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The Moderating Influence of Generation on Leadership Style, Job Satisfaction, and Intent to Leave Among Child Welfare Workers

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Walden University
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MA, Alliant International University, 2015

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Dissertation Submitted in Partial Fulfillment

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Abstract

The declining retention rate among U.S. child welfare workers is a significant concern. Research suggested that as millennials enter the workforce, adopting leadership styles that best meet the needs of each generation and/or facilitate congruence between organizational goals and the distinct work values of both the younger and older generations will help increase retention. Specifically, supervisors needed to identify a leadership style that best satisfied the needs of millennials who are stereotypically less loyal to organizations and exhibit higher job mobility than older generations. The purpose of this quantitative study was to examine the extent to which generational cohort moderated the relationship between leadership style, job satisfaction, and intent to leave among child welfare workers. Person-organization fit theory described how workers who perceive a strong fit between themselves and their organization would be more likely to be satisfied and be less likely to leave the organization. Online surveys were administered via SurveyMonkey to 196 workers between the ages of 21-75 who had worked for a private child welfare agency for two years or less. No moderating effects were found. Despite this, the present study did have three major findings: (a) younger generations are more likely to intend to leave their current agency; (b) both leadership styles lead to increased job satisfaction; and (c) transformational, but not transactional, leadership was associated with less intent to leave. Findings from the study may effect positive social change by informing child welfare agencies of leadership styles with the potential to retain workers, especially millennials who will be the dominant generation in the child welfare workforce by 2025.

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Chapter 1: Introduction to the Study

Introduction

Retaining workers presents a challenge for many organizations as onboarding and socializing new employees can be costly and can overburden the remaining workers with additional responsibilities. Retention is especially difficult within the field of child welfare, as frontline workers tend to leave their organizations within two years or less (Willis et al., 2016). This high rate of turnover is often attributed to the workers' experience of burnout, which has both affective and attitudinal consequences (Antonopoulou et al., 2017; He et al., 2018; Hermon & Chahla, 2019; Salloum et al., 2015). Burnout among child welfare workers has been associated with both the stressful nature of the work (i.e., managing challenging cases and/or working with traumatized families) and work-related stressors such as high caseloads or negative organizational climates (Baugerud et al., 2018; Dagan et al., 2016; Fernandes, 2016; He et al., 2018; Hermon & Chala, 2019; Hunt et al., 2016; Kim & Hopkins, 2015; Kruzich et al., 2014; Salloum et al., 2015; Schelbe et al., 2017; Travis et al., 2016).

Although both work-related and client-related factors can contribute to burnout, work-related stressors have been shown to be more strongly related to job dissatisfaction and intent to leave than client-related stressors (Antonopoulou et al., 2018; Baldschun et al., 2016; Baugerud et al., 2018; Dagan et al., 2016; Fernandes, 2016; He et al., 2018; Hermon & Chahla, 2019; Kim & Hopkins, 2015; Kruzich et al., 2014; Salloum et al., 2015; Schelbe et al., 2017). Approximately 60% of workers report experiencing burnout because of work-related stressors such as increased job demands and/or limited resources

(Leake et al., 2017; Lizano & Barak, 2012). Therefore, changes at an organizational level, such as considering what kind of leadership style to adopt, are important when considering how to satisfy and retain employees. Further, younger workers are more likely to report burnout than older generations, possibly because different generations (i.e., millennials, Gen X, boomers) have adopted different ways of coping with work-related stressors (Leake et al., 2017; Loyseth, 2017). Coping responses may be influenced both by demographic factors (age, tenure, established relationships) or how each generation's set of work values motivate them differently (Aguiniga et al., 2013).

Given that generational differences exist regarding work values, supervisors must adopt leadership styles that best mitigate differences in these work values. Otherwise, conflict between generations may create problems for organizations as younger generations are entering the workforce and older generations are remaining on the job longer (Aguiniga et al., 2013). It is especially important for supervisors to be attuned to the work values of millennials, as they are forecasted to comprise 75% of the workforce by 2025, and their stereotypically high propensity for job mobility (i.e., remaining in positions for shorter periods of time and/or continuously looking for other job opportunities) may further compound the problem of retaining child welfare workers (Zemke et al., 2013). Specific knowledge of the most appropriate leadership style for managing millennials is not clear, but because millennials are uniquely motivated both by extrinsic rewards (e.g., receiving praise and or recognition for their work) and intrinsic rewards (e.g., pursuing organizational goals that align with their socially conscious

goals), more information is needed to determine the leadership style best suited to retain them (Anderson et al., 2017).

Leadership styles utilize extrinsic and intrinsic rewards to motivate workers (i.e., transactional leadership and transformational leadership, respectively). While the current focus may be on motivating and retaining millennials, supervisors must also consider how older generations are motivated by the use of extrinsic and intrinsic rewards (Zemke et al., 2013). Therefore, given the changing generationally composition of today's workforce, it was important to investigate how generational differences may influence the relationships between a worker's leadership style preference, job satisfaction, and intent to leave their current organization. The current study has the potential to inform positive social change by providing insights into retaining younger generations, specifically within the child welfare field; this information can then be used by organizations to train their leaders on the use of leadership styles that will best satisfy and retain a vulnerable workforce.

Background

Identifying appropriate strategies for improving retention among their frontline child welfare workers is vital as turnover can negatively impact both the agency and the populations they serve. Turnover can be a drain on organizational resources. High turnover requires agencies to spend substantial amounts of time and money recruiting and training new workers (Casey Family Programs, 2017; Griffiths et al., 2017). Further, Wulcyzn et al. (2017) indicated that maintaining a stable, motivated, and skilled workforce is critical to a successful child welfare agency. Maintaining a skilled

workforce is especially important for ensuring higher quality relationships with families and creating better outcomes for system-involved children (Casey Family Programs, 2017; Olaniyan et al., 2020). Ensuring child well-being is one of the primary outcomes in child welfare, and frontline workers' key function is to ensure this outcome by acting as advocates for children in high-risk situations and helping families get the services their children need (Wulczyn et al., 2017). Frontline workers provide emergency protection, crisis intervention, assessment and case planning, and preparation for independent living that is crucial to address and to protect children from child maltreatment (Pecora et al., 2018). Without such interventions, children are at risk for poor physical health and psychological and/or emotional problems that may result from maltreatment. Beyond addressing the immediate impacts of maltreatment, the services frontline workers perform have the capacity to promote resilience, help children develop self-sufficiency, and experience feelings of self-efficacy by teaching them how to cope, self-regulate, and feel a sense of mastery over their otherwise unstable lives (Curry, 2016; Holmes, 2016; Pecora et al., 2018). Frontline workers can achieve these positive outcomes by providing a stable and consistent relationship (Holmes, 2016). High rates of turnover, however, can disrupt these processes and sometimes even exacerbate the trauma of children who are already affected by maltreatment or neglect.

Turnover is likely to occur when workers are dissatisfied with their current job. Indeed, within child welfare, job satisfaction has been negatively related to intent to leave and actual turnover (Baldschun et al., 2016; Baugerud et al., 2018; Hermon & Chahla, 2019; Kim & Hopkins, 2015; Kim & Kao, 2014; Salloum et al., 2015). Frontline workers

often report dissatisfaction with workplace demands such as abnormally long hours, emotional exhaustion, low self-esteem, and/or work overload (Baugerud et al., 2018; Dagan et al., 2016; Hermon & Chahla, 2019; McFadden et al., 2015; Olaniyan et al., 2020; Salloum et al., 2015; Schelbe et al., 2017), in addition to feeling undervalued and/or receiving no recognition for their efforts (Antonopoulou et al., 2017; Biggart et al., 2017; Fernandes, 2016).

Supervision is an important factor influencing how satisfied a worker is with their current job, as they are responsible for socializing new workers by communicating expectations and inspiring them to adopt the organizations' values (de Guzman et al., 2020; Jacquet & Hermon, 2018; Kim et al., 2018; Loyseth, 2017). Ineffective supervision and/or supervision that does not meet the needs of the new worker can affect a worker's intent to leave the agency (Jacquet & Hermon, 2018).

While similar levels of overall job satisfaction are reported across generational cohorts, generational differences do exist regarding the effects of the supervisory relationship and job satisfaction (Kowske et al., 2010). Younger generations who perceive supervisors are supportive are more likely to report higher job satisfaction (Kong, 2014; To & Tam, 2013); however, younger generations, specifically millennials, are especially sensitive to unmet expectations of their psychological contract with their supervisors; they are more vulnerable to feeling dissatisfied if they do not perceive they are receiving enough recognition and/or praise, or they receive feedback that challenges their positive self-image (Harvey & Harris, 2010; Harvey & Matinko, 2009; Naumann et al., 2002). This trend is further supported by the relationship between job satisfaction and

intent to leave among the different generations. Millennials are stereotyped as less loyal to organizations, exhibiting higher job mobility (Zemke et al., 2013), and are two times more likely than Gen Xers, and three times more likely than boomers, to consider leaving a job within one year (Ethics Resource Center, 2010). Therefore, supervisors seeking to retain millennials must be especially sensitive to ensuring younger generations remain sufficiently satisfied to stay on the job.

Work values tend to determine generational differences in job satisfaction and intent to leave, to the extent that there is a match between an employee's needs and the organization's offerings (Lu & Gursoy, 2013; McAdams & Olson, 2010; Twenge et al., 2010). As such, work values influence how motivated workers are to carry out organizational goals. For example, boomers tend to value the intrinsic nature of their work (e.g., how work provides meaning to their lives) compared to younger generations who tend to be more motivated by extrinsic values (e.g., praise and/or recognition). However, millennials are also said to be motivated by altruistic values, such as working for organizations that inspire their employees to work to support other members of society. Thus, millennials present with a conflicting motivational profile in that they seek extrinsic rewards while also desiring organizational inspiration. Understanding how work values can satisfy and retain employees of different generations remains an important goal for managers in today's changing work environment. The difference between emphasizing intrinsic or extrinsic rewards can differentially effect each generation and influence what kind of leadership style an organization adopts.

Transactional and transformational leadership are two prominent leadership styles, and both have been shown to influence job satisfaction and intent to leave in the different ways they seek to motivate workers. Transactional leaders motivate workers through use of contingent rewards (e.g., salary, promotional opportunities, praise and/or recognition) or by management-by-exception (i.e., closely monitoring employees and providing feedback to correct mistakes when necessary). Extrinsic rewards such as salary and/or benefits, accommodating workers' needs for work-life balance, and the provision of growth opportunities have been associated with favorable work outcomes (Antonopoulou et al., 2017; Baugerud et al., 2018; Lee et al., 2017; Littlechild et al., 2016). In contrast, transformational leaders seek to inspire their workers to transcend their own self-interests to pursue the goals of the broader organization (Anderson, 2017). Intrinsic rewards such as respecting workers' opinions and contributions, having the opportunity to openly communicate, feeling control over work intensity, and attending to the workers' socioeffective needs and/or well-being have also been associated with favorable work outcomes (Antonopoulou et al., 2017; Baldschun et al., 2016; Baugerud et al., 2018; Biggart et al., 2017; Hermon & Chahla, 2019). Thus, transactional and transformational leaders use extrinsic and intrinsic rewards, respectively, to motivate their workers.

Radey and Stanley (2018) and Hwang and Hopkins (2015) explored the relationship between characteristics of transactional leadership and job satisfaction. Although Radey and Stanley (2018) examined the supervision experiences of frontline child welfare workers and found that new workers were more satisfied with a "hands on"

supervisor who tended to micromanage (consistent with a transactional style), they did not use the term transactional or apply the "hands on" approach specifically to millennials. Hwang and Hopkins (2015) also did not explicitly define or measure transactional leadership styles, but they found that younger child welfare workers reported more job satisfaction when they received meaningful feedback and were reinforced in ways that improved their self-efficacy. Although these studies support the use of a leadership style with characteristics of transactional leadership for new or younger workers (not defined as millennials), neither directly examined how millennial child welfare workers' perception of a transactional leadership style would influence their job satisfaction or intent to leave.

Perhaps the lack of research on transactional leadership with younger workers in the child welfare field is the belief that frontline workers are generally attracted to the mission of serving people, which would be embraced and communicated better by a transformational leader. Barbee et al. (2018) and Ritschoff and Fortunato (2015) explored the relationship between transformational leadership, job satisfaction, and intent to leave within child welfare. Barbee et al. compared the attitudes of new workers and found that the transformational ideal of having a strong shared vision increased their likelihood of staying with an agency. This is consistent with the motivational potential of transformational leadership for millennials by appealing to their desire to pursue socially meaningful causes in their career, which, in turn, increases their job satisfaction. Similarly, Ritschoff and Fortunato (2015) examined the relationship between transformational leadership and intent to leave, finding that transformational leaders who

can encourage followers to transcend their own needs for praise and recognition and adopt socially conscious organizational goals that are congruent with their own can facilitate positive job attitudes (i.e., job satisfaction) and reduce turnover intention. The authors did not account for generational differences.

Multiple authors have offered descriptions and comparisons of transactional and transformational leadership styles and how each has the potential to either motivate or discourage workers (Anderson et al., 2017; Bass, 1999; Delegach et al., 2017; Jensen et al., 2019). None of these studies examined the influence of these leadership styles in child welfare organizations, and only Anderson et al. sought to determine if generational differences exist in work outcomes. In that study, millennials were found to have a conflicting motivational profile, making it unclear whether a transactional or transformational leadership style would be best suited for satisfying and retaining younger workers.

Problem Statement

Child welfare is a human service field characterized by high turnover of its frontline workers. The annual turnover rate has been reported between 20-40%, with the typical tenure of workers being less than two years (Willis et al., 2016). As a result, turnover can result in the agency not meeting federal expectations for safety and/or may prolong the amount of time children remain in the system (Quality Improvement for Workplace Development, 2016). Further, turnover, especially when abrupt or poorly processed, can impact a child's experience of stability and trust with the new worker as they experience the loss of a meaningful relationship; this can also impact the child's

sense of belonging, and their ability to develop self-efficacy and resilience (Curry, 2019; Holmes, 2016).

It has been forecasted that by 2025, millennials (born between 1981-1996) are expected to comprise 75% of the workforce. They will work alongside members of previous generations such as Generation X (born 1965-1980) and boomers (born 1946-1964), and Lu and Gursoy (2013) found a significant moderating effect for generation on the relationship between job satisfaction and turnover intention between millennials and boomers. Both cohorts reported similarly low levels of job satisfaction, but millennials reported greater intent to leave. Similarly, Lovsetch (2017) found a marked difference between experienced child welfare employees and the ones that are relatively new. Decreased satisfaction for both cohorts may have been in response to the chronic traumatic nature of the job; however, varying levels of intent to leave may have been a result of what they attributed to be the cause of their dissatisfaction (i.e., stress induced by job demands or the failure of the workplace to support them as they tried to meet these demands), and/or their belief that other job opportunities existed that would better support them (Lu & Gursoy, 2013).

For example, workers with longer tenure may have developed adequate coping skills to ease their dissatisfaction with the demands of the job (Kim et al., 2018). Further, boomers, who are stereotypically more loyal and reluctant to pursue new careers, were less likely to report intent to leave, even if their preferences did not align with what was offered by the organization. They were more likely to attribute feelings of burnout and, therefore, report intent to leave when they felt their coping skills were no longer

sufficient to meet the demands of the job, and less so by dissatisfaction with specific workplace characteristics that they had become accustomed to. In contrast, millennials, who exhibit high job mobility, are demanding of their work environment in terms of rewards and recognition; they were just as likely to be dissatisfied with the demands of the job, but their intent to leave was further driven by belief that other opportunities would also better meet their needs (Lu & Gursoy, 2013).

This illustrates how work values, which both guide and motivate an employee towards satisfying his or her needs at work, can play a key role in a millennial's level of job satisfaction and likelihood to leave an agency (McAdams & Olson, 2010). Although high job mobility presents a challenge for child welfare agencies looking to retain workers, these agencies also need to be aware of other generational differences that make millennials distinct. DeVaney (2015) characterized millennials as entitled, civic minded, valuing work-life balance, impatient, and team-oriented. Millennials seek challenges and opportunities for growth and development and tend to prefer leaders who can be trusted and who promote collaboration (Faller & Gogek, 2019); however, they also tend to rely on recognition of such growth to gauge their sense of self-efficacy and self-esteem and will leave an agency if they feel their competence is not acknowledged and/or if their personal goals are not met (Berlanda et al., 2017; de Guzman et al., 2020; Griffiths et al., 2017; Ozecilik, 2015; Rao Hermon et al., 2018). This introduces a generation of workers who have conflicting motivational profiles, in that they may desire both extrinsic and intrinsic motivation to derive satisfaction from their job (Anderson et al., 2017). However, millennials, more than other generations, need quality supervision to be

satisfied and remain in their jobs (Twenge et al., 2010). This creates a dilemma for supervisors within child welfare agencies who must identify which style of leadership (e.g., transactional or transformational) will best satisfy the needs of millennials and increase their retention.

Supervisors must decide how best to use their social influence to recruit workers who will help reach organizational goals. Multiple studies have demonstrated a positive association between leadership style and job satisfaction (Asghar & Oino, 2017; Hwang & Hopkins, 2015; Radey & Stanley, 2018; Ramli & Soelton, 2017; Tham & Stromberg, 2020). Supervisors play an especially important role in the orientation and socialization of new workers (de Guzman et al., 2020). By working to foster the worker's development, provide feedback, and act as a socioemotional resource, the supervisor has a profound influence on the employee's self-perception; this is done to align the employee's work values and motivations with the organization's (Delegach et al., 2015; Eilat-Shmir et al., 2016; Olaniyan et al., 2020). The supervisor can best facilitate this person-organization fit by understanding how to leverage the employee's preference for extrinsic or intrinsic rewards (Cloutier et al., 2015, McFadden et al., 2018). *Fit* is an important factor in retention, as it is correlated with job satisfaction (Cloutier et al., 2015; Yogamalar & Samuel, 2016).

