Intention | DLEAVING: Are you considering leaving your organization within the next year, and if so, why? | (A) No (B) Yes other (C) Yes, to take another job within the federal government (D) Yes, to take another job outside the federal government |

Presentation of Quantitative Data Analysis

The 2022 FEVS was sent to 1,582,112 U.S. federal employees, with 557,778 respondents from 439 agencies with a 35% response rate governmentwide, 59% response rate by med-sized agencies, and 75.3% response rate by full-time commissioned non-political (OPM, 2022). Missing data can occur due to an employee's refusal to respond, loss of data, or not answering questions fully (Audin, 2024). Missing data can have significant implications for the reliability and validity of research studies. All missing data was addressed before selecting the cases for the study by identifying all the cases

that were missing any responses and removing them from the data set before analyzing the data. The case processing summary in SPSS provides an overview of how cases were handled during an analysis. The case processing summary categorizes each case into peer groups of similar cases and shows the number of peer groups created and the number and percentage of cases in each group. Table 3 is the representation of the case processing summary.

Table 3

Case Processing Summary

| Variable Response | N | Valid | Missing | Percent | Percent |
|----------------------------|-----|-------|---------|---------|---------|
| Respect Strongly disagree | 6 | 100% | 0 | 0% | 2.3 |
| Department Disagree | 9 | 100% | 0 | 0% | 3.5 |
| Leaders Neither | 31 | 100% | 0 | 0% | 12.1 |
| Agree | 77 | 100% | 0 | 0% | 30.1 |
| Strongly agree | 133 | 100% | 0 | 0% | 52.0 |
| Trust in Strongly disagree | 20 | 100% | 0 | 0% | 7.8 |
| Direct Disagree | 13 | 100% | 0 | 0% | 5.1 |
| Supervisor Neither | 43 | 100% | 0 | 0% | 16.8 |
| Agree | 110 | 100% | 0 | 0% | 43.0 |
| Strongly agree | 70 | 100% | 0 | 0% | 27.3 |
| Turnover No | 164 | 100% | 0 | 0% | 64.1 |
| Intention Yes, other | 32 | 100% | 0 | 0% | 12.5 |
| Yes, within | 48 | 100% | 0 | 0% | 18.8 |
| Yes, outside | 12 | 100% | 0 | 0% | 4.7 |

Descriptive Statistics

Multinomial logistic regression was an appropriate statistical method used to model the relationship between a nominal dependent variable with two or more categories and ordinal independent variables with Likert scale responses (1-5). The study used multinomial logistic regression to test predictive relationships between respect for department leaders, trust in direct supervisor, and turnover intention. Turnover intentions

of the U.S. federal government employees were regressed (coded 1 = *no*, 2 = *yes*, *Other*, 3 = *yes, within the federal government*, and 4 = *yes, outside the federal government*) onto respect department leaders and trust in direct supervisor. Respect for department leaders (coded 1 = *strongly disagree*, 2 = *disagree*, 3 = *neither*, 4 = *agree*, and 5 = *strongly agree*) and trust in direct supervisor coded 1 = *strongly disagree*, 2 = *disagree*, 3 = *neither*, 4 = *agree*, and 5 = *strongly agree* were included as binary predictors. The full multinomial model was comprised of two binary logit models: (a) respect for department leaders and (b) trust in direct supervisor against a (c) baseline (reference) turnover intentions. Table 4 and Table 5 display the descriptive statistics for the independent and dependent variables included in this study, retrieved from the 2022 FEVS.

Table 4

Descriptive Statistics for Study Variables

| Variable | <i>N</i> | <i>M</i> | <i>SD</i> |
|--------------------------------|----------|----------|-----------|
| Respect for Department Leaders | 256 | 1.64 | .943 |
| Trust in Direct Supervisor | 256 | 4.26 | .964 |
| Turnover Intention | 256 | 3.77 | 1.140 |

Table 5

Analysis of the Demographic Data

| Variable | <i>N</i> | Percent |
|------------------------------------|----------|---------|
| Black or African American | 10 | 3.9 |
| White | 225 | 87.9 |
| Asian | 11 | 4.3 |
| Other Groups | 10 | 3.9 |
| Hispanic/Latino/Spanish origin | 5.1 | 5.1 |
| Non-Hispanic/Latino/Spanish origin | 243 | 94.9 |
| Has Disability | 31 | 12.1 |
| No Disability | 225 | 87.9 |
| Under 40 | 69 | 27.0 |
| Over 40 | 187 | 73.0 |

| Variable | N | Percent |
|------------------------------|-----|---------|
| Non-Supervisor/Team Leader | 198 | 77.3 |
| Supervisor/Manager/Executive | 58 | 22.7 |
| Ten years or fewer | 100 | 39.1 |
| Eleven to 20 years | 84 | 32.8 |
| More than 20 years | 72 | 28.1 |
| Male | 171 | 66.8 |
| Female | 85 | 33.2 |
| Military Service | 72 | 28.1 |
| No Prior Military Service | 184 | 71.9 |

Statistical Tests for Assumptions

Multinomial logistic regression is a statistical method used to predict the probability of different outcomes based on one or more independent variables. However, like any statistical model, multinomial logistic regression is based on several assumptions that must be met for the results to be reliable (Whitaker et al., 2021). The six assumptions for multinomial logistics regression include (a) nominal level dependent variable (e.g., “no,” “yes, other,” “Yes, to take another job within the Federal Government,” and “Yes, to take another job outside the Federal Government”), (b) one or more independent variables that are either categorical or continues (e.g., Likert 5-point scale from *strongly agree* through to *strongly disagree*), (c) independence of observations (dependent variable must have equally exclusive and exhaustive categories), (d) no multicollinearity (multicollinearity appears when two or more independent variables that are significantly connected with each other), (e) linear relationship between any continuous and the logit transformation of the outcome of the variable, and (f) no outliers or highly influential points (Pate et al., 2023). Addressing these assumptions is crucial to ensure the validity and accuracy of the model.