Although there is a trend toward training child welfare supervisors in the transformational style, its effect on job satisfaction and intent to leave has not been measured specifically with millennials. Likewise, the effect of a transactional leadership style on job satisfaction and intent to leave has not been studied specifically in

millennials, nor has there been a comparison of the two leadership styles as related to job satisfaction or intent to leave for this specific cohort. However, it seems important to identify the style that is most suited for a generation of workers who appear to be both extrinsically and intrinsically motivated and who, proportionally, dominate the child welfare labor force.

Organizational commitment among millennial employees has been studied in terms of authentic leadership perception (Hafiz, 2022). Authentic leaders are characterized by both transformational qualities (i.e., leaders act as role-models who effectively use feelings and emotions to inspire workers towards accomplishing organizational goals) and transactional qualities (i.e., creating a reciprocal relationship in which hard work is recognized, and feedback is given in a way that employees can genuinely expect). Hafiz (2022) demonstrated that these qualities have been shown to increase engagement and commitment among millennials. The use, then, of either transactional or transformational leadership styles might help promote job satisfaction among millennials, encouraging them to remain with the agency, but it is not clear which style (transactional or transformational) is more conducive to a generation with conflicting motivational styles; this remained to be tested empirically. Further, the success of authentic leadership in increasing organizational commitment only illuminated the greater problem in identifying the specific leadership attributes most important when considering the conflicting motivational profile of millennials.

In addition, it was also important to determine if millennials' leadership preference differs from other generational cohorts within the child welfare workforce.

Studies have found that age was not related to intent to leave; however, those studies were not looking specifically at the effects of perceived leadership style on age as related to job satisfaction (de Guzman et al, 2020; Travis et al., 2016). Examining the relationship between perceived leadership style, job satisfaction, and intent to leave among millennials is important for future retention strategies in child welfare agencies. Millennials are more likely to leave an agency in search of other opportunities if the fit between their work values and the agency's leadership styles is poor, compounding an already existing worker-retention problem for child welfare agencies.

Purpose of the Study

The purpose of this study was to examine the extent to which membership to a specific generational cohort (i.e., millennials, Gen X, boomers) moderated the relationships between leadership styles (i.e., transactional and transformation) and work outcomes (i.e., job satisfaction and intent to leave). Findings from this research will be important for child welfare agencies to understand what leadership styles are most effective when considering how to promote worker retention, specifically millennials.

Research Questions and Hypotheses

RQ1: To what extent does perceived transformational leadership style, as measured by the transformational component of the Multifactor Leadership Questionnaire (MLQ Form 5X), relate to child welfare workers'' job satisfaction with their current agency, as measured by the Job Satisfaction Survey (JSS)?

H_{01}: Transformational leadership style is not a significant predictor of job satisfaction.

H_{a1}: Transformational leadership style is a significant predictor of job satisfaction.

RQ2 – To what extent does perceived transactional leadership style, as measured by the transactional component of the MLQ Form 5X, relate to child welfare workers' job satisfaction with their current agency, as measured by the JSS?

H_{02}: Transactional leadership style is not a significant predictor of job satisfaction.

H_{a2}: Transactional leadership style is a significant predictor of job satisfaction.

RQ3 – To what extent does perceived transformational leadership style, as measured by the transformational component of the MLQ Form 5X, relate to child welfare workers' intent to leave their current agency, as measured by the Intent to Leave Child Welfare Scale (ILCW)?

H_{03}: Transformational leadership style is not a significant predictor of intent to leave.

H_{a3}: Transformational leadership style is a significant predictor of intent to leave.

RQ4 – To what extent does perceived transactional leadership style, as measured by the transactional component of the MLQ Form 5X, relate to child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{04}: Transactional leadership style is not a significant predictor of intent to leave.

H_{a4}: Transactional leadership style is a significant predictor of intent to leave.

RQ5 – To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transformational leadership style, as measured by the MLQ Form 5X, and child welfare workers' job satisfaction, as measured by the JSS?

H_{05}: Generational cohort does not moderate the relationship between perceived transformational leadership style and job satisfaction.

H_{a5}: Generational cohort does moderate the relationship between perceived transformational leadership style and job satisfaction.

RQ6 – To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transactional leadership style, as measured by the MLQ Form 5X, and child welfare workers' job satisfaction, as measured by the JSS?

H_{06}: Generational cohort does not moderate the relationship between perceived transactional leadership style and job satisfaction.

H_{a6}: Generational cohort does moderate the relationship between perceived transactional leadership style and job satisfaction.

RQ7 – To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transformational leadership style, as measured by the MLQ Form 5X, and child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{07}: Generational cohort does not moderate the relationship between perceived transformational leadership style and intent to leave.

H_{a7}: Generational cohort does moderate the relationship between perceived transformational leadership style and intent to leave.

RQ8 – To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived

transactional leadership style, as measured by the MLQ Form 5X, and child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{08}: Generational cohort does not moderate the relationship between perceived transactional leadership style and intent to leave.

H_{a8}: Generational cohort does moderate the relationship between perceived transactional leadership style and intent to leave.

Theoretical Framework

Kristof (1996) provided the first comprehensive operationalization of Person-Organization (PO) Fit Theory, which posits that the higher the compatibility between a person and the organization for which they work, the higher the chance of retaining a workforce. PO fit is likely to occur when the leader and follower experience either complementary fit (i.e., the leader provides the follower with resources to best meet their work-related needs) or supplementary fit (i.e., the leader and follower place similar importance on shared work-related characteristics), or both. Kristof's definition supposes that fit can be achieved either by the organization providing resources to the employee (i.e., salary, promotional opportunities, praise and/or recognition) or by aligning individual and organizational values (i.e., values congruence). Although Kristof identifies three phases in which fit can be affected (i.e., organization entry, socialization, or long-term), socialization appears to be most important for retaining millennials, as that is when individuals are introduced to both the mission and/or policies and procedures of the organization. Millennials may experience satisfaction and/or dissatisfaction with their job based on the degree to which their work values align with the characteristics of the

organization as they experience them during this process. In other words, a fit between the workers' values and goals mediates the relationship between socialization and long-term outcomes, such as job satisfaction and organizational commitment, and the perceived level of fit will predict likely turnover.

Kristof suggested that a worker's experience of complementary and/or supplementary fit was negatively related to intent to leave. When workers experience a lack of values congruence and/or perceive an insufficient reward system, these conditions were more likely to reduce the workers' perception of their overall fit and lower job satisfaction, and increase intent to leave. Kristof concluded that the strength and persistence of a person's work values can impede an organization's socialization attempts and influence how likely the worker will be to work to meet the organization's goals. This reflects not only how millennial work values can directly impact how workers perceive their fit with the organization, but also the importance of the supervisor in facilitating the PO fit, such that they are satisfying the millennials' work values. It is possible, then, that PO fit, job satisfaction, and intent to leave can be influenced by the supervisor's leadership style. Chapter 2 will provide a comprehensive review of PO fit theory, along with justification for its use in the current study.

Nature of the Study

The present study used a quantitative correlational design to investigate the extent to which generational cohort moderated (a) the relationship between transactional leadership and job satisfaction, (b) the relationship between transformational leadership and job satisfaction, (c) the relationship between transactional leadership and intent to

leave, and (d) the relationship between transformational leadership and intent to leave. In sum, the present study assessed if generational differences existed in perceived leadership styles, and whether these perceptions influenced job satisfaction and/or intent to leave. A quantitative approach was designed to identify numerical changes in a set of measurable characteristics within a population of interest (Kraska, 2010). As the present study was designed to examine how a polytomous moderator variable affects the relationships between various continuous variables, a quantitative correlational design was best suited for this research. A nonexperimental design was chosen because the variables of interest had already occurred and could not be manipulated by the researcher (Kraska, 2010).

The target population was frontline child welfare workers who had worked for a private agency for at least two years or less. Participants must have belonged to one of three generational cohorts: millennials, Gen X, or boomers; this means that they must have been between the ages of 25-75 years. The study utilized an Internet-based survey via the SurveyMonkey platform. Data were analyzed using the Statistical Package for Social Sciences (SPSS) version 25.0. Moderation multiple regression (MMR) was used in the inferential analysis. MMR uses a traditional multiple regression model to test for significant relationships between the variables, the significance of interactions between independent variables and the moderator variable, and to determine if the relationship between two variables (i.e., one independent variable and one dependent variable) depends on the moderator variable.

Definitions

Person-Organization fit: The degree to which compatibility between individuals and their organizations can be achieved when characteristics of the individual and organization are well matched on a range of different dimensions (e.g., individual: needs, values, goals, abilities; organization: intrinsic and extrinsic rewards, values) (Kristof-Brown et al., 2005).

Generation: A description of a cohort of individuals who arise from "turnings" (i.e., pivotal historical and/or social events) that tend to be cyclical (i.e., approximately every twenty years), wherein the values of society change in response to characteristics of the dominant generation (Strauss & Howe, 1991).

Job satisfaction: A person's overall evaluation of his or her job as favorable or unfavorable (Spector, 1985).

Intent to leave: The extent to which a person thinks about leaving their current job (Auerbach et al., 2014).

Leadership style: The way in which a leader facilitates the fit between people and their organizations, therein shaping an organization's culture and climate by way of communicating expectations of the workers, as well as the overall goals of the organization (Avolio, 2007; Bass & Avolio, 1993; Chemers, 2016; Schein, 1990; Zaccaro & Klimoski, 2002).

Transactional leadership: The use of contingent rewards and sanctions (i.e., management by-exception) intended to create employee self-interest in achieving organizational goals (Jacobsen & Anderson, 2017).

Transformational leadership: The process of rewarding exchanges by using inspirational motivation to satisfy employees'' higher needs by changing their attitudes and behaviors (Judge & Piccolo, 2004; Waldman et al., 2015; Wright & Pandey, 2010).

Assumptions

It was assumed in the current study that participants would be able to appropriately identify and rate their preferences for workplace and leadership characteristics. That relied on the assumption that members of a given generational cohort would be similarly impacted by work-related factors and experience similar socialization processes upon entering the workforce, such that they could discriminate between leadership styles that best facilitate the perception of PO fit. Furthermore, it was assumed that the theoretical reasoning for selecting the predictor variables was logically sound; specifically, it was assumed that generational differences, leadership styles, and job satisfaction were factors that influenced intent to leave. Lastly, it was assumed that participants would provide honest responses to survey questions despite the sensitive nature of reporting on workplace outcomes.

Scope and Delimitations

Participants for the current study were frontline child welfare workers (i.e., those who are responsible for overseeing the direct care of and/or advocating on behalf of children and their families) who had worked for their current agency for two years or less. Administrators, supervisors, and/or directors were not surveyed. Frontline workers also needed to report directly to an immediate supervisor about meeting agency demands. Although participants may have worked for other child welfare agencies in the past,

participants for the current study must have worked for their current agency for two years or less.

This was important for two reasons. First, the typical tenure of workers is less than two years, making it important to examine factors that influence workers' intent to stay or leave their jobs during that time (Willis et al., 2016). Second, evaluating leadership preferences during this two-year period was important as supervisors are responsible for socializing new workers to the organization's culture, and their leadership style may have important consequences for the workers' preferences and/or work outcomes. Participants must also have been working for a private child welfare agency; a private versus public child welfare agency is contracted by the state to carry out child welfare functions at a more local level. A meta-analysis of turnover intention among child welfare workers in private agencies was higher than for public agencies, indicating the need for research to identify ways to support private agencies' retention efforts (Kim & Kao, 2014). Lastly, participants must have belonged to one of three generational cohorts: millennials, Gen X, or boomers. Although Pilcher (1994) argued that generations should not be demarcated along specific years, Strauss and Howe's generational theory proposed that millennials are born between 1980-2000 (aged 21-41), Gen X are born between 1960-1979 (aged 42-61), and boomers are born between 1940-1959 (aged 62-71).

Person-organization fit theory was chosen for the proposed study because it provided a theoretical rationale for how a worker's perception of fit with their organization, as facilitated by their supervisors' leadership style, can influence work

outcomes (i.e., job satisfaction and intent to leave). PO fit theory also provides a distinction between complementary and supplementary fit, which may better explain the mechanism by which the worker experiences their needs being met. Further, these different aspects of fit better correspond to either a transactional or transformational leadership style, allowing for a closer examination of which leadership style better satisfies and retains the workers.

Limitations

The most immediate threat to validity was the ongoing COVID-19 pandemic, which dramatically changed the field of child welfare. Professional burnout was identified as an issue for retaining child welfare workers (Lizano et al., 2014), with 60% of a sample of workers reporting already experiencing moderate, high, or severe stress during that time (Rienks, 2020). However, COVID-19 had increased stress levels for child welfare workers due to changes in their normal day-to-day responsibilities and how those duties were expected to be accomplished. Miller et al. (2020) found that nearly 50% of child welfare workers experienced mild to severe peritraumatic stress during the pandemic due to abrupt transitions to virtual and/or remote work environments, and a heavy reliance on technology to carry out functions such as communicating with clients, co-workers, and supervisors (Maclaurin et al., 2021; Merrit & Simmons, 2020). In addition to increases in stress levels and compounded by an unfamiliar reliance on technology to perform daily functions, frontline workers were still responsible for conducting home-visits and had to worry about potential COVID exposure, all of which

can impact their psychological health and, ultimately, satisfaction with their jobs (Fadel, 2020).

COVID-19 also changed the nature of supervision (e.g., the characteristics frontline workers value in their supervisors during uncertain times), which may have threatened the validity of the current study. Miller et al. (2020) and Maclaurin et al. (2020) recognized the importance of organizations in facilitating a supportive culture to help frontline workers cope with the stressors imposed by the pandemic. In this way, they must redefine what best facilitates PO fit in pandemic times.

The sampling procedure also presented multiple limitations to the current study. First, by recruiting participants via Survey Monkey, it may be that those participants' identities were more strongly shaped by their profession than those who do not participate in these online groups. The groups they belonged to were visible to the public and were of particular importance to them, as demonstrated by their membership in them, which may have made their responses different from participants who view their occupation as less central to their identity. Nonrandom sampling limited the representativeness of the sample, thus limiting the generalizability of the results and/or affecting the variables of interest in unexpected ways. Social desirability bias is another limitation as participants are inclined to present themselves in the most favorable light; because participants' responses will be anonymous, this limitation was mitigated.

Significance

The current correlational study aimed to determine if generational cohort moderated the relationships between perceived leadership style, job satisfaction, and

intent to leave. Given that millennials are, and will continue to be, overrepresented in the child welfare workforce, it was important to determine which leadership style might motivate them to stay in their jobs in the interest of workplace continuity and quality of services rendered. Millennials present with a conflicting motivational profile as they have been stereotypically described as both extrinsically and intrinsically motivated (i.e., desiring recognition, while also pursuing meaningful organizational goals), which presents a dilemma for supervisors who need to motivate the workers to pursue organizational goals (Anderson, 2017). Therefore, it is imperative for supervisors to understand how to effectively motivate workers, given that such unmet expectations are often cited as a major source of turnover (Jacquet & Hermon, 2018; Travis et al., 2016). The results of this study can promote positive social change by informing child welfare agencies of leadership styles with the potential to retain workers, especially millennials who have a propensity for high job mobility and will be the dominant generation in the child welfare workforce by 2025 (Zemke et al., 2013).

Summary

High turnover is commonplace within the child welfare field, and generational differences may compound this problem. The generational differences may introduce conflict that supervisors must manage, as each generation has a stereotypical set of work values that may satisfy them differentially and, in turn, encourage them to remain with the organization. Members of different generational cohorts may be more motivated by extrinsic or intrinsic rewards, and supervisors must adopt leadership styles, either transactional or transformational, that best capitalize on these differences to mitigate

conflict between generations, increase job satisfaction, and reduce intent to leave. To this end, the current study used a quantitative correlational cross-sectional survey design to administer an Internet-based survey utilizing the Qualtrics platform. Understanding how generational differences moderate the relationship between leadership style preferences, job satisfaction, and intent to leave was meant to inform child welfare agencies about appropriate intervention strategies to reduce turnover among child welfare workers.

Chapter 2: Literature Review

Introduction

Child welfare is a human service field characterized by high turnover of its frontline workers. The annual turnover rate has been reported as being between 20-40%, with the typical tenure of workers being less than two years (Willis et al., 2016). As a result, turnover can result in the agency not meeting federal expectations for safety and/or may prolong the amount of time children remain in the system (Quality Improvement for Workplace Development, 2016). Further, turnover, especially when abrupt or poorly processed, can impact the child's experience of stability and trust with the new worker as they experience the loss of a meaningful relationship; this can also impact the child's sense of belonging and their ability to develop self-efficacy and resilience (Curry, 2019; Holmes, 2016).

It has been forecasted that by 2025, millennials (i.e., individuals born approximately between 1980-2000) are expected to comprise 75% of the workforce (Zemke et al., 2013). They will work alongside members of previous generations such as the boomers (born between 1946-1964) and Generation X (born between 1965-1976). Lu and Gursoy (2013) found a significant moderating effect of generation on the relationship between job satisfaction and turnover intention between millennials and boomers in a study of burnout among child welfare workers. They examined millennials' and boomers' distinctive work values, particularly noting how those values led them to make different attributions about how their jobs specifically contributed to the burnout they were experiencing and how those attributions then influenced their intent to leave. Boomers,

who are characterized as more loyal, risk averse, reluctant to pursue new careers, and less likely to view the job as central to defining their sense of self, were less likely to attribute burnout to the job itself, which led to relatively lower turnover intention compared to millennials. Boomers' loyalty and commitment to their job allowed them to tolerate some dissatisfaction without attributing feelings of burnout directly to the job, thereby causing them to want to leave.

In contrast, millennials, who exhibit high job mobility, are demanding of their work environment in terms of rewards and recognition, and strive for work-life balance were more likely to attribute any feelings of burnout to the job and were therefore reported markedly lower job satisfaction and were more likely to leave (Lu & Gursoy, 2013). Unhindered by a strong sense of loyalty, millennials' experience of burnout was viewed as directly interfering with their experience of work-life balance, making them more likely to leave. While both cohorts reported some dissatisfaction and intent to leave, the degree to which their dissatisfaction increased their intent to leave was moderated by generation-specific attributions (Lu & Gursoy, 2013).