The chosen sampling procedure for multinomial logistic regression was

probabilistic sampling. A priori power analysis using G*Power determined that a sample size of 256 cases would be considered a successful sample. A sample size of 256 is appropriate, with the power of the test being .95, signifying a lesser probability of receiving a Type II error ($1-\beta$ err prob) = .95. This study used a sample size of 256 fully completed cases where all responses were recorded for the variables used in the study. IBM SPSS Statistics software version 29.0.2.0 (20) was also used to analyze the 2022 FEVS dataset. The codebook and dataset from the 2022 FEVS were used to run a multinomial logistic regression. For the 2022 FEVS, federal employees responded to 108 survey questions related to personal work experiences, demographics, work unit, work-life balance, agency, satisfaction, and trust and respect for department leadership and direct supervisor. Assumptions of linearity, homoscedasticity, independence, multicollinearity, normality, and outliers were tested.

Independence of Errors

An essential assumption of multinomial logistic regression is the assumption of independence of observations. Independence means that the observations in the data set must be independent from each other (Schielzeth et al., 2020). To address this assumption, researchers must ensure no autocorrelation or clustering in the data (Buya et al., 2020). Conducting tests such as the Durbin-Watson test for autocorrelation or using clustered standard errors can help address this assumption and account for any dependencies in the data (Zaho et al., 2024). A regression analysis was conducted, and the R correlation for the predictors (respect for department leaders and trust in direct supervisor) was 0.155, indicating the strength of the linear relationship to the dependent

variable (turnover intention).

The R -squared (R^2) represents the proportion of variance in the dependent variable explained by the independent variables; the result for this study was $R^2 = 0.024$. Adjusted R -squared (Adjusted R^2) accounts for the number of predictors; for this study, the Adjusted $R^2 = 0.016$. The standard deviation of the residuals was 1.05178. The Durbin-Watson statistic ranges from 0 to 4, and a value close to 2 indicates that the errors (residuals) are independent (Li, 2023). Durbin-Watson statistic ranges from 0 to 4, where 2 represents no correlation between residuals. The Durbin-Watson statistic for this study was 2.163. Since the Durbin-Watson value exceeds 2, autocorrelation (lack of independence) was not violated. Table 6 depicts the Durbin-Watson statistic for this study.

Table 6

Model Regression Summary

| Model | R | R^2 | Adjusted R^2 | SE of the Estimate | Durbin-Watson |
|---------|------|-------|----------------|--------------------|---------------|
| Model 1 | .470 | .221 | .214 | 836 | 1.967 |

Normality

Q-Q plots are valuable for assessing the normality of residuals in regression models. Multinomial logistic regression assumes that the errors are normally distributed. The normality assumption can be addressed by checking the residuals of the model for normality using tests such as the Shapiro-Wilk test or by visual inspection of a Q-Q plot (Zygmunt, 2023). If the residuals are not normally distributed, transformations or robust regression techniques can be used to account for non-normality in the errors (Osemeke et

al., 2024). The Q-Q plot for respect for department leaders visually assesses whether the residuals (differences between observed and expected values) associated with respect for department leaders follow a normal distribution. Most points align well with the reference line, suggesting that respect for department leaders may exhibit a distribution similar to normality. However, there's some slight deviation, especially at the higher end of values. Based on the plot, for trust in direct supervisor variable follows a reasonably normal distribution. The data points align closely with the diagonal line, indicating that the residuals are approximately normally distributed. The Q-Q plot for turnover intention represents the normal quantile-quantile plot for the variable. Most points in the plot align well with the reference line, indicating that turnover intentions may exhibit a distribution similar to normality. However, there's one point (around an observed value of 3) that deviates significantly from the line. Figure 3 represents the normal Q-Q plot of respect for department leaders, Figure 4 represents the normal Q-Q plot for trust in direct supervisor, and Figure 5 represents the normal Q-Q plot of turnover intention. While there are minor deviations, the plots generally exhibit characteristics of normality.

Figure 3

Q-Q plot of Respect for Department Leaders

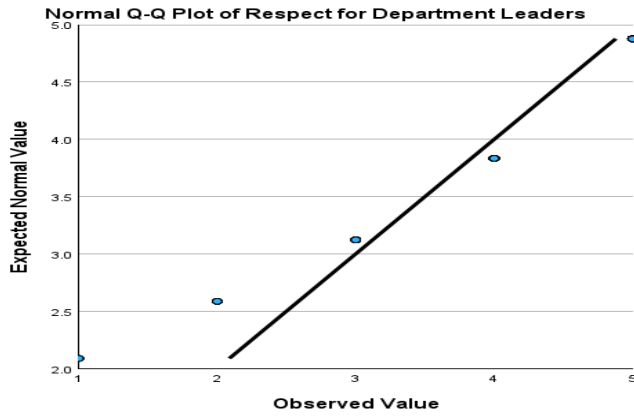


Figure 4

Q-Q plot of turnover intention Trust in Direct Supervisor

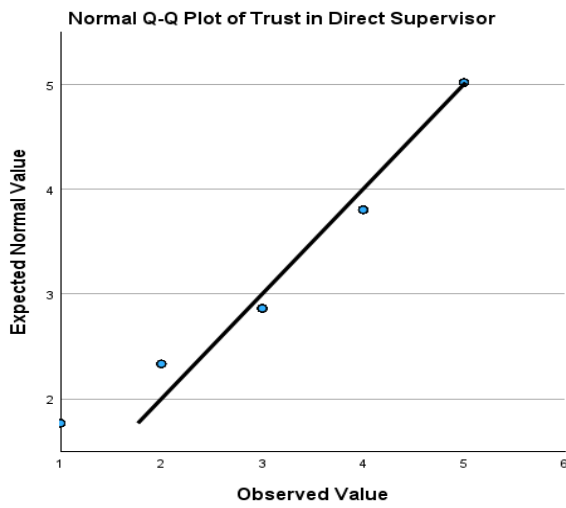
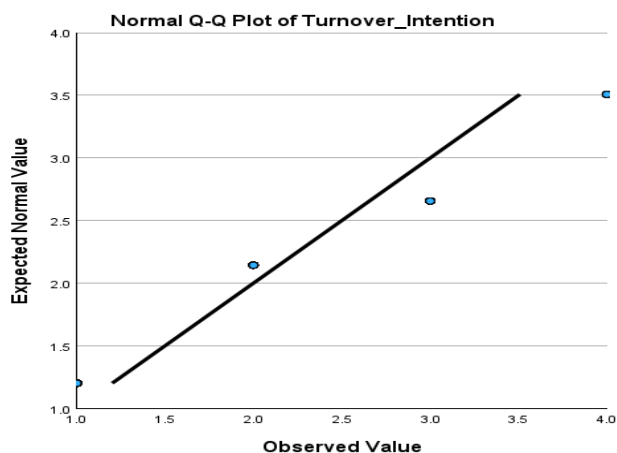


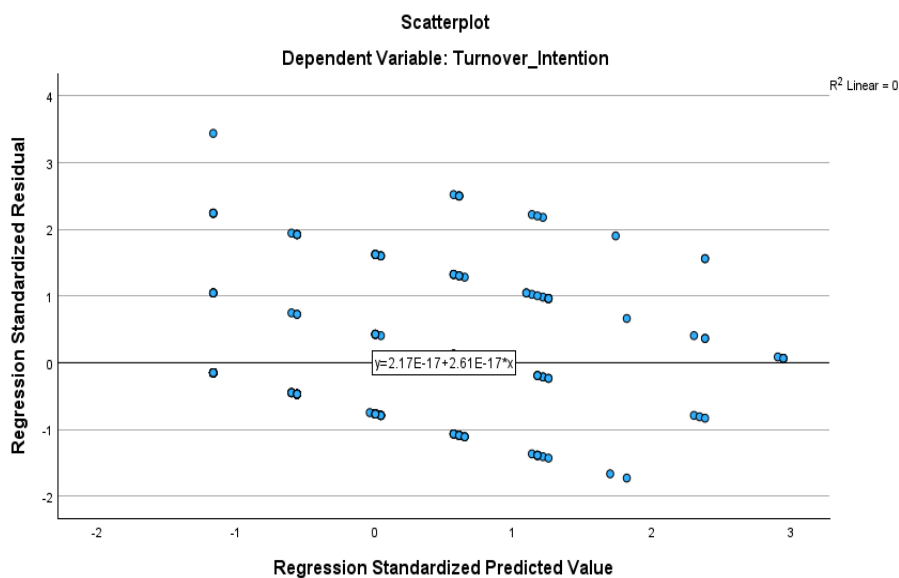
Figure 5*Q-Q plot of Turnover Intention***Homoscedasticity**

The assumption of homoscedasticity should be considered when conducting multinomial logistic regression. Homoscedasticity means that the variance of the residuals is constant across all levels of the categorical outcome variable (Berenguer-Rico & Wilms, 2021). A scatterplot was generated in SPSS to test for homoscedasticity. A horizontal line with no clear pattern indicates homoscedasticity, while a funnel-shaped pattern suggests heteroscedasticity and may require further investigation (Cheng et al., 2024). The vertical axis represents the standardized residuals (deviations from the predicted values) for the dependent variable turnover intention. The vertical axis represents the standardized residuals (deviations from the predicted values) for the dependent variable. The horizontal axis represents the standardized predicted values obtained from a regression model. These predicted values are also standardized.

The scatterplot distribution illustrates that all data points are scattered across the graph, and most of the points are centered around the horizontal zero line of the standardized residuals. There is no clear pattern or funnel shape, indicating that the variance of residuals does not systematically increase or decrease across predicted values. The equation in the scatterplot is $[F = 2.17E - 17 = 6.21E - 17x]$. The extremely small F-values indicate no significant relationship between the predicted values and the residuals. Based on this scatterplot, the assumption of homoscedasticity (equal variance of residuals) indicates homoscedasticity. In other words, the spread of residuals remains relatively consistent across different levels of predicted values. Assessing homoscedasticity is essential for valid regression analysis. Figure 6 is the scatterplot that confirms that the residuals' variance is relatively constant.

Figure 6

Results of the Homoscedasticity Test



Linearity

One of the key assumptions of multinomial logistic regression is the assumption of linearity. Linearity means that the relationship between the independent variables and the log odds of the dependent variable is linear regression, which is the assumption of linearity (Pisică et al., 2022). The Pearson correlation coefficient (r) is the most common way of measuring a linear correlation. The Pearson correlation coefficient is a number between -1 and 1 that measures the strength and direction of the relationship between two variables (Chatterjee, 2021). The Pearson $p = .991$ and deviance $p = .952$ goodness of fit statistics tests proved that the model is fit since the tests are statistically significant as the p-value is greater than 0.05 . The positive correlation showed that when one variable changed, the other variable changed in the same direction. Pearson and Deviance Chi-Square test results showed that the multinomial logistics regression model was a good fit for the data as this relationship is strong and linear. The independent variables respect for department leaders and trust in direct supervisor in the model were significantly associated with the dependent variable turnover intentions. Table 7 is a representation of the results of the Pearson correlation coefficient and deviance tests.

Table 7

Results of the Pearson Correlation Coefficient and Deviance Tests

| Pseudo R-Square | Value |
|--------------------------------|-------|
| Cox and Snell | .291 |
| Respect for Department Leaders | .336 |
| Trust in direct supervisor | .171 |

Multicollinearity

Multicollinearity occurs when independent variables in a regression model are highly correlated with each other. Multicollinearity can lead to unstable coefficient estimates and inflated standard errors. Variance Inflation Factor (VIF) measures how much the variance of an estimated regression coefficient is increased due to multicollinearity (Kyriazos & Poga, 2023). VIF values greater than 10 indicate high multicollinearity and may require remedial action such as dropping one of the correlated variables from the model (Shrestha, 2020). Tolerance is the reciprocal of VIF, if tolerance is less than 0.01, it indicates high multicollinearity (Mohammadi, 2022). The eigenvalues and condition index are used to assess multicollinearity. Eigenvalues represent the amount of variance explained by each dimension (independent variable), and the condition index quantifies the severity of multicollinearity. Tolerance must be $>.01$, and VIF must be < 10 ; to verify multicollinearity is not violated.

Multicollinearity was tested to check for multicollinearity among the independent variables, as this can violate the linearity assumption. For this study, the VIF for both independent variables was 1.105, which is well below the threshold of 10. The tolerance for both variables was 0.905, which is greater than 0.01. The eigenvalues and condition indices suggest no severe multicollinearity. Therefore, multicollinearity was not violated. Table 8 depicts the collinearity diagnostics for this study.