This illustrates how work values, which both guide and motivate an employee towards satisfying his or her needs at work, can play a key role in a millennial's level of job satisfaction and likelihood to leave an agency (McAdams & Olson, 2010). Although high job mobility presents a challenge for child welfare agencies looking to retain workers, these agencies also need to be aware of other generational differences that make millennials distinct. Although they seek challenges and opportunities for growth and development, they tend to rely on recognition of such growth to gauge their sense of self-

efficacy and self-esteem, and they will leave an agency if they feel their competence is not acknowledged and/or if their personal goals are not met (Berlanda et al., 2017; de Guzman et al., 2020; Griffiths et al., 2017; Rao Hermon et al., 2018). This introduces a generation of workers who have conflicting motivational profiles in that they are motivated intrinsically and must be rewarded extrinsically to derive satisfaction from their job (Anderson et al., 2017). However, millennials, more than other generations, need quality supervision to be satisfied and remain in their jobs (Twenge et al., 2010).

This creates a dilemma for supervisors within child welfare agencies who must identify which style of leadership (e.g., transactional or transformational) will best satisfy the needs of millennials and increase their retention. A transactional style may motivate millennials by using extrinsic rewards (i.e., if they perform well or poorly, they will be rewarded or sanctioned, respectively). By obtaining the recognition they desire, this style could encourage millennials to perform well, both to serve their own self-interests and simultaneously contribute to the agency's goal attainment (Jensen et al., 2019). Further, a transactional style can increase the millennials' job satisfaction by influencing their sense that their effort is acknowledged and rewarded by the leader, which has been shown to be important for this generation (Berlanda et al., 2017). In contrast, transformational leadership encourages workers to transcend their own self-interest and work collectively to pursue a shared mission to meet the agency's goals (Bass, 1999). For civic-minded millennials, the pursuit of meaningful social cause may motivate them intrinsically and increase their commitment and job satisfaction (Barbee et al., 2018). No previous studies

have compared the effectiveness of these two leadership styles with respect to millennial child welfare workers.

Supervisors must decide how best to use their social influence to recruit workers who will help reach organizational goals. Multiple studies have demonstrated a positive association between leadership style and job satisfaction (Asghar & Oino, 2017; Hwang & Hopkins, 2015; Radey & Stanley, 2018; Ramli & Soelton, 2017; Tham & Stromberg, 2020). Supervisors play an especially important role in the orientation and socialization of new workers (de Guzman et al., 2020). By working to foster the worker's development, provide feedback, and act as a socioemotional resource, the supervisor has a profound influence on the employee's self-perception; this is done to align the employee's work values and motivations with the organization's (Delegach et al., 2015; Eilat-Shmir et al., 2016). The supervisor can best facilitate this employee-agency fit by understanding how to use the employee's preference for extrinsic or intrinsic rewards (Cloutier et al., 2015, McFadden et al., 2018). Fit is an important factor in retention as it is correlated with job satisfaction (Cloutier et al., 2015; Yogamalar & Samuel, 2016).

For example, if individuals value recognition for the work they have done, the lack of recognition will lead to them feeling undervalued and likely decrease their job satisfaction. A supervisor will be most effective if they understand what motivates their employees and what they expect, as unmet expectations are often cited as a major source of turnover (Jacquet & Hermon, 2018; Travis et al., 2016). It may be that a transactional leadership style, whereby the supervisor provides the employee with rewards (e.g., a raise or verbal recognition) for good performance or sanctions them (e.g., denies a raise) if

their work is unsatisfactory, may provide the worker with the extrinsic motivation they need to help attain the organizations goals (Tham & Stromberg, 2020). However, millennials are also motivated by meaningful causes and may be more intrinsically motivated by a transformational leadership style that appeals to the employee's higher order needs (e.g., transcending their own self-interest) by aligning organizational goals with a socially conscious cause (Jensen et al., 2019). This can be an attractive approach supervisors can use to motivate workers as many pursue a career in child welfare career to help children and families.

Although there is a trend toward training child welfare supervisors in the transformational style, its effect on job satisfaction and intent to leave has not been measured specifically with millennials. Likewise, the effect of a transactional leadership style on job satisfaction and intent to leave has not been studied in millennials, nor has there been a comparison of the two leadership styles with regard to job satisfaction or intent to leave for this specific cohort. However, it is important to identify the style that is most suited for a generation of workers who appear to be both extrinsically and intrinsically motivated and who, proportionally, dominate the child welfare labor force. Examining the relationship between perceived leadership style, job satisfaction, and intent to leave among millennials would be important for future retention strategies in child welfare agencies. Millennials are more likely to leave an agency in search of other opportunities if there is poor fit between their work values and the agency's leadership styles, compounding an already existing worker-retention problem for child welfare agencies.

The current study used a quantitative correlational design to investigate the extent to which generation (millennials, Gen X, boomers) moderated the relationship between perceived leadership style (IV), job satisfaction (DV), and intent to leave (DV) among child welfare workers. The intent was to determine if leadership style preferences differ across cohorts, and if those preferences were related to job satisfaction and intent to leave. Both outcomes would be important for child welfare agencies to understand what leadership styles are most effective when considering how to promote retention of millennial workers.

Chapter 2 begins with the literature search strategy followed by a discussion of the theoretical foundation and an exhaustive review of the literature related to key variables.

Literature Search Strategy

Empirical articles related to the impact of turnover on services provided by child welfare, millennial work values, leadership styles, and the relationship between supervision and job satisfaction and intent to leave were accessed primarily through Walden University Library using the PsycINFO and SocINDEX databases. In addition, Google Scholar was also used in an ancillary exploratory manner to identify any articles that may not have been available through the other databases and/or to identify other sources that may be informative (i.e., university websites). Articles that were not available through any of the above databases but were deemed relevant to the current study were requested from and provided by the Walden University Library retrieval services. All searches used the following keywords both by themselves and/or in

combination with one another to optimize results: *retention, child welfare, supervision, job satisfaction, leadership style, transactional leadership, transformational leadership, millennials, generational differences, work values,* and *person-organization fit*. Searches were limited to peer-reviewed articles published between 2015 to 2020, with the exception of seminal articles pertaining to theory or leadership styles and/or other articles that were frequently cited by multiple authors. The publication date of those articles was still limited to approximately the last 10 years.

Theoretical Foundation

Person-Organization Fit Theory

Person-Organization (PO) fit theory predicts that compatibility between individuals and their organizations can be achieved when characteristics of the individual and organization are well matched on a range of different dimensions (e.g., individual: needs, values, goals, abilities; organization: intrinsic or extrinsic rewards, values) (Kristof-Brown et al., 2005). PO fit is one of four domains within a multidimensional Person-Environment fit theory that encompasses the fit between an individual and their whole work environment, including person-job fit, person-group fit, and person-supervisor fit (Kristof-Brown et al., 2005). PO fit theory was influenced by Schneider's (1987) Attraction-Selection-Attrition (ASA) framework, which described how people are attracted to an organization and once part of that organization, influenced its processes and culture. Through this process, the organization came to reflect its members and the characteristics of the members came to be homogenous. The ASA framework was focused mostly on organizational outcomes but would become the foundation for PO fit

as interest in how individuals and organizations interact to create an ideal organization-individual fit. Examining PO fit was fruitful as it has been shown to predict a variety of work attitudes and outcomes, notably increased job satisfaction and reduced turnover (Verquer et al., 2003).

Although the ASA framework was the clearest antecedent of PO fit, earlier social psychologists theorized about how individuals interact with their environment. Lewin's (1935) field theory defined how behavior is a function of the interaction between a person and his or her environment. Whereas *person* refers to an individual's dispositional traits, *environment* refers to both the physical elements external to the individual as well as social aspects of the situation such as social structures, social roles, situational demands and expectations, and social incentives. Lewin did not suggest that the fit between the person and environment would lead to any specific outcomes, but the introduction of field theory led to further exploration about what would likely result when people interact with their environment.

Future researchers would also influence PO fit theory. Argyris (1957) observed that an individual's organizational behavior resulted from the interaction between the person and his or her environment. He was the first to examine how congruence between the individual and environment had a direct impact on the individual's performance. Pervin (1968) later posited that behavior is determined both by the needs of the individual and how capable the individual perceives the environment to be in meeting those needs. Lastly, Tom (1971) examined how individuals would be most successful (or best fit) in organizations that shared aspects of their personality. The studies by Pervin (1968) and

Tom (1971) represent the difficulties that would emerge as PO fit theory developed. Questions arose about how best to operationalize fit (i.e., fulfilling needs or values congruence) and which specific components of fit lead to the most optimal outcomes.

Several authors have shown that PO fit is multidimensional and the mechanisms for how it directly affects outcomes remains elusive due to the effects of its different components (Edwards & Cable, 2009; Kristof et al., 2005; Piasentin & Chapman, 2007). That is, PO fit theory predicts that fit will occur through a combination of both complementary fit and supplementary fit, however each type of fit may represent compatibility with different aspects of the environment and thus have unique impacts on the outcome (Kristof et al., 2005). For example, complementary fit (i.e., needs-supplies fit) occurs when an organization satisfies an individual's needs, which may be recognition, pay increases, or promotions (Kristof, 1996). When an organization meet the needs of the individual, the individual's psychological needs are fulfilled, which in turn increases the individual's satisfaction with the job and their intent to stay with the organization (Edwards, 1991). Complementary fit can also be achieved when an individual is recognized for contributing something unique to the organization (Piasentin & Chapman, 2007). These effects are proximal in nature and determined by direct interaction between the individual and organization.

In contrast, supplementary fit is achieved when individuals perceive a similarity between themselves and the organization (Kristof, 1996). Supplementary fit has been mostly studied with regard to values congruence or the similarities between the values that the individual and organization hold. Those shared values drive the organizational

culture and have been described as a more overarching and indirect mechanism with regard to how they affect individual outcomes (Edwards & Cable, 2009). For instance, trust and communication are fostered when individual and organizational values match, which does directly impact the individual's satisfaction, but only indirectly impacts their intent to stay with the organization. Therefore, although both complementary and supplementary fit can lead to positive work attitudes and help decrease turnover, they are operating through distinct mechanisms, potentially having implications for the type of leadership styles employed in organizational settings.

In recent research, PO fit theory has provided a useful framework for understanding how fit is related to retention, job satisfaction, organizational procedures, and generational differences. Regarding retention, Gould-Williams et al. (2015) proposed that organizations can retain employees by aligning their values with prospective employees' public service motivation (PSM). Such values congruence will satisfy employees by facilitating supplementary fit and, in turn, make them less likely to leave. They surveyed a sample (N=671) of Egyptian professionals working in the public sector (i.e., those in higher education or health domains) who provide basic public services and are likely motivated by organizations that endorse PSM; perceptions of PSM, PO fit, and intention to quit were assessed. Findings indicated that employees who reported PO fit were less likely to leave because they perceived congruence between their values and the goals of the organization. Perceptions of PSM alone was not related to intent to leave. Rather, Gould-Williams et al. argued that individuals motivated to do public service may result in employees demanding more of themselves by working harder to achieve the

organization's goals in addition to their own. Therefore, PSM may facilitate PO fit, but would only reduce intent to leave if employees perceived that their own motivations aligned with the organization.

Jin et al. (2018) also utilized PO fit theory to examine the relationship between PO fit and turnover intention, but, unlike Gould-Williams et al. (2015), they were interested in how followership and job satisfaction, serially, mediate the relationship between PO fit and turnover intention. Jin et al. hypothesized that high perceived PO fit will increase followership (i.e., choosing to take on more responsibilities than required by their job description; self-enhancement), thereby increasing job satisfaction and decreasing turnover intention. Both followership and job satisfaction were predicted to mediate the relationship between PO fit and turnover intention in a serial manner. A sample (N=692) of public university faculty who held the responsibilities of teaching, service, and research were surveyed; turnover intention, PO fit, followership, and job satisfaction were assessed, controlling for academic field, tenure status, perceived job opportunities, and public service motivation. Findings supported the model proposed by Jin et al. such that PO fit, mediated by followership and job satisfaction, indirectly influenced turnover intention. Based on these findings, the authors concluded that organizations should both align their values with the employees' values to increase supplementary fit while also providing resources to enhance complementary fit and encourage followership behavior.

Chen et al. (2016) utilized PO fit theory to examine the relationship between PO fit, supervisor support, job stress, and job satisfaction. In particular, they wanted to know

if job stress mediated the relationship between PO fit and job satisfaction, hypothesizing that job stress increased dissatisfaction when the organization was unable to provide adequate resources to meet their individual needs (i.e., decreasing PO fit through a lack of complementary fit). Additionally, they hypothesized that supervisor support would moderate the relationship between PO fit and job stress given that high supervisor would be perceived as a resource gain, thereby mitigating job stress, increasing PO fit, and enhancing job satisfaction. Overall, this model proposed that the effects of job stress on the relationship between PO fit and job satisfaction would differ based on the employees' perceived supervisor support. The authors surveyed a sample (N=225) of hospitality workers in China; PO fit, job stress, job satisfaction, and supervisor support were assessed. Findings supported the moderation/mediation model such that employees who reported higher levels of supervisor support reported less stress, positively impacting the relationship between PO fit and job satisfaction. Conversely, less perceived supervisor support was associated with more job stress, negatively influencing the relationship between PO fit and job satisfaction. This supports the assumption that supervisors can be a valuable resource in reducing job stress, increasing job satisfaction, and reducing turnover intention.

Recent research illustrates how fit employee/organization regulatory focus can affect employee's view of an organization's procedures as just and their overall wellbeing. Regulatory focus refers to an individual's pursuit of a goal that reflects their values, motivating them to pursue either *gains* such as advancement (i.e., promotion-focus) or *security and safety* by following the rules (i.e., prevention-focus). The greater

the employee-organization fit, the greater the sense that “things feel right.” In three studies, Roczniewska et al. (2018) examined whether employees are sensitive to the degree of fit between their own and their organization’s regulatory focus, how this influences their perception of justice within the organization, and whether that perception of justice impacts their overall wellbeing.

In study one, Roczniewski et al (2018). sought to determine whether a fit in the employee-organization regulatory focus influences their perceptions of the organization’s procedural justice, arguing that perceived procedural justice motivates employees to pursue the organization’s goals. A sample (*N*=300) were surveyed from various organizations throughout Poland; employee and the organization regulatory focus and the employees’ perception of their organization’s procedural justice within their organization were assessed. Findings indicated that the better the fit between an organization’s procedures and an employee’s regulatory focus, the more the employee perceived the organization to be fair.

In study two, Roczniewka et al. hypothesized that a fit between employees’ predominant regulatory focus (i.e., promotion or prevention) and the organizations’ procedures would increase employees’ perception of organizational justice. A sample (*N*=139) of employees were randomly assigned to three treatment conditions (i.e., promotion related, prevention related, or control) and asked to rate their perception of organization justice. Findings indicated that when employees were asked to recall events that fit with their predominant focus, their perceptions of justice increased compared to events that did not fit their predominant focus. This implies that perceptions of fairness

can be significantly influenced by the regulatory fit between an employee and organization, further demonstrating the utility of PO fit to increase an employee's perception of fairness.

In their final study, Roczniewka et al. asked whether regulatory fit moderates the relationship between employee wellbeing (i.e., potential for burnout) and perception of procedural justice. A sample (*N*=377) of employees completed an online survey that measured employee and the organization regulatory focus, the employee's perception of procedural justice, and the employee's experience of burnout. Findings indicated that the lack of fit between an employee's preferred regulatory focus and an organization's procedural demands was associated with negative justice perceptions such that employee burnout increased. This emphasizes the importance of PO fit in procedural processes in order to maintain employees' sense of wellbeing and encouraging them to pursue organizational goals.

Firfiray and Mayo (2016) utilized PO fit theory to examine the relationship between Gen Xers' and millennials perceptions of PO fit and how their attraction and eventual pursuit of jobs with an organization. They hypothesized that millennials would be more attracted to organizations that advertised employment benefits more aligned with their own preferences for benefits that promoted work-life balance (WLBs; signals that the organization cares about work-life balance, the possibility of a sustainable workforce, and greater social responsiveness) than to traditional benefits (i.e., standard pay benefits and healthcare and insurance benefits).

Firifray and Mayo surveyed a sample (*N*=189; 65% Gen Xers and 35% millennials) of MBA students who were nearing the completion of their program and were actively seeking employment. Participants were asked to review a recruitment flier for an unnamed organization and rate their level of attraction to the organization, their intent to pursue a job with that organization, and their perceptions of PO fit based on their assignment to one of three conditions: (a) standard pay, (b) health care benefits, or (c) work-life benefits. Findings indicated that although both Gen Xers and millennials were more attracted to organizations that offered WLBs, perceptions of PO fit were more important for millennials than Gen Xers in terms of their degree of attraction and intent to pursue a job with that organization. This implies that for millennials, perception of PO fit is an important factor in their attraction to and pursuit of jobs with an organization. Organizations need to facilitate this congruence in order to enhance perceptions of PO fit and attract this generation to their organization.

In sum, organizations can utilize PO fit to increase retention and job satisfaction. Further, these studies demonstrate how fit can be enhanced when organizations provide adequate supervisor support, utilize organizational procedures that enhance regulatory fit, and appreciate generational differences to attract new employees. Increasing PO fit will increase the likelihood that individuals will be more motivated to pursue the organization's goals.

How Person-Organization Fit Theory Relates to the Study

PO fit theory predicts that workers who perceive a strong fit between themselves and their organization will be more likely to be satisfied with their job and less likely to

leave the organization (Verquer et al., 2003). Ensuring fit between workers and an organization is important for retaining child welfare workers, which has long plagued the profession. By providing appropriate feedback and reinforcement, organizational leaders have a pivotal role in facilitating this fit by acting as agents of the organization responsible to socialize new workers; this helps to ensure that the new workers adopt organizational values. Ensuring values congruence and using a contingent reward system have been shown to be important, yet distinct, drivers of PO fit as they affect the culture and climate of the organization differently (Edwards & Cable, 2009); this has implications for which leadership style to adopt (i.e., transformational or transactional). Given that millennials will soon dominate the workforce, it was important to understand what kind of leadership best facilitates their fit to ensure they are satisfied and intend to remain with the organization.