Table 8*Results of the Collinearity Diagnostics*

| Model | Dimension | Eigenvalue | Condition Index | (Constant) | Variance Proportions | |
|-------|-----------|------------|-----------------|------------|----------------------|-------|
| | | | | | Respect | Trust |
| 1 | 1 | 2.924 | 1.000 | .00 | .01 | .01 |
| | 2 | .051 | 7.537 | .09 | .18 | .98 |
| | 3 | .024 | 10.948 | .90 | .81 | .02 |

Likelihood Ratio

The model fitness was assessed using Chi-square statistics. The p-value less than 0.05 proves a significant relationship between the dependent and independent variables in the final model. The likelihood ratio χ^2 is used to test the fit of the model containing the full set of predictors against a null model containing no predictors (Boateng & Abaye, 2019). A statistically significant finding for the likelihood ratio test indicates that the model containing the set of predictors fits the data significantly better than a null model containing only intercepts (Grimm et al., 2021). Based on the test results, the model fits significantly better than a model containing no predictors, $\chi^2 (4) = 87.875, p = <.001$. The statistical significance indicates that the full model represents a significant improvement in fit over the null model. The multinomial logistics regression resulted in a p value less than .05, which means that the null hypothesis, there is no statistical relationship between respect for department leaders, trust in direct supervisor, and turnover intentions, is rejected, and the alternative hypothesis, there is a statistical relationship between respect for department leaders, trust in direct supervisor, and turnover intentions, is accepted. Table 9 represents the results of the Chi-Square likelihood ratio tests.

Table 9*Results of the Likelihood Ratio Tests*

| Model Fitting | Likelihood Ratio Tests | | | |
|----------------|------------------------|------------|----|-------|
| | -2 Log Likelihood | Chi-Square | df | Sig. |
| Intercept Only | 200.800 | | | |
| Final | 112.925 | 87.875 | 24 | <.001 |

The omnibus effect of each of the two predictors in the model allowed the determination which contributed significantly to the overall model fit. The likelihood ratio tests for trust in direct supervisor results was $\chi^2 (12) = 43.631, p = <.001$, and the likelihood ratio tests for respect for department leaders was $\chi^2 (12) = 32.513, p = .001$; both were statistically significant. A statistically significant finding for the likelihood ratio test indicated that the model containing the set of predictors fit the data significantly better than a null model containing only intercepts. Based on the test results, the model fit was significantly better than a model containing no predictors. Table 10 represents the results of the likelihood ratio tests for respect for department leaders and trust in direct supervisor.

Table 10*Results of the Chi-Square Likelihood Ratio Tests for Predictors*

| Model Fitting | Likelihood Ratio Tests | | | |
|----------------|------------------------|------------|----|-------|
| | -2 Log Likelihood | Chi-Square | df | Sig. |
| Q60 Respect | 145.437 | 32.513 | 12 | .001 |
| Q50 Trust | 156.556 | 43.631 | 12 | <.001 |
| Intercept Only | 112.925 | .000 | 0 | . |

Note: The chi-square statistic is the difference in -2 logistic likelihood between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model is formed by omitting an effect from the final mode. The null hypothesis is that all parameters of that effect are zero. a. this reduced model is equivalent to the final model because omitting the effects does not increase the degrees of freedom.

Pseudo R-Square

Cox and Snell Pseudo R-Square is a goodness-of-fit measure for logistic regression models. Cox and Snell allowed me to test if the full model with predictor variables was a better fit compared to the null model (Nkhata et al., 2023). The Cox and Snell test, and the results show a 29.1% improvement of the full model with the predictor variables compared to the null model. Nagelkerke's Pseudo R-Square is an adjusted version of the Cox and Snell Pseudo R-Square. Nagelkerke's accounts for the maximum possible improvement in model fit compared to a null model. Nagelkerke's ranges from 0 to 1, with higher values indicating better model fit (Lira et al., 2020). A Nagelkerke's test was conducted, and the results showed a 33.6% improvement of the full model with the predictor variables compared to the null model.

McFadden Pseudo R-Square is another goodness-of-fit measure, it compares the likelihood of the model to the likelihood of a null model. McFadden ranges from 0 to 1, with values closer to 1 indicating a better fit (Ugba & Gertheiss, 2023). A McFadden test was conducted, and the results showed a 17.1% improvement of the full model with the predictor variables compared to the null model. The Pseudo R-Square measures were Cox and Snell (.291), Nagelkerke's (.336), and McFadden (.171). The Pseudo R-Square tests account for 17% to 34% improvement of the full model with the predictor variables compared to the null model. Table 11 is a representation of the results of the Pseudo R-Square tests.

Table 11*Results of the Pseudo R-Square Tests*

| Pseudo R-Square | Value |
|--------------------------------|-------|
| Cox and Snell | .291 |
| Respect for Department Leaders | .336 |
| Trust in direct supervisor | .171 |

Outliers

Outliers are data points that fall significantly outside of the majority of the data in a set. In a multinomial logistic regression analysis using SPSS, outliers can have a significant impact on the results of the study (Begashaw & Yohannes, 2020). Outliers are typically identified as observations with standardized residuals that are more significant than a specified cutoff value (Armie et al., 2020). In the context of this study for a multinomial logistic regression, four outliers had extreme values that did not conform to the pattern of the rest of the data. The interquartile range was analyzed to determine the impact of the four outliers (difference between the 75th and 25th percentiles) was 1 (Q3 - Q1). Table 12 identifies the percentiles.

Table 12*Percentiles*

| | Percentiles | | | | | | |
|--|-------------|------|------|------|------|------|------|
| | 5 | 10 | 25 | 50 | 75 | 90 | 95 |
| Weighted Average Turnover Intention (Definition 1) | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 | 3.00 | 3.15 |
| Tukey's Hinges Turnover Intention | | | 1.00 | 1.00 | 2.0 | | |

The mean value of the dependent variable turnover Intention was 1.64. The lowest value observed was 1, the range (difference between maximum and minimum) was 3, and

the highest was 4. A positive skewness (1.114) suggested a right-tailed distribution. Negative kurtosis (-0.177) indicated a flatter distribution than a normal curve. Based on the statistical tests, the presence of 4 outliers out of 256 cases showed that the outliers did not substantially impact the overall model fit. Table 13 represents the descriptives.

Table 13

Descriptives

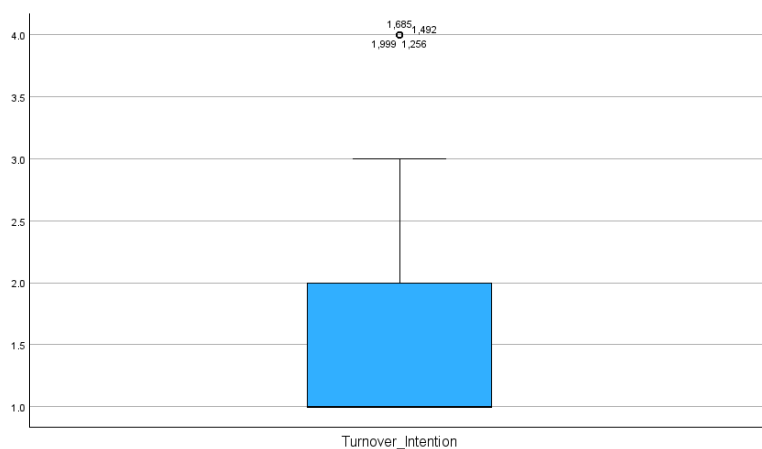
| | Descriptives | Statistic | Std. Error |
|--------------------|----------------------------------|-------------|------------|
| Turnover Intention | Mean | 1.64 | .059 |
| | 95% Confidence Interval for Mean | Lower Bound | 1.52 |
| | | Upper Bound | 1.76 |
| | 5% Trimmed Mean | 1.55 | |
| | Median | 1.00 | |
| | Variance | .890 | |
| | Std. Deviation | .943 | |
| | Minimum | 1 | |
| | Maximum | 4 | |
| | Range | 3 | |
| | Interquartile Range | 1 | |
| | Skewness | 1.114 | .152 |
| | Kurtosis | -.177 | .303 |

It is crucial to test outliers to ensure the regression analysis's accuracy and validity. One method for testing outliers in multinomial logistic regression is using box plots. Box plots provide a visual representation of the distribution of the data and can help identify any data points that fall significantly outside the majority of the data (Zhang et al., 2020). Examining the box plot makes it easy to find the outliers and determine their impact on the regression analysis. Outliers can significantly impact the regression analysis results, leading to inaccurate predictions and conclusions. Given that the Nagelkerke R^2 was 0.336 (indicating a reasonable proportion of variance explained) and the likelihood ratio test was significant ($p = < 0.001$), the results of all the statistical tests

suggested that the multinomial logistic regression model fits well. The likelihood ratio test result of the likelihood ratio test is significant ($p = < 0.001$), indicating that the multinomial logistic regression model significantly fit better than a null model (with no predictors). Furthermore, none of the other five assumptions were violated, which verified that four outlines did not impact the overall significance level and proved that the full model provided meaningful information beyond what would be expected by chance alone. Figure 7 identifies the four outliers.

Figure 7

Boxplot for Outliers



The general predictive performance of the model by examining its accuracy in classifying cases into the four categories on the dependent variable. Among those employees indicating plans to stay in their positions, 97.0% were correctly predicted by the model to fall into this category. Among those employees indicating plans to leave listed as other, 6.3% were correctly classified to fall into this category. Among those employees indicating plans to leave to take a job within the federal government, 37.5% were correctly predicted to fall into this category. Finally, 8.3% of those employees who

indicated plans to take a job outside the federal government correctly predicted to fall into this category. The overall classification accuracy for the model was 70.3%. Based on the abovementioned results, the full model with predictor variables overall fit and predictive power was rather good. Table 14 is a representation of the general predictive performance.

Table 14

Results of the General Predictive Performance

| | Predicted | | | | Percent |
|--------------------|-----------|------------|-------------|--------------|---------|
| | No | Yes, Other | Yes, within | Yes, outside | |
| No | 159 | 1 | 4 | 0 | 97.0 |
| Yes, other | 25 | 2 | 5 | 0 | 6.3 |
| Yes, within | 29 | 1 | 18 | 0 | 37.5 |
| Yes, outside | 7 | 1 | 3 | 1 | 8.3 |
| Overall Percentage | 85.9 | 2.0 | 11.7 | 0.4 | 70.3 |

Parameter Estimates

The parameter estimates play a critical role in enhancing the quality and validity of the research findings by providing valuable insights into the correlations between variables. Examining these estimates helps determine the strength and direction of the relationship between the independent and dependent variables, helping uncover patterns and trends within the data (Sidhu & Kok, 2020). The parameter estimates helped to identify potential confounding variables that may influence the results of their analysis. Examining the estimates helps to determine which variables significantly impact the relationship between the variables of interest. The parameter estimates show that trust and respect for leadership influence whether the employees stay or leave their current positions.

The parameter estimates (B) indicate the magnitude and direction of the effect. Positive estimates suggest an increase in the outcome, while negative estimates suggest a decrease. For respect [$Q60 = 1$], a one-unit increase in respect (e.g., moving from a lower rating to a higher rating) is associated with a 13.886 increase in the log-odds of turnover intention. For trust [$Q50 = 1$], a one-unit increased in trust (e.g., moving from a lower rating to a higher rating) is associated with a -2.542 decrease in the log-odds of turnover intention. The standard error (*Std. Error*) provides information about the precision of the estimate. Smaller standard errors indicate more precise estimates.

The Wald statistic assesses whether the parameter estimate is significantly different from zero. A significant Wald value ($p < .05$) suggests that the predictor has a meaningful impact on the outcome. The degrees of freedom (df) represent the number of parameters estimated. The significance (*Sig.*) indicates whether the predictor is statistically significant ($p < .05$). The effect of respect on turnover intention was significant ($B = 13.886$, $SE = 1.166$, $Wald = 141.771$, $df = 1$, $p < .001$). Trust did not significantly predict turnover intention ($B = -2.542$, $SE = 2.585$, $Wald = 2.585$, $df = 1$, $p = .108$). The effect of respect on turnover intention was significant ($B = 13.886$, $SE = 1.166$, $Wald = 141.771$, $df = 1$, $p < .001$). Trust did not significantly predict turnover intention ($B = -2.542$, $SE = 2.585$, $Wald = 2.585$, $df = 1$, $p = .108$). Table 15 displays parameter estimates.