How the Research Questions Relate to the Theory

The goal of the present research was to determine whether generational differences moderated the relationship between leadership style and both job satisfaction and intent to leave. PO fit theory explains an individual's perceived fit with organizational factors (e.g., organizational leadership) that can affect work attitudes such as job satisfaction and intent to leave (Verquer et al., 2003). Leaders are responsible for guiding the new worker through a socialization process whereby they come to internalize the organization's values and norms that will guide their motive to achieve organizational goals. The socialization process is instrumental to ensuring PO fit, which has been associated with increasing job satisfaction and decreased intent to leave the organization

(Cooper-Thomas et al., 2004). The literature also suggests that an individual's perception of fit can be affected by their work experience and prior and/or future fit perceptions (Saks et al., 2007; Shipp & Jansen, 2011). Therefore, PO fit theory predicted that the leadership style used to socialize new workers would be important for increasing job satisfaction and reducing intent to leave the organization, which could also be influenced by generational differences.

Literature Review Related to Key Variables

Job Satisfaction and Intent to Leave

The degree of job satisfaction that employees experience often influences their intent to leave their current job. Indeed, job satisfaction has been identified as a core mechanism when examining the research on turnover theory (Chen et al., 2011). The causal relationship between job satisfaction and intent to leave was first theorized by Mobley et al. (1997) with their "intermediate linkages theory" that described the cognitive steps (i.e., intent to leave) that intervene between the experience of job dissatisfaction and the decision to quit. This theory was based on previous work done by Fishbein and Ajzen (1977) whose theory of reasoned action described employees as rational decision-makers whose attitudes (i.e., job satisfaction) may become more negative over time in response to changes in the work environment leading to withdrawal cognitions (i.e., intent to leave). The relationship was further confirmed by a theory proposed by Price and Mueller (1986) that described how organizational and contextual factors can impact job satisfaction and trigger the turnover process. Hom and Kinicki (2001) would later propose that "thoughts of quitting" happen after one experiences job

dissatisfaction. These theories were supported by a meta-analytic review of the antecedents and correlates of employee turnover done by Griffeth et al. (2000). Therefore, there is strong theoretical and empirical evidence supporting the relationship between job satisfaction and intent to leave.

Within child welfare in particular, total job satisfaction has been negatively related to intent to leave and actual turnover (Weaver et al., 2007; Kim & Kao, 2014). Given that job satisfaction impacts an employee's intent to leave, it is important to identify factors that influence job satisfaction to maintain a stable, competent, and committed workforce who provide quality services that do not negatively impact families in need (McFadden et al., 2015; Schudrich et al., 2013). Spector (1985) surveyed human service professionals and found that there were several dimensions of job satisfaction that were significantly related to job satisfaction: salary, benefits, promotional opportunities, contingent rewards, operating procedures, supervision, coworkers, communication, and the nature of work. Multiple sources confirmed some of these factors within the child welfare field. For example, abnormally long hours, emotional exhaustion, low self-esteem, and work overload all affected job satisfaction and intent to leave (Ellet et al., 2007; Kim, 2011; McFadden et al., 2015) and feeling undervalued and/or receiving no recognition had negatively influenced job satisfaction (Cahalane & Sites, 2008; Barth et al., 2008; Williams et al, 2011). Feeling undervalued is often more important within a field that faces high scrutiny from the public (Blome & Steib, 2014). Perhaps the most significant factor impacting child welfare workers when first starting the job is being assigned their full caseload (Weaver et al., 2007). This relates to Lee and Mitchell's

(1994) model for the job satisfaction-intent to leave relationship in which a shock (i.e., assignment of a full caseload causes an intense episode of job dissatisfaction) leads the employee to reevaluate his or her existing employment situation. This is a possible explanation for why child welfare workers are likely to think about leaving their organizations during this transition process as their job dissatisfaction increases.

Grotto et al. (2017) reviewed previous theories and models on turnover decisions from the previous fifty years and integrated their findings into a dynamic model that emphasizes how certain factors, specifically fit, attitudes (i.e., job satisfaction), and withdrawal cognitions (i.e., intent to leave), serially influence eventual turnover. They proposed that PO fit, facilitated by congruence between individual differences such as age and the organizational environment, enhances or decreases job satisfaction in such a way that influences an employee's intent to stay and/or leave. Grotto et al. also theorized that triggering events, or changes within the work environment or in the workers' personal lives, may be sudden (e.g., the reported sudden increase in caseload among caseworkers) or gradual (e.g., changes in preferences associated with different life-stages). Regardless of the trigger, these changes then influence the degree of misfit the employee experiences regarding their expectations compared to their actual experiences, resulting in both decreased job satisfaction and increased intent to leave. Grotto et al. emphasized the important role organizations have in creating a positive work environment often through competent leadership. Supportive supervision can help employees manage triggering events, mitigate experiences of misfit, and positively impact employees' work attitudes.

Herbert et al. (2020) examined the relationships between job satisfaction, PO fit, and intent to leave, hypothesizing that increased job satisfaction and PO fit would be negatively related to intent to leave. A sample (*N*=76) of former rehabilitation counseling students completed surveys assessing job satisfaction, PO fit, intent to leave, and where they would seek other employment if they were to leave (i.e., state vocational rehabilitation centers or other settings). They found that people who intended to remain in the job within the next year expressed higher levels of job satisfaction and greater congruity between person and organizational fit. Work setting was not significantly related to intent to leave, suggesting that job satisfaction and PO fit were the main drivers of intent to leave their current job. Herbert et al. made several recommendations for improving job satisfaction among rehabilitation counselors, a profession with many contextual similarities and demands as child welfare workers. These included providing flexible work schedules, providing additional supervision, offering professional development opportunities, recognizing and praising employees for their efforts, and promoting an interesting and varied environment. By improving job satisfaction and PO fit through these efforts, employers would reduce their workers intent to leave.

With regard to the child welfare field in particular, Griffiths et al. (2017) examined the relationship between job satisfaction and intent to leave among frontline child welfare workers. They hypothesized that there would be significant differences between groups (i.e., stayers, leavers, and undecided) based on their degree of satisfaction with various workplace factors (i.e., workload, supervision, sense of accomplishment, salary, and professional development). Satisfaction with those factors

would directly influence intent to leave. A sample (*N*=1,351) of frontline workers completed surveys for satisfaction with workplace factors and their intent to leave within the next 12 months. Griffiths et al. found that the degree of job satisfaction only influenced those who already intended to leave but not those who intended to stay or were undecided. Dissatisfaction with the quality of supervision and sense of accomplishment accounted for most of this difference. Interestingly, this effect was more pronounced among younger workers, suggesting that organizations should place more importance on ensuring job satisfaction when working to retain younger workers.

Li et al. (2020) examined the relationship between organizational climate, job satisfaction, and intent to leave among child welfare workers. They hypothesized that positive perceptions of an organizational climate would be positively related to job satisfaction and negatively related to intent to leave. A sample (*N*=849) of frontline workers completed surveys that measured organizational climate (i.e., characteristics of role, job, organization, and supervision), job satisfaction (i.e., pay, promotion, and benefits), and turnover intentions (i.e., intent to stay or intent to leave). Li et al. found that perceptions of organizational climate did impact the degree job satisfaction; however, job satisfaction influenced only intent to leave, but not intent to stay. Therefore, increasing job satisfaction among employees thinking about leaving may persuade them to stay with the organization.

These studies indicate that there is a causal link between job satisfaction and intent to leave, which can also be influenced by the degree of fit that employees experience. Efforts need to be made to increase job satisfaction in order to decrease

workers' *intent* to leave given that intent to leave has been the most reliable predictor of actual turnover (Griffeth et al., 2000; Hom et al., 1992; Tett and Meyer, 1993; Auerbach et al., 2010).

Generational Differences

Currently, the workforce is composed predominantly of three different generational cohorts: boomers (1943-1960), Gen X (1961-1981), and millennials (1982-2004). Although Pilcher (1994) argued that the precise boundaries of generations are not crucially important, generational trends in values and attitudes should still reveal themselves despite more fluid boundaries. The current study divides cohorts based on Strauss and Howe's generational theory, which was popularized in the 1990s, and influenced by other generational theorists such as Manheim (1923) and Ryder (1965). Manheim proposed that generations emerge as a response to social surroundings, and generational identify is influenced by historical and/or social events in the same way that social class or culture might influence individual values. Ryder (1965) defined generations as cohorts of individuals that emerge to facilitate social change; each generation is a response to the previous generation, but social or cultural values are not a driving factor in how cohorts are defined. Strauss and Howe's generational theory was a composite of these theories: generations arise from "turnings" (i.e., pivotal historical and/or social events) that tend to be cyclical (i.e., approximately ever twenty years) wherein the values of society change in response to characteristics of the dominant generation. According to this theory, differences in generational values are influenced by what point in history they came of age, and generational differences exist given that

cohorts are defined by how they differentiate, or promote change between, previous generations. With the influx of millennials into the workplace, and the longer tenure of older generations, supervisors must adapt their managerial style to accommodate generational differences in terms of workplace values. To ensure PO fit, supervisors must appreciate generational differences in workplace values and/or preferences when socializing new employees.

Westerman and Yamamura (2007) examined generational differences with respect to the relationship between the level of PO fit, job satisfaction, and intent to leave. They found that PO fit could be facilitated through both by how employee expectations were communicated (i.e., complementary fit) and/or by alignment between employee and organizational goals (i.e., supplementary fit). Both types of fit were predictive of employee outcomes (i.e., job satisfaction and intent to leave) for younger generations. In contrast, older generations were more concerned with the quality of the overall relationship when considering their level of fit with the organization.

Generational differences and their impact on work outcomes may arise from the psychological contract (i.e., the employees' beliefs about the reciprocal obligation between employees and their organizations) employees make with their employers when entering an organization. Lub et al. (2012) found that generations differ regarding what values are important when creating a psychological contract with an employer. When these expectations are violated, the psychological contract is breached, resulting in higher intent to leave. Thus, generational differences in workplace values have important consequences for PO fit.

According to Manheim (1952), the experience of unique historical events and knowledge accumulated during individuals' formative years (i.e., 14-20 years of age) create distinct generational identities based on the collective memories of each group. These collective memories serve as a potential basis for a shared worldview, which has a long-lasting impact on their work values (Denker et al., 2008). Different value orientations based on these collective memories, can result in workplace interactions, ranging from conflictual to cooperative. It is important for supervisors to appreciate the similarities and differences between the work values of different generations as their leadership style can influence PO fit and, in turn, how that experience of fit may impact other work attitudes (i.e., job satisfaction and intent to leave).

Changes in life expectancy, increased longevity and health, changes in technology, and/or lifestyle preferences have also led to generations adopting different work values, further altering what they expect from an organization. Zemke et al. (2013) described how these changes may have impacted the different generations. For example, boomers are described as having a strong work ethic, believing that work holds a singular importance to their life. In addition to an increase in life expectancy, they are more likely to remain on the job as they feel that that their identity is measured by the work they perform. In contrast, Zemke et al. described how the breakdown in the traditional family structure during Gen Xers formative years, produced a generation that learned to be more self-reliant their parents' absence. Although they have been described as more cynical towards work than other generations, they can still be motivated to do good work under supervisors who allow them more autonomy. Gen Xers also developed more of an

appreciation for balance in their lives apart from work, a trend that increased further with younger generations. Lastly, millennials, were raised under child-centric parents (i.e., boomers) and educational philosophies that encouraged the development and protection of their self-image (Zemke et al., 2013). These expectations manifested in both higher levels of self-esteem and self-centeredness, often resulting in a sense of entitlement (Holt et al., 2012).

Harvey and Harris (2010) defined entitlement as an individuals' tendency to hold highly favorable self-perceptions that demand high levels of praise and reward regardless of actual performance levels. Krahn and Galambos (2014) found entitlement was higher for the younger generations, decreasing with age at different rates for the older generations. Indeed, Twenge et al. (2012) demonstrated how a sense of entitlement is prevalent among millennials compared to older generations. They asked same-age participants between 1966 and 2009 to rate their self-perceptions of academic ability, writing skill, self-confidence, and leadership potential. Millennials rated themselves as more favorably than previous generations on each of these traits, however, they scored worse on aptitude tests measuring those same characteristics. Therefore, younger generations are experiencing a higher sense of self-esteem not always linked to actual skill development (Twenge & Campbell, 2001). Further, millennials' expectations for their own career success are often unrealistic; their sense of how they should be rewarded is often disconnected from what their performance warrants (Ng et al., 2010). This has resulted in a "trophies for all" mentality whereby millennials often have difficulty comprehending that their efforts may result in failure (Alexander & Sysko, 2011).

Entitlement often presents an obstacle for organizations needing to manage millennials effectively and also keep them satisfied in order to reduce turnover intentions.

In the workplace, for example, when millennials receive feedback that is not congruent with their positive self-image, they often deal with this critical feedback by discounting it or not acknowledging its accuracy (Harvey and Harris, 2010). Millennials rely on favorable evaluations to fulfill their reward expectations (Naumann et al., 2002), but they tend to perceive more stress in their organizational environment as the frequency of unfilled expectations increases (Harvey & Matinko, 2009). This stress can lead to lower rates of job satisfaction, as millennials may view unmet expectations as a violation of their psychological contract with their organization. Indeed, Kong et al. (2014) demonstrated how meeting career expectations for millennials is positively correlated with job satisfaction, and that satisfaction is related to how managers set, and support the attainment of, those expectations. To and Tam (2013) also demonstrated that the perception of supervisory support can positively impact job satisfaction among younger workers. Supervisory support, especially when displayed through the establishment of recognition programs or the allotment of non-monetary awards, has been shown to increase an employees' self-efficacy and overall satisfaction (Markham et al., 2002; Peterson & Luthans, 2006). Thus, it may be more difficult for managers to influence job satisfaction among younger generations.

Although this suggests that millennials are more inclined to be dissatisfied with their jobs than other generations, research does not consistently support the existence of these differences. Costanza et al. (2012) performed a meta-analysis of generational

differences on work outcomes such as job satisfaction and found no differences existed. Similarly, Kowske et al. (2010) found that job satisfaction across generations does not vary the way some research might suggest. They found that millennials report somewhat more overall satisfaction with their organizations regarding recognition and career development, but found satisfaction with pay, benefits, and the value of the work itself similar to boomers and Gen X. This suggests that generations may be satisfied differently based on the rewards or environments created by the organization. For example, To and Tam (2013) found that older generations tended to be more satisfied with work rewards and reported higher overall job satisfaction than younger employees. They suggested these differences may have been a result of younger workers expecting more opportunities to pursue better salaries and/or the existence of more favorable work environments, which lead to lower satisfaction overall.

Generally, it appears that differences in job satisfaction may exist depending on how different generations perceive the struggle for power, positioning, and resources within the workplace. Younger generations are often more anxious over this perceived struggle and more sensitive to abrupt changes in resources the organization provides (Zemke et al., 2013). However, the type and importance of resources may vary. For example, millennials often have confidence that things will go their way as a resource to ameliorate any stress they experience when starting a new job. However, these positive self-protective resources are often inadequate, and often lead to more stress, as millennials often lack the requisite knowledge, skills, and abilities upon which those resources are based (Harvey & Martinko, 2009). Supervision is often viewed as a

resource, but its usefulness can also be influenced by the difference in levels of entitlement. Entitled employees often perceive more their supervisors less favorably than less-entitled employees as the critical feedback triggers self-serving biases, leading them to vilify those supervisors as means to help protect their inflated self-perceptions (Harvey et al., 2014). Further, satisfaction among younger generations can be driven by the quality of the supervisory support they receive (Gursoy et al., 2013). Macky et al. (2008) argued that millennials are more sensitive to how much organizational support they receive and report stronger job satisfaction and commitment when support is provided. To fulfill these needs, millennials need employers to set clear expectations, supply frequent, objective feedback, and offer praise to workers for their efforts. Macky et al. proposed that praise programs can help millennials feel more in control, while simultaneously reducing the anxiety they have when entering an organization. However, entitlement may impede the usefulness of such interventions as any increase in feedback and/or recognition may prove to be harmful to millennials' sense of self-esteem over time (Chamorro-Premuzic, 2013). That is, extrinsic rewards must be carefully considered so as not to undermine intrinsic rewards regarding motivation. Therefore, compared to older generations, managers must be aware of increased entitlement among millennials as this trait has implications for what they may expect from supervisors when considering organizational fit.

Generational differences may also exist regarding intent to leave an organization. Millennials are stereotyped as less loyal to organizations and have higher job mobility (Zemke et al., 2013); they are two times as likely as Gen Xers, and three times as likely

as boomers, to consider leaving their job within one year (Ethics Resource Center, 2010). Compared to boomers, millennials are less likely to want to want long-term employment (U.S. Department of Labor Statistics, 2013). It may be that millennials' greater sensitivity to abrupt changes in job satisfaction, added to their perception and/or expectation of better job opportunities, may also explain why they are often described as more likely to leave an organization than older generations (Kong et al., 2014; To & Tam, 2013). Costanza and Finkelstein (2015) found that generations may differ in the level or job satisfaction or their intent to leave (i.e., boomers are more satisfied and less likely to leave); however, there are no significant differences in the level of commitment (or loyalty) the workers feel towards their organization. Further, when millennials are asked whether they intend to leave an organization within the next two years, they report having less intentions to leave than older generations; however, they exhibit higher voluntary turnover rates during that two-year period (Cassidy & Berube, 2009). Taken together, these results show that millennials may exhibit the same level of commitment to their organizations as other generations as evidenced by lower intentions of leaving, but their increased sensitivity to abrupt changes in job satisfaction (e.g., breaches of the psychological contract) may prompt more actual turnover.