Table 15*Parameter Estimates*

| Turnover Intention | | B | Std. Error | Wald | df | Sig. |
|--------------------|-----------------|----------------|------------|---------|-------|-------|
| No | Intercept | 4.765 | 1.128 | 15.317 | 1 | <.001 |
| | Respect [Q60=1] | 13.886 | 1.166 | 141.771 | 1 | <.001 |
| | Respect [Q60=2] | -5.094 | 1.738 | 85.86 | 1 | .003 |
| | Respect [Q60=3] | -3.218 | 8.586 | 6.292 | 1 | .012 |
| | Respect [Q60=4] | -2.441 | 6.292 | 4.191 | 1 | .041 |
| | Respect [Q60=5] | 0 ^b | 4.191 | . | 0 | . |
| | Trust [Q50=1] | -2.542 | . | 2.585 | 1 | .108 |
| | Trust [Q50=2] | -1.477 | 2.585 | .818 | 1 | .366 |
| | Trust [Q50=3] | -1.066 | .818 | .747 | 1 | .387 |
| | Trust [Q50=4] | 1.137 | .747 | .721 | 1 | .396 |
| | Trust [Q50=5] | 0 ^b | .721 | . | 0 | . |
| | Yes, other | Intercept | 2.396 | . | 3.518 | 1 |
| Respect [Q60=1] | | 15.873 | 3.518 | 169.851 | 1 | <.001 |
| Respect [Q60=2] | | -3.230 | 169.851 | 3.563 | 1 | .059 |
| Respect [Q60=3] | | -1.387 | 3.563 | 1.079 | 1 | .299 |
| Respect [Q60=4] | | -1.859 | 1.079 | 2.178 | 1 | .140 |
| Respect [Q60=5] | | 0 ^b | 2.178 | . | 0 | . |
| Trust [Q50=1] | | - 4.417 | . | .071 | 1 | .789 |
| Trust [Q50=2] | | .763 | .071 | .213 | 1 | .644 |
| Trust [Q50=3] | | -.924 | .213 | .466 | 1 | .495 |
| Trust [Q50=4] | | .990 | .466 | .483 | 1 | .487 |
| Trust [Q50=5] | | 0 ^b | . | . | 0 | . |
| Yes, within | | Intercept | 2.625 | 4.299 | 4.299 | 1 |
| | Respect [Q60=1] | 17.090 | . | . | 1 | . |
| | Respect [Q60=2] | -2.452 | 2.816 | 2.816 | 1 | .093 |
| | Respect [Q60=3] | -2.358 | 3.186 | 3.186 | 1 | .074 |
| | Respect [Q60=4] | -2.094 | 2.873 | 2.873 | 1 | .090 |
| | Respect [Q60=5] | 0 ^b | . | . | 0 | . |
| | Trust [Q50=1] | 1.037 | .495 | .495 | 1 | .482 |
| | Trust [Q50=2] | -.112 | .004 | .004 | 1 | .947 |
| | Trust [Q50=3] | -.573 | .147 | .187 | 1 | .665 |
| | Trust [Q50=4] | 1.273 | .823 | .823 | 1 | .364 |
| | Trust [Q50=5] | 0 ^b | . | . | 0 | . |

Note. a. The reference category is: Yes, to take another job outside the federal government. b. This parameter is set to zero because it is redundant.

Results and Conclusions of Data Analysis

In addition to the multinomial logistics regression test, frequency tests were conducted to reveal how often particular responses of the independent variables were selected. Frequency tests are a common statistical technique used to analyze the distribution of responses or behaviors within a dataset (Mishra et al., 2019). Frequency tests provide insights into how often specific events occur, which can be crucial for understanding patterns, making informed decisions, and identifying potential areas for improvement within organizations. Researchers can identify common trends or behaviors by examining the frequency of particular responses. Research on turnover intention involves analyzing how often employees express certain sentiments such as trust and respect can reveal patterns to inform federal government leadership on what kind of organizational strategies they need to implement.

The first independent variable was respect for department leaders, as measured by question 60, “*I have a high level of respect for my organization's senior leaders.*” The possible answers were as follows: (1) *strongly disagree*, (2) *disagree*, (3) *neutral* (4) *agree*, and (5) *strongly agree*. Many employees responded that they Agree that they have a high level of respect for senior leaders. Of the 256 respondents, 133 (52%) agreed they have a high level of respect for senior leaders. Table 16 is a representation of the numbers retrieved from a frequency analysis of respect for department leaders.

Table 16

Analysis of Response Frequencies for Respect for Department Leaders

| Response | <i>N</i> | Percent |
|-------------------|----------|---------|
| Strongly Disagree | 6 | 2.3 |

| Response | <i>N</i> | Percent |
|----------------------------|----------|---------|
| Disagree | 9 | 3.5 |
| Neither Agree nor Disagree | 31 | 12.1 |
| Agree | 77 | 30.1 |
| Strongly Agree | 133 | 52.0 |

The second independent variable was trust in direct supervisor, as measured by question 50, “*I have trust and confidence in my supervisor.*” Most respondents selected that they “*strongly agree*” that they have trust in their direct supervisor. The possible answers were as follows: (1) *strongly disagree*, (2) *disagree*, (3) *neutral*, (4) *agree*, and (5) *strongly agree*. Of the 256 respondents, 70 (27.3%) reported that they strongly agree they trust their direct supervisor. Table 17 is a representation of the numbers retrieved from a frequency analysis of trust in direct supervisor.

Table 17

Analysis of Response Frequencies for Trust in Direct Supervisor

| Response | <i>N</i> | Percent |
|----------------------------|----------|---------|
| Strongly Disagree | 20 | 7.8 |
| Disagree | 13 | 5.1 |
| Neither Agree nor Disagree | 43 | 16.8 |
| Agree | 110 | 43.0 |
| Strongly Agree | 70 | 3.9 |

Frequency analysis was also conducted for the dependent variable turnover intention, as measured by the demographic question Leaving, “*Are you considering leaving your organization within the next year, and if so, why?*” The possible answers were as follows: (A) *No*, (B) *Yes, other*, (C) *Yes, to take another job within the federal government*, and (D) *Yes, for another job outside of the federal government*. Many respondents reported that they did intend to leave their current position but were staying

within the federal government. Out of the 256 respondents, 164 (64%) intended to stay in their positions, while 92 (36%) intended to leave their current positions. Table 18 is a representation of the numbers retrieved from a frequency analysis of turnover intentions.

Table 18

Analysis of Response Frequencies for Turnover Intentions

| Response | <i>N</i> | Percent |
|--|----------|---------|
| No | 164 | 64.1 |
| Yes, other | 32 | 12.5 |
| Yes, within the federal government | 48 | 18.8 |
| Yes, outside of the federal government | 12 | 4.7 |

Recommendations for Action

The current study has determined a statistically significant relationship between respect for department leaders, trust in direct supervisor, and turnover intention. It is recommended for further exploration into more precise demographic areas. Analyzing subgroups (such as age, gender, or tenure) can reveal nuanced patterns. For instance, employees under 40 might have different turnover intentions compared to 40 and above. Similarly, different departments or agencies within the federal government may exhibit varying retention rates. Tailoring retention strategies based on demographic characteristics can be effective. For example, (1) mentorship programs for early-career employees, (2) flexible work arrangements for parents or caregivers like telecommuting, and (3) recognition programs for long-serving employees. Investigating turnover rates across different agencies is essential. Some agencies may face unique work environments, workloads, or organizational culture challenges. Factors like leadership style, career development opportunities, and work-life balance can influence turnover

rates. Conducting exit interviews and analyzing turnover data can help pinpoint agency-specific issues and inform targeted interventions.

The multinomial logistics regression determined the statistical significance between respect for department leaders, trust in direct supervisor, and turnover intention, resulting in a p -value less than .05. Respect and trust factors can significantly impact turnover intentions. Department leaders, department supervisors, and human resource managers need to understand that trust and respect play pivotal roles in employee well-being and commitment. When U.S. federal employees respect their department leaders and trust their direct supervisor, they are likelier to stay engaged and committed to their work. Employees who perceive department leaders have earned their respect and direct leaders are trustworthy employees are less likely to consider leaving their current positions.

Further research within the federal government agencies would benefit leadership by creating retention strategies to reduce turnover intentions. In addition, further research is needed to determine if leaders of specific agencies within the federal government experience higher turnover rates than leaders of other agencies. This study focused on examining all branches of the federal government. However, small organizations and different branches of the federal government could benefit from data analysis on respect for department leaders and trust for direct supervisor. To enhance retention, U.S. federal agencies should focus on fostering respectful and transparent communication between leaders and employees. Regular feedback, recognition, and open dialogue contribute to building trust and respect.

Additional research into individual agencies and how supervisors engage employees could benefit each agency. Concentrating on individual branches within the federal government could shed light on leadership styles, organizational cultures, and recruiting and retention strategies. Further research into causation could also benefit department leaders and supervisors. Building trust and respect in leadership is essential for creating a positive work environment and enhancing organizational success. This study provides valuable insights for department leaders and supervisors in the federal government. Agencies can develop effective retention strategies by further researching trust, respect, and demographic differences. The purpose of the multinomial logistics regression analysis was not to prove causation, only to verify that there was a statistically significant relationship. Research on the causation of the variables in this study could significantly contribute to current empirical evidence.

Communication Plan

The secondary data analysis of the 2022 Federal Employee Viewpoint Survey offered deeper insights into how respect for department leaders and trust in direct supervisor relate to turnover intentions. The research in this study provides additional insight into the influences of respect for department leaders and trust in direct supervisor. I intend to reveal this study's results to leaders of the U.S. federal government. Leaders within the U.S. federal government may find the results of this study valuable as the information can assist leaders in determining how to boost employee retention. The results may help leaders develop leadership strategies and initiatives to accurately evaluate and measure department leaders and trust in direct supervisors among their

employees. The results of this study may help leaders recognize overarching issues that negatively impact respect for department leaders and trust in direct supervisor to create groundbreaking solutions to address the issues that influence turnover intentions. Federal employees with high levels of respect for department leaders and trust in direct supervisors will decrease turnover intentions.

These findings will be communicated with leaders within the federal government to support the establishment of more effective strategies to measure and improve respect for department leaders and supervisors related to turnover intention. Additionally, the findings of this study will be shared through conferences, leadership seminars, and other public means. Opportunities to communicate the findings through conferences, webinars, publishing a journal article, or other public means will also be sought to boost the implementation of social change in the human resource segment. Lastly, this information will be shared with leaders in the private sector, as the results of this study are not principally industry specific.

Social Change Impact

The U.S. federal government employs roughly 4.3 million employees, with 2.1 million military personnel (1 million reservists) and 2.2 million civilian employees (The White House, 2023). The U.S. federal government had 289,867 employees quit in 2022, with an average length of service of 10.7 years (Fed Scope, n.d.). Of the 289,867 separations, 51.1% quit, 33% retired, and 15.9% transferred within the federal government (Fed Scope, n.d.). President Biden's administration has proposed a plan to give \$465.8 million in 2025 for the Office of Personnel Management (OPM) to spend on

employee recruitment and retention initiatives (The White House, 2024). The 2023 discretionary budget was \$385.70 million, which accounts for a 21% increase for the 2025 discretionary budget for employee recruitment and retention initiatives (The White House, 2024). The extra funding for the 2025 budget aims to boost recruitment and retention strategies for the U.S. federal labor force (The White House, 2024). As federal employees are significantly older on average than the private sector workforce, recruiting applicants starting their careers is imperative to ensure that the agencies can meet their mission without interruption as workers retire.