In general, generational differences regarding both job satisfaction and intent to leave are often influenced by the different work values that each generation holds. Work values influence how employees' motivation to achieve their goals; they can be achieved either through work (i.e., intrinsic) or because of work (i.e., extrinsic) and often result in supplementary or complementary fit, respectively. Organizational characteristics that

satisfy these values are often categorized broadly as intrinsic, extrinsic, and altruistic values (Lyons et al., 2010; Jin & Rounds, 2012). Intrinsic rewards are those that the individual achieves through work (i.e., intangible outcomes of interests or learning), referring to the degree an individual values work experiences that result from pursuing work. This is often equated to how much an individual believes work is central to their life or identity. Extrinsic rewards (i.e., tangible outcomes they receive because of work) include recognition, pay, and/or leisure rewards (e.g., work-life balance). Lastly, altruistic rewards are the degree to which individuals value work that benefits others or society.

Twenge (2012) reviewed the evidence for generational differences in motivation using both time-lag studies (which can separate generations by age and/or career stage) and cross-sectional studies (which cannot). He found that generation differences may be related to work values. Interestingly, however, the absence of differences also contradicted other commonly held generational stereotypes. For example, it is believed that boomers often view work as more central to their lives than younger generations (Zemke et al., 2013). However, there was no difference between boomers and Gen X in wanting to find meaning and/or interest in work with only a small decline from boomers to millennials. Although other studies have found generational differences do exist on these intrinsic values (Lyons et al., 2005; Real et al., 2010; Lyons and Kuron, 2014), multiple other studies found no generational differences in the intrinsic value of work (Smola & Sutton, 2002; Cennamo & Gardner, 2008; Wray-Lake et al., 2011). It may be that boomers do believe work is an important part of their identity but are not necessarily intrinsically motivated by their work. Further, although Macky et al. (2008) and other

common stereotypes suggested that millennials desire wanting to work for organizations that placed value on altruism, social values, or meaning in their work, Twenge (2012) found no generational differences n wanting a job that had social value, nor were there generational differences in altruism (Wray-Lake et al., 2011). This suggests that organizations aiming to motivate and retain workers with aspirational mission statements may be no more effective for millennials than for other generations.

Differences did exist, however, in how the different generations valued extrinsic rewards. Twenge (2012) found that a pattern exists regarding extrinsic rewards, in that younger generations are more likely to value money, status, and/or respect than boomers. In general, there is agreement that the importance of extrinsic rewards increases with younger generations, suggesting that when recruiting and retaining younger generations, organizations must provide benefits that recognize and reward individual efforts (Lyons & Kuron, 2014; Krahn & Galambos, 2014).

Although Twenge (2012) demonstrated that generational differences may exist for some work values, a large majority of research has found greater similarity among generations and, if differences do exist, they are small or appear to refute the commonly held stereotypes (Costanza & Finkelstein, 2015; Deal et al., 2010; Kowske et al., 2010; Parry & Ulwin, 2014). The differences tend to be more perceptual than real. To understand this trend in generational research, Standifer and Lester (2020) sought to measure actual versus perceived generational differences in the workplace. This work was meant to support earlier research done by Lester et al. (2012) where researchers tested for actual versus perceived differences between generational cohorts across 15

workplace characteristics (e.g., preferred means of communication, level of autonomy, amount of recognition, display of professionalism). Standifer and Lester proposed that the evidence of perceptual differences might be bolstered by testing the assumption that differences are based on cohort-identification and how identification informs generational work values. They proposed that each generation would share collective memories that influenced their present-day work values, and that these would differ across generations. However, Standifer and Lester hypothesized that group membership would not necessarily result in actual differences as much as it would alter their perception of differences between groups. That is, members of different generations would perceive differences between groups to (a) better understand other generations and (b) perceive themselves as more favorably than the other generations when making evaluative judgements. As a result, individuals would maximize intergenerational differences on the most highly valued traits to distinguish themselves and emphasize the uniqueness of their group identity. Overall, they found that perceived differences vastly outnumbered the actual differences. Given that generational identities may emerge to fulfill a desire for both inclusion and/or distinction resulting from group membership, it would be important for organizations to emphasize intergenerational similarities and debunk inaccurate workplace stereotypes.

Individuals may have a shared identity based on common work-related experiences, which can also influence their level of satisfaction with an organization or their intention to quit. Joshi et al. (2011) provided a more comprehensive theoretical explanation for how cohorts can be viewed as an organizational phenomenon. Rather

than defining a cohort as successive entry into adulthood (i.e., generational cohort), it can be viewed as a successive entry into the organization (i.e., tenure cohort). Tenure cohorts, as opposed to generations that are shaped by formative collective memories gathered at the same period, are shaped by formative experiences of entering an organization at the same time. In other words, individuals within a tenure cohort enter an organization during the same time period and undergo the same socialization processes that come to define them as a distinct cohort with common organizational expectations.

Generational differences have been examined in child welfare literature from a tenure cohort perspective by comparing the effectiveness or retaining regular child welfare hires compared to graduates of the Title IV-E Child Welfare Educational Program (Title IV-E). Title IV-E was established to incentivize social work students to enter the child welfare field by providing them with financial support in exchange for a two-year commitment to working with a child welfare agency. Students enrolled in Title IV-E take specialized courses on child abuse and neglect, conduct a field placement in a public child welfare agency. The goal of the program is to graduate students who can outperform child welfare workers hired through regular processes on short-term outcomes (i.e., intent to leave) by enhancing their knowledge of the position and be more effectively prepared to transfer their skills to the field. Students completing Title IV-E can be considered a tenure cohort when compared to regular hires who could be considered a different cohort.

Examining differences between these cohorts can illuminate how age, self-efficacy beliefs, and supervisory support can influence job satisfaction and intent to

leave. Barbee et al. (2018) examined the effectiveness of the Title IV-E program in retaining competent front-line workers in public child welfare agencies. Title IV-E graduates tended to be younger than regular hires. The sample (*N*=598) was comprised mostly of millennials, which allowed for an examination of the importance how self-efficacy and supervisory support impacted millennials' intent to leave their current agency. Title IV-E graduates had undergone specialized training prior to entering the child welfare field, which was meant to prepare them for the demands and difficulties of the job more so than regular hires. This could be likened to Title IV-E graduates having a greater sense of entitlement than regular hires regarding their ability to succeed within the field. Comparable to millennials assessed in the study by Twenge (2012), however, once Title IV-E graduates received their full caseload (i.e., a major turning point for most child welfare workers), the abilities they believed they had acquired through training did not match the skills necessary to fulfill their duties. This led them to be more aware of what they did not know; the reality of the job did not match their expectations and deflating their self-efficacy beliefs (Barbee et al., 2009). Further, supervisors, believing Title IV-E graduates needed less guidance than regular hires based on acquired skill, either did not provide them with adequate support or rejected their attempts to seek guidance. Participants reported feeling antipathy towards their supervisors and felt less commitment to the agency (Barbee et al., 2009), which was behavior comparable to the attributions millennials made towards supervisors when receiving negative feedback not in line with their expectations (Chamorro-Premuzic, 2013).

Barbee et al. (2018) also found that supervisory support was an important buffer for regular hires regarding intent to leave. Although the actual turnover rate for Title IV-E graduates was the same as for regular hires at the two-year mark, the findings were confounded by how Title IV-E graduates were obligated to fulfill their two-year commitment as part of their participation in the program. It is possible that the decrease in self-efficacy and lack of supervisory support may have led to higher turnover because of increased dissatisfaction, as seen in previous studies on generational differences (Kong et al., 2014; To & Tam, 2013). Barbee et al. (2018) did not assess job satisfaction throughout the two-year period so those conclusions cannot be made.

Other studies have confirmed a positive relationship between age and intention to remain with agencies (Aguiniga et al., 2013; Kim & Kao, 2014; Kruzich et al., 2014). Boyas et al. (2013) examined the impact of tenure on retaining younger workers (M=33.9, SD=10.94). Age was associated with how much social capital (i.e., influence within the agency, coworker support, and supervisory support) the participants had developed that protected them from stress and decreasing their intent to leave. Participants with less tenure (i.e., three years or less) did not feel supervisors considered their opinions nor did they perceive fairness in the compensation and recognition they were receiving. In contrast, participants with longer tenure perceived more fairness, were more invested, more loyal to the agency, and perceived less stress. As a result, younger workers were more likely to desire to leave their position. Boyas et al. recommended that supervisors need to provide more constructive feedback, provide workers with relevant information, help them to continue to develop their skill set, and offer praise when

deserved. These recommendations are consistent with general recommendations for retaining millennials in the workforce (Kong et al., 2014; To & Tam, 2013), suggesting that broader generational differences discussed in previous literature generalize to the child welfare field.

Recent literature has studied the extent to which generational differences affect employees' perception of PO fit and how these perceptions impact their intent to leave. Grobler and Rensburg (2019) sought to identify how organizations can facilitate PO fit by measuring generational differences with specific regard to what generational cohorts preferred in their organizations' climate. They hypothesized that generational differences, driven by distinct work values, would play a significant role in how employees evaluated their work environment. By understanding and catering to these differences, managers could facilitate PO fit either by (a) appropriately rewarding their employees their contributions (i.e., through complementary fit) and (b) by better aligning their values with those of their employees (i.e, through supplementary fit). A sample (N=1094) of South African employees within the higher education sector were asked to rate their preferences for organizational climate (e.g., leadership, the establishment and communication of expectations, and/or values), their degree of PO fit with their current organization (both complementary and supplementary), and their intent to leave. The sample was comprised of boomers (30%), Gen Xers (53%), and millennials (17%). They found that organizational climate and PO fit were both significantly related to intent to leave; however, those intentions were driven more by the degree of fit the employees experienced. Further, the aspects of organizational climate that facilitated PO fit differed

across generations. For example, millennials' intentions to leave were related to the degree of complementary fit they experienced, experiencing greater fit when their efforts were appropriately recognized and rewarded. In contrast, boomers and Gen Xers intentions to leave were driven more by the quality of their relationship with their direct manager and the degree of supplementary fit with their organization (i.e., values congruence). Grobler and Rensburg concluded that managers most concerned with retaining millennials should be more attentive to facilitating a complementary fit over a supplementary fit. Managers should emphasize rewards associated work outcomes rather than the rewards (i.e., satisfaction) attained through work.

Similar studies have sought to identify if generational differences in work values differentially impact job satisfaction. Andrade and Westover (2018) first sought to determine if a relationship existed between age and job satisfaction. Further, they proposed that if such differences existed, they were driven by the degree to which extrinsic, intrinsic, work relations, and work-life balance factors influenced this relationship. A sample (N=18,716) of workers across 37 countries were surveyed about their level of job satisfaction and perceived importance of intrinsic versus extrinsic rewards, work relations and work-life balance. The sample was comprised of four generations: the Silent Generation (born between 1925-1945; 1%), boomers (25%), Gen X (46%), and millennials (28%). The findings indicated that job satisfaction did increase with age: the Silent Generation reported the highest level of satisfaction, boomers were slightly less satisfied, and Gen X and millennials reported nearly identical levels of satisfaction but less than either the Silent or boomer Generations. The type of reward

driving these levels of satisfaction impacted generations differently. Boomers were reported greater satisfaction based on meaningful memories of their careers and/or work experiences in addition to the quality of the relationships they have developed within the workplace. However, younger generations, who reported perceiving work tasks as more of an obligation, required more recognition to sustain their motivation and satisfaction.

Laird et al. (2015) suggested that the importance of extrinsic rewards decreases with age due to the increase in a sense of entitlement. Entitled employees rely on opportunities to receive favorable evaluations to fulfill reward expectations, even if they are not equipped with the appropriate skills to meet their work demands. However, as tenure increases, the possibility for negative feedback increases and/or the number of expected rewards decreases as their unacknowledged shortcomings are exposed. Laird et al. hypothesized that this shift deters entitled employees from experiencing job satisfaction such that increased tenure among high-entitled employees will negatively affect job satisfaction as critical feedback deters job satisfaction as skills do not improve, but critical feedback continues. Conversely, increased tenure for low-entitled employees will result in increased satisfaction as those employees embrace critical feedback to improve their skills, resulting in an increase in competence and satisfaction. A sample (N=181) of university resident advisors (all millennials) were surveyed for how much accountability they desired (i.e., the amount favorable evaluations and rewards they received for their work), their level of entitlement (i.e., high or low), job satisfaction, and job tenure. The findings did not support the authors' hypotheses. Although both groups reported higher satisfaction with shorter tenure, there were no differences between the

groups with the longer tenure. That is, regardless of entitlement level, longer tenure negatively impacted job satisfaction. Further, higher accountability (i.e., increased critical feedback and/or reduced rewards) appeared to neutralize the impact of entitlement on job satisfaction; both levels of entitlement reported near equal levels of job satisfaction under high levels of accountability, and only entitled employees reported significant reductions in job satisfaction when accountability was low. Contrary to expectations, entitled employees appeared to thrive under conditions of high accountability. Laird et al. suggested that formal accountability systems help reduce ambiguity and clarify the relationship between performance and rewards; clear distinctions reduce the perceptions of unmet expectations and helps entitled employees take a more honest inventory of their strengths and weaknesses, resulting in higher job satisfaction. Therefore, managers should work with millennials to develop specific goals for which the employees can expect to be evaluated.

King et al. (2017) examined how organizations can capitalize on these generational differences in work values, as influenced by their respective collective memories of each generation, to facilitate brand citizenship behavior (extra-role behavior that results in the strengthening of the organization's brand). Perceived brand fit triggers brand-related behavior when the employees perceive congruence between their values and the organization's whereby the job and organization take a more central role in work value attainment. Consistent with previous literature, King et al. posited that intergenerational differences in work values would exist such that the collective memories of boomers would exert a stronger influence on present-day social rewards

work values, whereas the collective memories of Gen Xers and millennials would more strongly influence present-day extrinsic rewards. However, no differences would exist for the influence of altruistic or intrinsic work values on perceived brand fit. A sample (*N*=313) of workers in the hospitality industry was surveyed about the formative referents that informed their collective memories (e.g., societal and familial values, educational and employment opportunities in society, and economic circumstances), the level of importance of their work values (i.e., altruistic, social, extrinsic, and intrinsic), perception of brand fit, and display of brand citizenship behavior (i.e., compliance, endorsement, and development of the brand). Each generation was equally represented in the sample. They found that collective memories for each generation did influence present-day work values, and that these work values had a significant effect on perceived brand fit. However, with specific regard to how collective memories influenced present-day work values, King et al. found generational differences only on the importance of extrinsic rewards where the impact of collective memories was more significant for millennials than for the other generations. As for the impact of work values on brand fit, there were some intergenerational differences (e.g., social rewards positively influenced brand fit for millennials, but not boomers or Gen Xers; intrinsic rewards positively influenced brand fit for boomers, but not for Gen Xers and millennials; altruistic rewards positively influenced Gen Xers, but not boomers or millennials); however, there were no significant intergenerational differences for the influence of extrinsic rewards on perceived brand fit. Therefore, even though collective memories may influence the importance that millennials place on extrinsic rewards, that importance does not result in a higher

perception of brand fit nor does it influence brand citizenship behavior. This finding implies that millennials may value rewards associated with work outcomes more so than other generations, but those rewards do not influence how they view the organization's role in attaining those rewards. Further, King et al. concluded overall that, overall, there were more intergenerational commonalities than differences in work values and/or their impact on perceived brand fit, which is consistent with the trend in generational research that more commonalities exist than are supported by stereotypical thinking.

Understanding how work values can satisfy and retain employees of different generations remains an important goal for managers in today's changing work environment. The difference between emphasizing intrinsic or extrinsic rewards can differentially impact each generation and influence what kind of leadership style an organization adopts.

Leadership Styles

Leaders play an important role in facilitating fit between people and their organizations as they are instrumental in shaping an organization's culture and climate (Bass & Avolio, 1993; Avolio, 2007; Chemers, 2016; Schein, 1990; Zaccaro & Klimoski, 2002). Acting as intermediaries between employees and the larger organization, supervisors who occupy middle management positions are especially important as facilitators of person-organization fit. They are responsible for both communicating the organizations' mission to its employees as well as ensuring employees meet the expectations of the organization. Effective supervisors do so by leveraging their influence over employees to facilitate and/or motivate employees to reach organizational goals

(Perry, 1996; Yukl, 2012), and their relationship with employees plays an important role in shaping employee attitudes such as job satisfaction or intent to leave (Graen, 1976; Dienesch & Liden, 1986). Supervisors are often described as factors within an organization that "pull [employees] to stay" as opposed to other factors that might "push to leave" (i.e., dissatisfaction) or "pull to leave" (i.e., other opportunities). Such "pull to stay" factors can be important for retaining employees (Crossley et al., 2007; Durton et al., 2010; Felps et al., 2009) and the informal bonds between supervisors and employees better "pull" employees to stay by facilitating fit (Mitchell et al., 2001; Tse et al., 2014).

A supervisor can affect an employee's level of job satisfaction by facilitating and nurturing the congruence between employees/organizations work values (Erdogan et al, 2002). Public service motivation (PSM) has been an important focus of research on the public sector as PSM is what "fuels" job satisfaction in public service employees, motivating them to work harder to achieve organizational goals (Jensen et al., 2019). PSM is influenced by the employee's work values. According to Wright (2001), the effects of PSM on job satisfaction are multidimensional. Further, multiple authors assert that employees have diverse motives concerning PSM (Christensen & Wright, 2011; Steyn, 2005) and support the positive relationship between PSM and PO fit (Houston, 2011; Jin et al., 2017; Liu et al., 2015).

An employee's PSM can be influenced by both values congruence and extrinsic reward preferences. Values congruence is an important driver of PO fit as it fulfills an individual's intrinsic work motivations by signaling the employee's personal involvement with the organizations' broader mission and shared goals (Besley & Ghatak, 2005; Cable

& DeRue, 2002; Dixit, 2002). An employee's intrinsic desire to work towards achieving the organization's values can also fulfill the employee's need for autonomy. However, employees also perform their jobs to fulfill their needs for self-esteem (Ryan & Deci, 2003). When an employee has confidence in their ability to carry out their work functions, evidenced by extrinsic rewards, they experience higher self-esteem (Saks & Ashforth, 1997). This can be motivating and increase job satisfaction (Ryan & Deci, 2000). However, supervisors must also be aware of how extrinsic rewards can "crowd out" the intrinsic dimensions of work (Deci & Ryan, 1999; Frey & Jegen, 2001). When an employee's performance is viewed as primarily contingent upon rewards or incentives, employees may begin to interpret the meaning of their work in purely transactional terms. This can then undermine, or crowd out, the utility of using values congruence to intrinsically motivate employees to pursue the organization's goals. This effect illustrates how supervisors must carefully balance the use of extrinsic and intrinsic rewards with different leadership styles as each style differentially impact the degree to which employees are satisfied or intend to remain with an organization. Therefore, it is important to identify which style would be most important to satisfy and retain younger workers within child welfare organizations.