The results of this study on the relationship between respect, trust, and turnover intentions have several implications for organizational leaders in fostering a positive work environment and driving social change. By fostering a culture of trust and respect, leaders can enhance employee engagement and commitment to organizational goals (Abdullahi et al., 2021). Empowering leaders and teams with cultural intelligence can create a multicultural work environment where diverse perspectives are valued and leveraged for innovation and problem-solving (Gara & La Porte, 2020). Providing training and resources to enhance cultural intelligence can help leaders navigate different cultural contexts effectively. Open and transparent communication is essential for fostering trust and encouraging employees to express their concerns and ideas. Leaders should ensure that there are channels for feedback and that communication is clear and inclusive. Organizational leaders should prioritize building trust and respect among employees as these factors have a significant impact on reducing turnover intentions.

Leaders can foster trust among ethnically diverse employees by adopting

inclusive decision-making processes that consider and respect diverse viewpoints.

Through the lens of the social exchange theory, department leaders and supervisors can gain an understanding of how individuals evaluate their interactions with leaders and colleagues, which is crucial in reducing turnover intentions (Mitonga-Monga, 2020).

Leaders should focus on building positive relationships with employees to create a positive work environment where employees feel valued and appreciated. By engaging employees in decision-making practices, leaders demonstrate a commitment to inclusivity and build trust among team members.

A positive, nurturing organizational culture that prioritizes engagement, creativity, and continuous improvement can lead to a dynamic and fulfilling workplace that retains top talent. Organizations can enhance job satisfaction and retention by creating a culture that empowers employees to explore new ideas and approaches (Abdullahi et al., 2021). Organizational leaders play a crucial role in fostering a positive work environment by prioritizing trust, respect, effective communication, inclusive decision-making, and a supportive organizational culture (Mangla & Singh, 2022). By implementing strategies that promote these factors, leaders can enhance employee engagement, reduce turnover intentions, and contribute to positive social change within the U.S. federal government. The results of this study can have implications for driving positive social change within organizations.

Skills and Competencies

The implications for social change regarding employees' trust and respect for leadership are significant and can lead to positive outcomes within organizations and

broader societal contexts. A positive work environment can enhance employee well-being, job satisfaction, and overall mental health, leading to a more productive and engaged workforce (Hai et al., 2022). When employees trust and respect leadership, it can create a positive work environment where they feel valued, supported, and motivated (Chen & Sriphon, 2022). Trust and respect between employees and leadership can foster a culture of collaboration, innovation, and high performance. When employees trust their leaders and feel respected, they are more likely to be committed to organizational goals, leading to improved productivity and organizational success.

To improve employee respect for department leaders and trust in direct leaders, thereby reducing turnover intentions, leaders should possess various skills and competencies. Leaders should be proficient in clear and transparent communication to earn employee trust and respect (Begum et al., 2020). Leaders with high emotional intelligence can understand and empathize with their employees' perspectives and emotions (Khan et al., 2020). Showing empathy fosters trust and respect, creating a supportive work environment that reduces turnover intentions. Leaders should demonstrate integrity and honesty in their actions and decisions to earn the respect of their employees. Transparency in decision-making processes can build trust and credibility within the team.

Embracing diversity and inclusivity in leadership practices can enhance employee respect and trust in leadership. Leaders who value diverse perspectives and create an inclusive work environment are more likely to gain the respect and trust of their team members. Leaders should be equipped with effective conflict-resolution skills to address

issues and concerns constructively (Woodhead et al., 2021). Resolving conflicts promptly and fairly can strengthen trust and respect within the team. Providing employees with support, guidance, and mentorship can enhance their professional development and build trust in leadership (Smallfield et al., 2020). A. Leaders who invest in the growth and success of their team members are more likely to earn their respect and loyalty. Leaders should demonstrate adaptability and flexibility in response to changing circumstances and challenges. Being open to new ideas and approaches can foster trust and respect by showing a willingness to evolve and improve.

Leaders should hold themselves accountable for their actions and decisions, setting a positive example for their team members. Leaders who take responsibility for outcomes and demonstrate accountability can enhance trust and respect in leadership (Weibel et al., 2023). Encouraging collaboration, teamwork, and a sense of belonging among employees can strengthen respect and trust in leadership (Vasconcelos, 2020). Leaders should prioritize their own ongoing learning and development to enhance their leadership skills and competencies. Leaders who invest in their own personal growth demonstrate a commitment to continual self-improvement and can inspire respect and trust among employees (Nagauo Fotso, 2021). By developing these skills and competencies, leaders can create a positive work environment where employees respect department leaders, trust their direct supervisors, and are less likely to have turnover intentions. Leaders who foster a collaborative work environment build positive relationships and reduce turnover intentions. This study emphasizes skills and competencies that focus on respect for department leaders and trust in direct supervisor

and respect and trust for leaders can impact turnover intentions among employees within the federal government.

Conclusion

Trust and respect are key factors in reducing turnover intentions among employees. When employees trust and respect their leaders, they are more likely to stay with the organization, reducing turnover rates and promoting stability within the workforce (Thompson & Siciliano, 2021). Leaders who are trusted and respected by their employees serve as positive role models within the organization (Gabriel et al., 2020; Purba et al., 2016). Leadership behavior and actions can influence the attitudes and behaviors of employees, creating a culture of trust, respect, and integrity that permeates throughout the organization. Trust and respect in leadership can contribute to creating an inclusive and diverse work environment. When employees trust their leaders and feel respected, they are more likely to embrace diversity, value different perspectives, and work collaboratively with colleagues from diverse backgrounds. Building trust and respect in leadership can have broader social justice and equity implications.

Organizations prioritizing trust, respect, and fairness in their leadership practices can create a more just and equitable society by promoting equality, diversity, and inclusion. Trust and respect empower employees to voice their opinions, contribute ideas, and actively engage in decision-making processes (Jurij et al., 2023). When employees have trust and respect for leadership, it can improve employee well-being, organizational performance, retention rates, inclusivity, diversity, social justice, empowerment, and engagement (Özcan & Öztürk, 2020). By fostering a culture of trust and respect,

organizations can positively impact their internal dynamics and the broader social landscape. Employee empowerment can lead to a more engaged workforce that feels valued and appreciated, driving positive organizational change and beyond.

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Appendix: Secondary Data Set Source

2022 Federal Employee Viewpoint Survey (FEVS) <https://www.opm.gov/fevs/public-data-file>