Burns (1978) first described transformational and transactional leadership styles as opposing leadership styles, implying that transformational leaders and transactional leaders use intrinsic and extrinsic rewards in distinct ways to motivate employees to pursue the organizations' goals. Transactional leadership was traditionally defined as the use of contingent rewards, active management-by-exception (i.e., increased oversight by

supervisors and imposing sanctions for mistakes), and passive management-by-exception (i.e., minimal oversight; correcting mistakes after they have occurred) (Bass, 1985). However, passive management-by-exception has been shown to be more correlated with a laissez-faire leadership style (i.e., overall lack of leadership) and is often combined with the laissez-faire style into a passive-avoidant style when assessed on leadership measures (Avolio et al., 2007). Transformational leadership is theorized as having four dimensions: (1) *idealized influence* (e.g., the charismatic behavior and attitudes that followers associate with leaders), (2) *inspirational motivation* (e.g., the degree to which a leader articulates a vision that inspires followers), (3) *intellectual stimulation* (e.g., the degree to which a leader encourages followers to be create and/or innovative and challenges them to break from their past beliefs and values), and (4) *individual consideration* (e.g., the degree to which leaders treat followers with care and concern, facilitating their self-development) (Northouse, 2007). Given that different leadership styles can influence the degree to which employees are satisfied or intend to remain with an organization, it is important to identify how the different components of each style would be most important to satisfy and retain younger workers within child welfare organizations.

Although Burns (1978) proposed that transformational and transactional leadership styles exist on opposite ends of the leadership spectrum, others have demonstrated that some overlap exists between the two styles (Bass, 1985, 1999). Hater and Bass (1988) proposed an "augmentation hypothesis" such that the effects of transformational leadership supplement the effects of transactional leadership. More recently transactional leadership has been conceptualized as the use of contingent

rewards and sanctions intended to create employee self-interest in achieving organizational goals (Jacobsen & Anderson, 2017). In contrast, transformational leadership builds on (or augments) the process of rewarding exchanges by using inspirational motivation to satisfy employees' higher needs by changing their attitudes and behaviors (Judge & Piccolo, 2004; Waldman et al., 2015; Wright & Pandey, 2010). In this way, transformational leadership adds legitimacy to transactional leadership by making contingent rewards meaningful (Hater & Bass, 1988). However, there are sufficient theoretical and conceptual differences between the two leadership styles that justify measuring them separately (Bass, 1988; Bass, 1999; Judge & Piccolo, 2004).

Transactional leaders motivate employees to meet goals by clearly communicating expectations and rewarding employees through contingent rewards when they meet those expectations (Bass & Riggio, 2006; Deichmann & Stam, 2017). Leaders use active management-by-exception through emphasizing rules and responsibilities, setting clear and short-term goals, clearly communicating expectations, and closely monitoring any employee mistakes so that they can be corrected efficiently (Bass et al., 2003; Bass & Riggio, 2006; Deichmann & Stam, 2015; Hamstra et al., 2011). The basic assumption of this leadership style is that employees will only exert effort if they are induced to do so by positive or negative incentives (Bass & Riggio, 2006). However, this simplification has been challenged (Heinrich & Marschke, 2010; Kellough & Lu, 1993) as employees do not respond equally to the different components of transactional leadership (i.e., contingent rewards or active management-by-exception). Employees do tend to be satisfied with the use of contingent rewards but dissatisfied with the

components involving sanctions, such as active management-by-exception (Jacobsen & Anderson, 2014; Jacobsen & Anderson, 2017). Transactional leadership appears to increase job satisfaction only if the employee perceives it as supportive (Jacobsen & Anderson, 2015). Otherwise, active management-by-exception is more likely to crowd out an individual's intrinsic motivation (Jacobsen & Anderson, 2014) or even prompt the employee to leave the organization if they question their confidence in their ability to perform their work (Caillier & Sa, 2017). Further, even though contingent rewards such as being provided with a salary can be viewed as an essential, they are a basic part of employee-employer interaction and do not satisfy higher order needs (e.g., finding meaning in work) (Srithongrung, 2011). It is important for transactional leaders to also provide non-pecuniary rewards (e.g., praise, promotion, or development opportunities) that can signal to employees that they are doing well and thus foster or reinforce perceptions of being competent in one's job (Jacobsen & Anderson, 2017). In this way, transactional leadership can capitalize on employees' extrinsic motivation or appeal to what best serves their self-interest. In sum, transactional leaders focus on the process of developing and sustaining the organizations' mission (Jacobsen & Anderson, 2017), while simultaneously providing clear signals to employees about how they are contributing to that mission (Belle, 2014).

In contrast, transformational leaders inspire their employees to transcend their own self-interests to better serve the collective good of the organization (Downton, 1973; Jacobsen & Anderson, 2017). Transformational leaders are role models, provide intellectual stimulation for employees, formulate clear visions for the future, and show an

understanding and appreciation for each employee's individual needs (Bass & Riggio, 2006). These qualities motivate employees to work towards a long-term vision (Bass, 1985; Bass & Avolio, 1994) compared to the short-term goals more commonly used by transactional leaders. Transformational leadership styles also differ from transactional leadership styles in that they are contingency-free; leaders seek to stimulate and inspire employees to change their motivation and values and, in turn, increase their performance (Bass & Ruggio, 2006). Transformational leadership fosters an employee's intrinsic motivation by forging bonds or links between the employee and organization (Nielson & Munir, 2009) and setting clear and significant goals that are designed to work in a way that maximizes social significance (Paarlberg & Lavigna, 2010).

Multiple studies have confirmed a positive correlation between transformational leadership and employees' public service motivation (Paarlberg & Lavigna, 2010; Pandey et al., 2016; Wright et al., 2012). Given that transformational leadership styles align with an employee's social work values (Mary, 2005), this alignment can have a positive influence on building supportive organizational climates and cultures that affect job satisfaction and commitment (Green et al., 2013; Rittschof & Fortunato, 2016; Tafvelin et al., 2014). A meta-analysis found a positive correlation between transformational leadership and job satisfaction (Susha, 2013). Transformational leadership encourages employees to participate and/or share in the organizational decision-making process, resulting in both psychological empowerment and job satisfaction (Ilyas, 2021). This encouragement, by inspiring and motivating employees to adopt organizational goals, further increases morale and job satisfaction (Allozi, 2022).

Lastly, the emphasis that transformational leaders place on forging bonds with employees can improve the fit between employees and their organizations (Bass & Ruggio, 2006), improving a sense of belonging that has a greater impact on reducing intent to leave (Huang & Cho, 2010).

Which leadership style supervisors in public service sectors should adopt has garnered much attention in recent years. Leadership has been shown to be an important determinant in job satisfaction among employees (Carpenter et al., 2013; Elpers & Westhuis, 2008; O'Donoghue & Tsui, 2015). In addition, leadership is important for decreasing intent to leave by creating positive perceptions of culture (Carpenter et al., 2013), increasing self-efficacy (Collins-Camargo & Royse, 2012), reducing trauma and stress associated with the job (Lee et al., 2011; Radey & Stanley, 2018), reinforcing expectations (Radey & Stanley, 2018), and empowering employees to buy-in to the organization's mission (Griffiths & Royse, 2017; Howard et al., 2015; Rao Hermon et al., 2018). Although leadership has been shown to be effective for these reasons (Medley & Larochelle, 1995), the concept of leadership within the public sector remains vague (Lawler, 2007). Specifically, within child welfare, multiple authors have acknowledged the need to pay more attention to leadership style as it relates to desirable outcomes (Bernotavicz et al., 2013).

Supervisors within the child welfare field are confronted with a variety of job-specific problems. Upper management exerts increased control over supervisors, limits the supervisors' professional discretion, and increases administrative burdens (Harlow et al., 2013; Lauri, 2016, 2019; Lub et al., 2015). Many child welfare managers prefer to

assume more transformational leadership styles (i.e., providing support, inspiring and communicating the organizations' mission, and motivating and/or building confidence in that vision; Gellis, 2001) that, by increasing worker satisfaction, decreases turnover intention (Suryawan et al., 2021); however, the above demands place leaders in an "iron cage" whereby they are required to assume a more transactional leadership style (Tham & Stromberg, 2017). The visionary element is important in the public sector (Moynihan et al., 2012) and, to that end, transformational leadership styles are motivating (Orazi et al., 2013; Van Wart, 2013) and positively correlated with an employee's intrinsic public service motivation (Callier, 2014). However, transformational leadership styles can also expose value conflicts for some employees as they may be motivated by the extrinsic qualities of the job (Orazi et al., 2015; Perry et al., 2009). Workers in the educational field may experience comparable conflict. When compared to transactional leadership, transformational leadership was shown to be more effective in promoting favorable work outcomes (i.e., organizational citizenship behavior; Jameel et al., 2021). However, more attention needs to be paid to the differential effects of transformational and transactional leadership styles on work outcomes within child welfare, specifically with regard to job satisfaction and intent to leave.

Transactional leadership styles in the public sector have been viewed as both positive and negative when it comes to motivating employees. The structural features of child welfare organizations (i.e., strong hierarchies and weak communication across its different levels) reinforce a tendency for supervisors to utilize transactional leadership styles (Wright & Pandey, 2010). Although transformational leadership may activate

employee motivation, transactional leadership may be needed to develop and sustain that motivation (Orazi et al., 2013; Van Wart, 2013). Employees often have mixed motives for entering public service: they want to do good for others, while also wanting to serve their own self-interests (Le Grand, 2003). Extrinsic rewards may be perceived as more desirable and motivating when working to attain specific goals as they help fulfill the individuals' need for recognition, resulting in increased job satisfaction (Abdullah, 2020). However, within child welfare using extrinsic reinforcement can be difficult when employees are asked to meet multiple and distinct performance goals; when combined with high levels of public service motivation, extrinsic rewards can be hard to use (Langbein, 2010). Extrinsic rewards can crowd out the motivating effects of more intrinsic goals (Perry & Wise, 1990). This crowding out effect can have serious consequences as the intrinsic and visionary aspects that may be considered the most important motivator for public servants value conflicts expose (Moynihan et al., 2012; Weibel et al., 2010) expose value conflicts. Value conflicts can decrease values congruence between the person and the organization, thus reducing the degree of fit the employee experiences. Supervisors play an important role when intervening when values congruence is threatened (Besley & Ghatak, 2005).

Further, such conflicts may arise depending on what kind of employee behavior is desired. Bans-Akutey (2021) demonstrated how the two leadership styles can differentially impact the development of innovative workplace behaviors and/or work together to produce desired behaviors. Transformational leaders may inspire employees to use non-traditional, novel approaches to getting difficult problems solved, whereas

transactional leadership may negatively impact this form of creative problem solving. The unique workplace structure and demands on child welfare organizations may impact the successful implementation of either leadership style. Bans-Akutey (2021) concluded that more expertise is required of the leaders to balance the use of both leadership styles to influence workplace behavior; however, the way in which balance is achieved will depend on which behaviors are most needed in the child welfare field. More research is needed to understand whether transformational or transactional leadership styles work better when employee values conflict (e.g., satisfying either their high public service motivation or serving their own self-interest).

Recent research has focused on how the different motivational aspects of transactional and transformational leadership styles can impact an employee's job satisfaction or intent to leave an organization. Different motivational styles have been considered with regard to each style, as well as the moderating impact of age on the effectiveness of different leadership styles on work attitudes. For example, Jensen et al. (2019) examined whether a supervisor's leadership style can increase an employee's PSM over time if employee/organization values are initially incongruent, hypothesizing that both transformational and transactional leaders can increase an employee's PSM. Transactional leaders will increase PSM by making clear what goals the employees are contributing to, therefore satisfying the employees' need for self-confidence by meeting those goals. Transformational leadership will augment the effects of transactional leadership if employees initially report congruence between theirs and the organization's values. In this way, transactional leadership creates expectations that meet the basic

components of the employee-organization contract, while transformational leadership satisfies higher-level needs that enable employees to transcend their initial values congruence.

A sample (*N*=3470) of public service employees were surveyed in three waves to determine initial, medium, and long-term effects of values congruence. PSM and values congruence (i.e., employees' perception of a match between their own values and those of the organization) were measured. Findings indicated that supervisors could not cultivate value-based motivation; PSM declined over time for both transactional and transformational leaders. Although transformational leadership was expected to be a "pull-to-stay" factor, when employees were exposed to a supervisor who promoted goals more actively, employees who initially experienced incongruence with the organizations' values became less motivated. This demonstrated that transformational leadership is not always positive in promoting PSM and can reduce PSM when supervisors promote values incongruent with the employees and expose potential value conflicts.

Lim et al. (2019) examined if the crowding out effect of using extrinsic rewards impacted the relationship between PO fit and job satisfaction. They proposed that the interaction between PO fit and the perception of the use of extrinsic rewards would account for employee job satisfaction. Extrinsic rewards supplied by transactional leaders would fulfill the employee's self-esteem needs, while transformational leadership would give meaning to those rewards, promoting both personal attachment between employee and organization goals and strengthen the positive relationship between PSM and job satisfaction. However, perception of extrinsic rewards would crowd out the intrinsic

relationship associated with values congruence and PO fit. A sample (*N*=226) public service employees were surveyed for job satisfaction, PO fit, and perceptions of extrinsic rewards (i.e., pay, job security, opportunities for promotion, and support). These findings indicated that crowding out did occur: PO fit was less important for job satisfaction when extrinsic reward perception was important. Extrinsic reward perception had a direct, but independent influence on job satisfaction; extrinsic rewards improved self-esteem needs, but this did not influence PO fit. Lastly, when extrinsic reward perception was low, job satisfaction depended on the level of values congruence, confirming that extrinsic reward perception did crowd out the intrinsic motivation of values congruence on PO fit.

Caillier et al. (2018) examined the relationship between leadership style (i.e., transactional and transformational) and employee turnover over a five-year period. Transformational leadership was hypothesized to be a "pull-to-stay" factor that would prevent voluntary turnover (i.e., transfers to other government jobs or quits) by satisfying employees' higher-order needs, whereas transactional leadership (i.e., sanctions associated with active management-by-exception) would increase turnovers. A sample that represented 90% of the federal government workforce were surveyed about workplace characteristics, perceptions of leadership style (i.e., transformational versus transactional), pay satisfaction, and turnover intention. Participants were surveyed annually to measure the degree of change that occurred in each of the leadership practices from one year to the next. Findings indicated that employees who perceived their leaders as transformational did not increase their quitting or transferring behaviors, whereas employees who perceived their leaders as more transactional were more likely to quit but

were no different from other employees regarding turnover. Those who quit under transactional leaders reported their desire to leave was associated with dissatisfaction driven by active management-by-exception. Further, satisfaction with their pay did not encourage employees with transactional leaders to stay; although pay satisfied their self-interest, they did not intend to transfer to another government job with similar levels of pay. There was a decrease in employees with transformational leaders who left organizations over time, but the authors were not able to distinguish which factors associated with the transformational leadership style impacted quits or transfers. They concluded that transformational leaders lowered turnover by using inspirational motivation to enhance fit between the employees and organization to forge stronger bonds between employees and supervisors.

Tziner et al. (2018) aimed to determine if age moderated the relationship between leadership styles and work attitudes. They specifically examined the construct of organizational justice (i.e., fairness of allocation of rewards; balance between contributions and compensations; fair and respectful treatment) and its relation to work motivation and work commitment. They proposed that both transformational and transactional leaders would be associated with positive perceptions of organizational justice, but in distinct ways. Transformational leaders, through empowerment and mentorship, would develop a sense of organizational justice through employee interaction with the leader. Transactional leaders would establish a climate for organizational justice by establishing clear goals and procedures and a set of systems for reinforcements. Positive perceptions of organizational justice would increase satisfaction among

employees and increase the likelihood that they would want to remain on the job. A sample (*N*=260) of employees aged 30-39 (37.3%), 40-49 (13.5%), and 50-65 (16.2%) were surveyed about their perception of leadership style (i.e., transformational versus transactional), and work commitment. Findings indicated employees with transformational leaders had positive perceptions of organizational justice, were more committed, both intrinsically and extrinsically motivated, regardless of age. Transactional leadership was also associated with positive perceptions of organizational justice and both types of motivation but were less committed, especially among younger workers. Transactional leadership appeared to increase fit for younger employees because the organizational justice associated with transactional leadership (clear rules and expectations, goals, attainment of rewards) better served the younger generation's self-interests but did not increase their commitment to the organizations. Therefore, transactional leadership increased motivation among younger employees, but did not increase commitment.

Conclusion

The purpose of the present research was to examine whether generational differences moderated how the relationships between the leadership style, job satisfaction, and child welfare workers' intent to leave their current agency; these relationships had not yet been addressed by research to date. Child welfare agencies are continually confronted with low retention rates among front-line workers. This problem is further compounded by the entrance of younger generations into the workforce who are stereotypically less committed to their current organizations and are difficult to retain

than older generations. Person-organization fit theory was utilized as the theoretical foundation for the present study as it provided insight into how different leadership styles can differentially impact employees' experience of fit with their organization. The present research hypothesized that different generations (i.e., millennials, Gen X, and boomers) would experience different levels of satisfaction with each leadership styles (i.e., transformational or transactional) and would impact their intent to leave an organization. More specifically, millennials would be more satisfied with a transactional leadership style given that they are more motivated by extrinsic work values associated with the contingent reward component of transactional leadership. In contrast, boomers would be more satisfied with a transformational leadership style given that they are more motivated by intrinsic work values associated with finding meaning in work. The findings from this study provide insight into how leaders can better facilitate fit by adopting different leadership styles to accommodate different generational preferences in order to increase retention among child welfare workers.

To examine the proposed moderating effect of generational differences on the relationship between leadership style and job satisfaction on intent to leave, Chapter 3 will describe the research design, sampling procedure, instruments, and statistical approach utilized to answer the research questions.

Chapter 3: Research Design and Methodology

Introduction

The purpose of this correlational study was to examine the extent to which generational differences (i.e., millennials, Gen X, and boomers) moderated the relationships between leadership styles (i.e., transactional and transformation) and work outcomes (i.e., job satisfaction and intent to leave). Chapter 3 includes a description of the quantitative correlational research design and statistical procedures utilized in the study. Descriptions of the sampling and sampling procedures, participant inclusion/exclusion criteria, recruitment, and data collection are discussed. Reliability, validity, and justification for the instruments chosen to measure the variables are also provided. This chapter includes an explanation of descriptive and inferential data analysis procedures, followed by a discussion on threats to validity and ethical considerations.

Research Design and Rationale

The present study used a quantitative correlational design to investigate the extent to which generational cohort moderated (a) the relationship between transactional leadership and job satisfaction, (b) the relationship between transformational leadership and job satisfaction, (c) the relationship between transactional leadership and intent to leave, and (d) the relationship between transformational leadership and intent to leave. As the present study was designed to examine how a polytomous moderator variable affects the relationships between various continuous variables, a quantitative design was best suited for this research. A nonexperimental design was also chosen because the variables of interest had already occurred and cannot be manipulated by a researcher (Kraska,

2010). In sum, the present study assessed the potential for generational differences to affect leadership style preferences and whether those preferences influenced job satisfaction and/or intent to leave. To help child welfare agencies address problems with employee retention, especially among millennials, these findings would offer useful information on leadership styles as they relate to job satisfaction and intent to leave.

Surveys are often utilized in nonexperimental designs where participants answer questions about their underlying beliefs, attitudes, emotions, and behaviors (Mrug, 2010). This study used an Internet-based survey, which is cost effective and advantageous for reaching many participants in a short period of time within a large geographic area (Mrug, 2010). Moreover, child welfare workers may have preferred that surveys could be completed when not carrying out other job-related duties (i.e., paperwork, documentation, and court-related duties) that can also be time consuming and stress inducing, thus making an Internet-based survey appropriate for this research (Shelbe et al., 2017).

Methodology

Population

The target population for this study was frontline child welfares for private agencies. Private agencies are those contracted by larger state-sponsored child welfare systems to ensure children are safe from abuse neglect or abandonment, whether through family interventions or providing foster care services (Li & Huang, 2017). A meta-analysis of turnover intention among child welfare workers found that turnover intention among workers within private agencies was greater than for public agencies, warranting

more research to address turnover issues than public child welfare workers (Kim & Kao, 2014). Frontline social workers (i.e., those who are responsible for overseeing the direct care of and/or advocating for children and their families) would also need to report directly to an immediate supervisor about meeting agency demands. Within the child welfare hierarchy, supervisors are positioned between the frontline workers and the organization's leaders and are important in establishing an organization's culture. Organizational culture has been identified as one of the most important factors in predicting turnover within child welfare (Tham, 2007).

Sampling and Sampling Procedures

A convenience sampling strategy was used for this quantitative, nonexperimental, survey study. It was initially proposed that participants would be recruited from Facebook groups (e.g., groups affiliated with nationally represented child welfare associations and/or child welfare support groups), and I contacted both private and public Facebook group administrators to request permission to post a flier with a direct link to the SurveyMonkey survey. I also requested permission to post this same flier to LinkedIn groups, which are also affiliated with nationally represented child welfare associations accessible to professionals working in the field who may be more oriented toward participating in research related to professional development and/or research that impacts the child welfare field. To be included in the proposed study, participants must have (a) been a frontline child welfare worker working for a private agency, (b) have been 21-75 years of age, (c) reported to a direct supervisor, and (d) have worked for their organization for two years or less at the time of the survey. Specifically, participants must

have belonged to one of three generational cohorts: millennials (born 1981-1995), Gen X (born 1965-1980), or boomers (born 1946-1964). International workers or people who did not fall within the specified age range were excluded from this study.

Minimum sample size was determined via a power analysis in G*Power 3.1. Using an alpha level of .05, power level of .95, and eight predictor variables (job satisfaction, transactional leadership style, transformational leadership style, generational cohort, the interaction between generational cohort/transactional leadership style/job satisfaction, the interaction between generational cohort/transformational leadership style/job satisfaction, the interaction between generational cohort/transactional leadership style/intent to leave, and the interaction between generational cohort/transformational leadership style/intent to leave). G*Power recommended a minimal sample size of 151. Regarding response rates, Park and Pierce (2018) used a similar sampling procedure and received a response rate of 25%; estimating a similar response rate, a sample size of 189 was suggested to ensure a sample size with sufficient power to detect an effect if one existed.

Procedures for Recruitment, Participation, and Data Collection

Once Walden University's Institutional Review Board (IRB) approved the study, participants were recruited using Survey Monkey, an ideal platform for conducting surveys as it was less expense, required less time, and offered greater access to unique populations. Survey Monkey provided participants with a link directing them to an online survey if they met the inclusion criteria for participation; ineligible respondents were immediately removed from the survey. A brief explanation of the study was provided,

and the opportunity to decline participation or exit the study at any point without penalty was explicitly stated. Informed consent was provided on the first page of the survey, and Survey Monkey time stamped the consent form. Also, the submission of the survey indicated agreement to participate.

Furthermore, because this study dealt with topics participants might otherwise be reluctant to disclose for fear of recrimination from anyone from their agency (i.e., job satisfaction, intent to leave, and perception of their direct supervisor), a passive deception strategy was used. The consent form described the study as an examination of work attitudes and perceptions of leadership styles that may influence retention in the child welfare field. In addition, the consent form described instructions on how to participate, privacy-related concerns, the voluntary nature of the study, the risks and benefits of participating, and contact information for any participant who may have experienced emotional distress as a result of participation in the study. The survey was collected anonymously with no required identifying information. My contact information and Walden University's participant advocate's contact information were provided. Individuals who declined to participate and/or those who did not meet the inclusion criteria were directed to a "thank you" page, thanking them for their interest in the study.

Eligible participants then proceeded to the demographic questionnaire (i.e., age, race, gender, education, and overall tenure working in the child welfare field). Following the demographic questionnaire, participants completed the survey instruments for intent to leave, job satisfaction, and perceptions of their immediate supervisor's leadership style. The estimated time to complete the survey was approximately 30-35 minutes. Once

participants had either completed or withdrawn, they were directed to a debriefing page that provided more in-depth study details, reasoning behind the need for deception, and a link to a mental health website if participants experienced psychological stress related to the study. Following this page, participants were sent to a "thank you" page that thanked them for their participation; my contact information was available to those who may have had questions, comments, or if they wished to receive a summary of the results after the study was completed.

Instrumentation and Operationalization of Constructs

Demographic Questionnaire

The brief demographics questionnaire assessed information including age, gender, race, education, and overall tenure working within the child welfare field. The demographic questionnaire took less than one minute to complete.

Intent to Leave Child Welfare Scale (ILCW)

The Intent to Leave Child Welfare scale (ILCW) is the first scale designed as a proxy for actual turnover (i.e., intent to leave) specifically for private child welfare agencies. As opposed to previous measures that have been used to study intent to stay or intent to leave a child welfare agency (Auerbach et al., 2010; McGowan et al., 2010; Scudrich et al., 2012; Scudrich et al., 2013), the ILCW was created to identify actual factors related to the likelihood of a worker actual leaving within one year of being surveyed. Auerbach et al. (2014) created the ILCW by considering that intent is not just a thought of leaving an agency, but instead exists on a continuum of withdrawal behaviors (e.g., thinking, looking, acting). By more accurately measuring intent as an individual and

organizational process, it is a better assessment of staff stability than previous measures. Intent also presents organizations with the ability to provide more appropriate and timely interventions. This was especially important for the current study, given that generational differences may exist for reasons and/or behaviors regarding withdrawal behavior.

The ILCW first asks participants to answer "yes" or "no" to the question "have you considered looking for a job within the past year?" If the participant answers "yes," they are then asked to answer additional item about job seeking behavior (i.e., *thinking, looking, acting*). *Thinking* is a 2-item Likert-type scale ranging from "almost never" to "almost every day," used to measure how often participants have thought about leaving their current position; participants endorse statements about their *thinking* behaviors (e.g., "How often have you thought about leaving?"; "How often have you spoken with a friend/spouse/partner about leaving?"). *Looking* is a 3-item Likert-type scale, ranging from "never" to "daily," used to measure how often participants have engaged in behaviors to seek out other job opportunities. Participants endorse statements about their *looking* behaviors (e.g., *phone inquiries, sent out resumes, job interview*). Lastly, *acting* is a 3-item Likert-type scale ranging from "none" to "over six" that is used to measure how often participants have actively pursued other job opportunities; participants endorse statements about their *acting* behaviors (e.g., "Phone inquiries"; "Sent out resumes"; "Job interviews"). If the participant answers "yes" to the first question, the scores and the average for all eight items is computed to create an overall intent to leave index where higher scores represent a stronger intent to leave. The ILCW was available for public use and took approximately five minutes to.

Reliability and Validity

Auerbach et al. (2014) surveyed a sample (*N*=429) of private child welfare workers who held various roles within the agencies surveyed. A portion (*n*=144) were frontline workers. Only participants (*n*=224) who answered "yes" to the initial question were included in the final analysis. Auerbach et al. found that the overall odds of having had a thought about leaving (i.e., answering "yes" to the first question) predicted actual turnover in the following year was 1.7 (p=.008, 95% confidence interval confidence interval [1.2, 2.6]).

Auerbach et al. (2014) demonstrated that the scale was both valid and reliable. Regarding convergent validity, the model's standardized factor loadings ranged from 0.66 to 0.92, with small standard errors ranging from 0.02 to 0.04. Auerbach et al. also demonstrated good discriminant validity; the correlations between the latent constructs were all less than 0.85, suggesting they each independently predicted intent to leave: *thinking* and *looking* (*r*=0.73), *thinking* and *acting* (*r*=0.73), and *looking* and *acting* (*r*=0.71). This demonstrated the scale is a valid measure of intent to leave. The ILCW had very good to excellent reliability with high Cronbach's alpha scores *thinking* (α=.92), *looking* (α=.89), and *acting* (α=.83). Lastly, all three had statistically significantly odds ratios. For example, there was a 24% increase in the odds of a worker leaving for a score of "0" compared to those with a score of "1." The odds increased to 54% for a score of "0" compared to a score of "2," and even further to 91% for a score of "0" compared to a score of "3." *Looking* and *acting* had similar odds and can be interpreted in the same manner.

Job Satisfaction Survey (JSS)

The Job Satisfaction Survey (JSS) is a 36-item self-report questionnaire that was meant to be used to measure employee overall job satisfaction (Spector, 1985). The scale was developed specifically for the human service, public, and nonprofit sector organizations and was distinct from other job satisfaction scales at that time in that it focused on the attitudinal characteristics, rather than emotional-affective characteristics, that would cause employees to approach or avoid a satisfying or dissatisfying job, respectively. Items were reflected employees' perceptions of discrepancies between what the job offers and what the person expects, from the degree to which the job fulfills individual needs and the degree to which individual values are fulfilled. Therefore, this is appropriate measure of job satisfaction regarding PO fit with respect to particular attention to both complementary and supplementary organizational features.

The JSS is comprised of nine subscales, each with 4 items: satisfaction with pay (e.g., "I feel satisfied with my chances for salary increases"), promotional opportunities (e.g., "People get ahead as fast here as they do in other places"), supervision (e.g., "My supervisor is quite competent in doing his/her job"), fringe benefits (e.g., "The benefit package we have is equitable"), contingent rewards (e.g., "I feel I am being paid a fair amount for the work that I do"), operating procedures (e.g., "My efforts to do a good job are seldom blocked by red tape"), coworkers (e.g., "I enjoy my coworkers), nature of work (e.g., "My job is enjoyable), and communication (e.g., "Communication seems good within this organization"). Participants respond to items on a 6-point Likert scale, ranging from 1 (i.e., *disagree very much*) to 6 (i.e., *agree very much*). Approximately half

of the items are written in a positively worded direction and about half in a negatively worded direction. The scale takes approximately 15-20 minutes to complete. A global scale sums across the nine subscales and interpreted as dissatisfaction (36-108), ambivalence (108-144), and satisfaction (144-216). The JSS is provided free for noncommercial educational, and research purposes.

Reliability and Validity

Spector (1985) established reliability and validity by analyzing participant responses (*N*=31481) from 19 separate samples. Internal consistency was computed for each subscale using one sample (*N*=2870). The Cronbach's alpha for all items was about .50, with all but two over .70 (i.e., co-workers and operating procedures). The overall scale had excellent internal consistency (α=.91), suggesting that the JSS is a good measure of overall job satisfaction. Discriminant validity was demonstrated by analyzing responses from a separate sample (*N*=3067). There were small to moderate correlations among the subscales, with correlations ranging from *r* =.11 to *r*=.59, with a medium correlation of *r*=.35. This demonstrated that the JSS has discriminant validity and does indeed measure conceptually distinct components of job satisfaction. Test-retest reliability was examined (*N*=43) and demonstrated a reliable measure of job satisfaction over an 18-month period during which the organization experienced multiple changes and disruptions (i.e., new administrative staff, reorganization, layoffs). The correlation coefficients between subscales ranged from *r*=.37 to *r*=.74, and *r*=.71 for the entire scale, demonstrating consistency despite the long timespan and many changes within the organization.

Multifactor Leadership Questionnaire Form 5X (MLQ Form 5X)

The Multifactor Leadership Questionnaire (MLQ Form 5X) is the latest version of the MLQ, which measures seven leadership factors: charisma/inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, management-by-exception, and laissez-faire leadership (i.e., passive-avoidant leadership). The conceptual basis for the MLQ began with Burns' (1978) description of transformational leadership. Burns sought to define the important components of a leaders' role in influencing followers to go beyond their own self-interest for the good of the group. The original measure contained 142 items and eventually sorted into transformational and transactional categories. The original MLQ was developed from comprehensive analyses, reviews, and critiques that offered recommendations to modify the components Burns' (1978) model. Using factor analysis, Bass (1985) proposed a 7-factor model, including charisma, inspirational motivation, intellectual stimulation, individualized consideration, contingent reward, management-by-exception, and passive-avoidant laissez-faire leadership (i.e., a combination of passive management-by-exception and laissez-faire leadership).

Support and criticism of Bass' (1985) model has led to a more refined measurement of transactional and transformational leadership. For example, Hater and Bass (1988) had provided support for separating two of the traditional components of transactional leadership (i.e., active and passive management-by exception). Further, merging passive management-by exception with laissez-faire leadership into a separate leadership style (i.e., passive-avoidant) has since been justified by multiple authors who

demonstrated that two of the traditional components of transactional leadership (i.e., active versus passive management-by exception) were either not correlated or slightly negatively correlated in predicting transactional leadership (Den Hartog, 1997; Druskat, 1994; Yammarino & Bass, 1990). Regarding the transformational components, Bass (1988) further reduced Bass' (1985) into a 6-factor model, arguing that although charisma and inspirational leadership were unique constructs, they were empirically indistinguishable. Multiple authors criticized using charisma as a second-order item of transformational leadership given that charisma was not a leadership behavior, but rather an attribute (Bass & Avolio, 1990, 1993; House et al., 1991; Hunt, 1991). They were later combined into one factor. These refinements resulted in the 6-factor MLQ (Form 5X), which is available for use through MindGarden. The scale takes approximately 20-25 minutes to complete.

Reliability and Validity

Avolio et al. (1999) conducted confirmatory factor analysis (CFA) of the MLQ (Form 5X) to test for reliability and validity using two sets of samples (i.e., one for initial CFA and a second to test a revised version). The total sample (N=3786) was composed of respondents from 14 independent samples ranging in size from 45 to 549; the first study tested a set of 9 samples (N=2288), whereas the second set tested five samples (N=1498). Participants were asked to describe their current leader. The initial 80-item measure was comprised of three first-order components (i.e., transformational, transactional, and passive-avoidant leadership). Transformational leadership was measured by three second-order items: (1) charisma/inspirational motivation (i.e., provides followers with a clear

sense of purpose that is energizing, is a role model for ethical conduct, and builds identification with the leader and his or her articulated vision) (2) intellectual stimulation (i.e., the leader gets followers to question tried-and-true ways of solving problems, and encourages them to question the methods they use to them) and (3) individualized consideration (i.e., the leader focuses on the understanding and needs of each follower and works continuously to get them to develop to their full potential). Transactional leadership was measured using two second-order items: (1) contingent reward (e.g., the leader clarifies what is expected from followers and what they will receive if they meet expected levels of performance) and (2) active management-by-exception (e.g., the leader focuses on monitoring task execution for any problems that might arise and corrects those problems to maintain current performance levels). One second-order item was used to measure passive-avoidant leadership, as the absence of any visible leadership qualities.

The initial purpose of Avolio et al.'s (1999) confirmatory analysis was to examine the construct validity of the MLQ (Form 5X) using three separate models: one leadership factor (i.e., whether the MLQ reliably measured global leadership qualities), two-correlated factors (i.e., whether the MLQ reliably distinguished the active transformational and transactional styles from the passive style), and three factors (i.e., whether the MLQ could reliably distinguish transformational from transactional from passive-avoidant). CFA of the initial 80 items indicated poor fit, which led the authors to eliminate items that had high cross loadings with other factors and/or did not load on the factor it was intended to measure. These adjustments improved with a final goodness of index fit score of 86, suggesting a good fit between the hypothesized models and the

actual variance between the factors. Therefore, Avolio et al. (1999) demonstrated that MLQ (Form 5X) measured the leadership factors it was developed to assess.

Avolio et al. (1999) further demonstrated that individual components of the transformational and transactional scales were internally consistent. For the 36-item MLQ (Form 5X), the estimates of internal consistency were above 0.70 for all scales except for active management-by-exception (α=0.64). The average intercorrelations among the transformational scales were generally high and positive (α=0.81), suggesting that the three items adequately measure transformational leadership. However, the findings for relationships between contingent rewards and (a) active management-by-exception and (b) the transformational scale items are relevant for the current study. First, it is important to note that the contingent reward items are negatively correlated with active management-by-exception (r=-.13). This implies that the two items contribute in different ways to the transactional leadership style. Second, Avolio et al. found positive and significant correlations among the items on the transformational scale and the transactional contingent reward scale (α=0.69). Positive correlations between transformational and contingent reward scales can be expected given that the transformational style often "augments" the transactional style by making rewards meaningful (Hater & Bass, 1988). Further, contingent rewards represent the honoring of agreements, which provide the conditions for building trust, dependability, and perceptions of consistency among leaders that are associated with transformational leaders (Shamir, 1995). Therefore, although they are conceptually unique, it is reasonable to obtain positive correlations among these factors.

Given that the current study only used the transformational and transactional components of the MLQ (Form 5X), it was important to (a) test the "augmentation hypothesis" and (b) also demonstrate that a model only containing the two constructs could reliably predict an outcome such as intent to leave. Bycio et al. (1995) used hierarchical multiple regression to determine if adding transformational scales (i.e., charisma, individual consideration, and intellectual stimulation) to the transactional scales (contingent reward and active management-by-exception) added significantly to the prediction of the outcome variables.

Data Analysis Plan

Data collected from Survey Monkey was downloaded into the Statistical Package for Social Sciences (SPSS) version 25.0 for data analysis. Moderation multiple regression (MMR) was used to determine if the relationship between two variables (i.e., the dependent and independent variables) was influenced by a third variable (the moderator) (James & Brett, 1984). Typically, the moderator is a categorical variable that affects the direction and/or strength of the relationship between dependent and independent variables and the effect of a moderation is characterized statistically as an interaction. MMR uses a traditional multiple regression model, whereby the predictor variables are regressed across the dependent variable; however, in MMR (an) interaction term(s) between the predictor variable(s) and moderator are included (Aguinis, 2004). A significant interaction term between the IV and moderator indicates that the effect of the IV on the DV differs across the range of the moderator variable (Jaccard & Turrisi, 2003). In MMR, the interaction between the IV and moderator is centered in the equation in order

to control for any multicollinearity between the effects of the IV or moderator on the DV. Centering allows for more reliable inferences to be made about the relationships between the variables.

To perform MMR analysis, the data must have satisfied specific assumptions. Primarily, the model must have included variables (i.e., DV and IVs) that were continuous and a moderator that was at least dichotomous. Other assumptions (i.e., independence of observations, linear relationships between the DV and IVs for each group of the moderator variable, show homoscedasticity and multicollinearity, not exhibit any significant outliers, and have residuals that were approximately normally distributed). Those assumptions were assessed using SPSS. For example, normality was tested using histograms and Q-Q plots, linearity was examined using scatterplots, a scatterplot of residuals was used to test for homoscedasticity, multicollinearity was tested using Variance Inflation Factor (VIF) values, and independence of residuals was examined using the Durbin-Watson *d* test.

In the current correlational study, MMR was used to test the extent to which generational cohort moderated four relationships: (1) transactional leadership and job satisfaction, (2) transformational leadership and job satisfaction, (3) transformational leadership and intent to leave, and (4) transformational leadership and intent to leave. Prior to MMR, multiple linear regression was used to ensure that the model best fit the data (i.e., the predictor variables reliably predicted the outcome variable). All first-order variables and the possible combinations between them were included in the regression model to test their direct relations with the DV apart from the moderate relation (West et

al., 1996). Scatterplots were then used to demonstrate whether the IVs correlated with the DV as they allowed for a quick, visual indication of an interaction effect; in addition, the direction of the slopes between data points could then be interpreted based on face validity (Jaccard & Turrisi, 2003). A significant interaction term between the IV(s) and moderator would have indicated that the effect of the IV(s) on the DV differed across the different levels of the moderator variable (Cohen & Cohen, 1975; Peters et al., 1984; Zedeck, 1971).

Research Questions

RQ1: To what extent does perceived transformational leadership style, as measured by the transformational component of the Multifactor Leadership Questionnaire (MLQ Form 5X), relate to child welfare workers' job satisfaction with their current agency, as measured by the Job Satisfaction Survey (JSS)?

H_{01}: Transformational leadership style is not a significant predictor of job satisfaction.

H_{a1}: Transformational leadership style is a significant predictor of job satisfaction.

RQ2: To what extent does perceived transactional leadership style, as measured by the transactional component of the MLQ Form 5X, relate to child welfare workers' job satisfaction with their current agency, as measured by the JSS?

H_{02}: Transactional leadership style is not a significant predictor of job satisfaction.

H_{a2}: Transactional leadership style is a significant predictor of job satisfaction.

RQ3: To what extent does perceived transformational leadership style, as measured by the transformational component of the MLQ Form 5X, relate to child

welfare workers' intent to leave their current agency, as measured by the Intent to Leave Child Welfare Scale (ILCW)?

H_{03}: Transformational leadership style is not a significant predictor of intent to leave.

H_{a3}: Transformational leadership style is a significant predictor of intent to leave.

RQ4: To what extent does perceived transactional leadership style, as measured by the transactional component of the MLQ Form 5X, relate to child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{04}: Transactional leadership style is not a significant predictor of intent to leave.

H_{a4}: Transactional leadership style is a significant predictor of intent to leave.

RQ5: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transformational leadership style, as measured by the MLQ Form 5X, and child welfare workers' job satisfaction, as measured by the JSS?

H_{05}: Generational cohort does not moderate the relationship between perceived transformational leadership style and job satisfaction.

H_{a5}: Generational cohort does moderate the relationship between perceived transformational leadership style and job satisfaction.

RQ6: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transactional leadership style, as measured by the MLQ Form 5X, and child welfare workers' job satisfaction, as measured by the JSS?

H_{06}: Generational cohort does not moderate the relationship between perceived transactional leadership style and job satisfaction.

H_{a6}: Generational cohort does moderate the relationship between perceived transactional leadership style and job satisfaction.

RQ7: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transformational leadership style, as measured by the MLQ Form 5X, and child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{07}: Generational cohort does not moderate the relationship between perceived transformational leadership style and intent to leave.

H_{a7}: Generational cohort does moderate the relationship between perceived transformational leadership style and intent to leave.

RQ8: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transactional leadership style, as measured by the MLQ Form 5X, and child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{08}: Generational cohort does not moderate the relationship between perceived transactional leadership style and intent to leave.

H_{a8}: Generational cohort does moderate the relationship between perceived transactional leadership style and intent to leave.

Threats to Validity

The most immediate threat to validity was the ongoing COVID-19 pandemic, which had changed the field of child welfare dramatically. COVID-19 had increased stress levels among child welfare workers due to changes in normal day-to-day responsibilities, how these duties were expected to be accomplished, and, importantly, how it had impacted the relationship between the worker and their direct supervisor. In addition, many workers had experienced abrupt transitions to virtual and/or remote work and service environments, and there had been a significant shift to greater reliance on technology to carry out functions such as communicating with clients, co-workers, and supervisors (Maclaurin et al., 2021; Merrit & Simmons, 2020). It is possible that those changes may have resulted in generational differences that may have unduly influenced the current study. First, older generations have been described as less likely to rely on new technology and prefer face-to-face communication (Zemke et al., 2013). It would be expected that new reliance on technology to carry out daily tasks would present challenges for older generations compared to younger generations who are more technologically savvy (Zemke et al., 2013). This also presented another threat to the current study as older generations may have been less likely to respond to online surveys as they were less inclined to use technology than younger generations and/or may be less involved with online platforms from which participants were recruited. Taken together, this may have (a) increased stress among boomers who were less comfortable with technology and/or (b) depressed response rates to an electronic survey among boomers.

Lastly, an increased focus on proactive self-care to protect mental health among workers and the potential effectiveness of working from home had challenged traditional notions of work-life balance (Maclaurin et al., 2021). Further, younger generations may have been more satisfied being able to work from home as it appealed to their desire for more work-life balance and capitalized on younger generations' need for autonomy (Zemket et al., 2013). Interestingly, Miller et al. (2020) examined the effects of peritraumatic stress on child welfare workers during the pandemic and found that age did significantly correlate with the amount of distress experienced by participants, but, unexpectedly, distress tended to decrease as one got older. It may be that older workers have developed more ability to cope with job stressors or are less affected by the economic impact of the pandemic as they are more financially secure (Shieman et al., 2001). Miller et al. (2020) also suggested that younger generations may experience additional difficulty due to the complications of raising younger children (i.e., homeschooling) or experience coping with uncertainty due to lack of life experience.

COVID-19 had also changed the nature of supervision and the characteristics frontline workers may expect from their supervisors in order to meet their needs during uncertain times, threatening the validity of the current study. First, both Miller et al. (2020) and Mclaurin et al. (2020) recognized the importance of organizations in facilitating a supportive culture to help frontline workers cope with the stressors imposed by the pandemic. In this way, they must redefine what best facilitates PO fit in pandemic times. Supervisors serve a pivotal role in facilitating this fit as they are more informed about agency dynamics and responses associated with the pandemic than frontline

workers and must effectively communicate any changes in protocol clearly and consistently (Miller et al., 2020). They must also be readily available to provide support and feedback, while also helping sustain the workers' motivation (Maclaurin et al., 2020). Child welfare workers still report being driven by their aspirations to affect change in children's lives (Maclaurin et al., 2020). In this way, supervisors must effectively deploy components of both types of leadership style; given that the validity of the current study in assessing what kind of leadership is most effective for job satisfaction and retention of frontline workers may have been threatened by how COVID-19 had challenged the traditional child welfare role.

Ethical Procedures

Prior to data collection, this study was approved by the Walden University Institutional Review Board (IRB). Participants were recruited via Survey Monkey; however, some participants may still have experienced some distress concerning their anonymity and the sensitivity of reporting on their work-related attitudes (i.e., job satisfaction and intent to leave). Participants were assured that their responses would remain confidential, and steps would be taken to ensure participants do not feel unduly pressured to participate. The informed consent provided participants with a description of the study, risks and benefits of participation, and participants' right to privacy protected by collecting data absent any personal identification information. There were also no negative consequences that would result from withdrawing from the research at any time.

All participants were referred to Mental Health America (http://www.mentalhealthamerica.net/search/node) on the consent form and debriefing

page to locate mental health resources/facilities most easily accessible to them should they have experienced emotional stress from participation in the proposed study. Finally, the SurveyMonkey platform used encrypted software to protect data. Raw data was downloaded from SurveyMonkey into SPSS for analysis and was stored in a password-protected computer accessible only by me. Data will also be stored for a minimum of five years on a password-protected flash drive in a secure and locked safe accessible only by me.

Summary

The purpose of this correlational study was to examine the extent to which generational differences moderated the relationships between leadership style, job satisfaction, and intent to leave. This study used a quantitative correlational design with a target population of 21–75-year-old U.S. frontline child welfare workers working for private agencies. Individuals outside the age parameters or who do not reside within the U.S. were excluded. The survey was web-based using the SurveyMonkey platform. The instruments for this research were described and reliability and validity were established. Moderation multiple regression was used to analyze and describe the data. Threats to validity and ethical considerations were also addressed. Chapter 4 will provide a detailed discussion of the data analysis process and research findings.

Chapter 4: Results

Introduction

The purpose of this quantitative study was to examine the extent to which generational differences (i.e., millennials, Gen X, and boomers) moderate the relationship between leadership styles (i.e., transactional and transformational) and work outcomes (i.e., job satisfaction and intent to leave). In this chapter, the research questions and hypotheses will be restated, and details describing the data collection, screening procedures, and recruitment, including challenges in recruitment methods, will be discussed. There will also be a discussion of the sample demographics. Following this, the results of the descriptive statistics, statistical assumptions met, and standard multiple regression analysis will be reviewed. The chapter will end with a summary.

Research Questions and Hypotheses

RQ1: To what extent does perceived transformational leadership style, as measured by the transformational component of the Multifactor Leadership Questionnaire (MLQ Form 5X), relate to child welfare workers' job satisfaction with their current agency, as measured by the Job Satisfaction Survey (JSS)?

H_{01}: Transformational leadership style is not a significant predictor of job satisfaction.

H_{a1}: Transformational leadership style is a significant predictor of job satisfaction.

RQ2: To what extent does perceived transactional leadership style, as measured by the transactional component of the MLQ Form 5X, relate to child welfare workers' job satisfaction with their current agency, as measured by the JSS?

H_{02}: Transactional leadership style is not a significant predictor of job satisfaction.

H_{a2}: Transactional leadership style is a significant predictor of job satisfaction.

RQ3: To what extent does perceived transformational leadership style, as measured by the transformational component of the MLQ Form 5X, relate to child welfare workers' intent to leave their current agency, as measured by the Intent to Leave Child Welfare Scale (ILCW)?

H_{03}: Transformational leadership style is not a significant predictor of intent to leave.

H_{a3}: Transformational leadership style is a significant predictor of intent to leave.

RQ4: To what extent does perceived transactional leadership style, as measured by the transactional component of the MLQ Form 5X, relate to child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{04}: Transactional leadership style is not a significant predictor of intent to leave.

H_{a4}: Transactional leadership style is a significant predictor of intent to leave.

RQ5: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transformational leadership style, as measured by the MLQ Form 5X, and child welfare workers' job satisfaction, as measured by the JSS?

H_{05}: Generational cohort does not moderate the relationship between perceived transformational leadership style and job satisfaction.

H_{a5}: Generational cohort does moderate the relationship between perceived transformational leadership style and job satisfaction.

RQ6: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transactional leadership style, as measured by the MLQ Form 5X, and child welfare workers' job satisfaction, as measured by the JSS?

H_{06}: Generational cohort does not moderate the relationship between perceived transactional leadership style and job satisfaction.

H_{a6}: Generational cohort does moderate the relationship between perceived transactional leadership style and job satisfaction.

RQ7: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transformational leadership style, as measured by the MLQ Form 5X, and child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{07}: Generational cohort does not moderate the relationship between perceived transformational leadership style and intent to leave.

H_{a7}: Generational cohort does moderate the relationship between perceived transformational leadership style and intent to leave.

RQ8: To what extent does generational cohort, as defined by the parameters of the Strauss-Howe generational theory, moderate the relationship between perceived transactional leadership style, as measured by the MLQ Form 5X, and child welfare workers' intent to leave their current agency, as measured by the ILCW?

H_{08}: Generational cohort does not moderate the relationship between perceived transactional leadership style and intent to leave.

H_{a8}: Generational cohort does moderate the relationship between perceived transactional leadership style and intent to leave.

Data Collection

Initial recruitment began in November 2022 using the SurveyMonkey audience platform. Initially, SurveyMonkey determined that the survey was not feasible to attract enough participants due to the number of questions. After submitting and getting approval to make changes from the IRB, multiple changes were made. The Intent to Leave Child Welfare Scale (ILCW; Auerbach et al., 2014) was reduced to only the first question about whether or not the participant intended to leave their agency within the last year (i.e., "yes" or "no"). Additionally, the 36-item Job Satisfaction Scale (JSS; Spector, 1985) was replaced with the 16-item Employee Satisfaction Measure (ESM; Jung & Yoon, 2013). These changes satisfied SurveyMonkey; however, upon launch, the platform was not able to recruit enough participants (N=75) who met all inclusion criteria, and alternative methods were explored to increase sample size. After submitting and getting IRB approval to make changes, I began recruiting participants via LinkedIn. A flyer was generated and posted in various child welfare groups. Recruitment via LinkedIn was limited (N=66), and I returned to SurveyMonkey to finish collecting my sample (N=46).

The anonymous online survey administered through the SurveyMonkey platform began with the informed consent form, including a description of the purpose of the study, requirements to participate, instructions on how to participate, privacy-related concerns, the voluntary nature of the study, the risks and benefits of participating, my

contact information, Walden University's participant advocate, and a mental health support phone number. To participate, individuals had to be frontline child welfare workers between the ages of 21 and 75, work under a direct supervisor, have worked at their agency for two years or less, and live in the United States. Individuals who declined participation were directed to close their window/tab. Those who met the inclusion criteria and chose to participate were told to click the "Next" tab at the bottom of the screen to indicate their consent. Following this, participants were directed to the demographic questions related to the participant's age, race, gender, education level, tenure. Following demographics, the participants completed the survey instruments for intent to leave (ILCW), job satisfaction (ESM), and both transactional and transformational leadership using the MLQ Form 5X.

SurveyMonkey initially sent the survey to 2,000 participants. Between both launches on SurveyMonkey and the additional recruitment on LinkedIn, 422 chose to participate in the study; of those, 74.9% (N=316) met the study inclusion criteria and began the demographics questions. Many participants did not complete all the survey questions and were excluded from the sample. At the end of the study, after debriefing, nine participants chose to withdraw from the study. Additional outliers were identified and eliminated from the data set. Thus, the final sample size was 196. The sample was composed of three generations: Boomers (21.9%), Gen X (25.5%), and Millennials (52.3%). The sample was predominantly female (78.1%) and Caucasian (53.6%), and 32.1% had a master's degree. Equal numbers of participants had either been working at their agency for one year or less (32.7%) or over five years (35.2%). Detailed

demographics are displayed in Table 1. Because I used convenience rather than random sampling strategy, the sample characteristics may not be fully representative of the child welfare population in the U.S. Therefore, the results can be generalized only to child welfare workers who participate in SurveyMonkey audience panels, or who are members of specific LinkedIn groups rather than being generalized to all U.S. child welfare workers.

Table 1

General Demographics of the Child Welfare Worker Sample (N=196)

Variable		*N*	%
Gender			
	Male	41	20.1
	Female	153	78.1
Generation			
	Millennials	103	52.3
	Generation X	50	25.5
	Boomers	43	21.9
Race			
	White/Caucasian	105	53.6
	African American	28	14.3
	Hispanic/Latino	26	13.3
	Asian	22	11.2
	American Indian	3	1.5
	Other	11	5.6
Education			
	High School/G.E.D.	39	19.9
	Associate's Degree	31	15.8
	Bachelor's Degree	55	28.1
	Master's Degree	63	32.1
	Doctorate	8	4.1
Tenure			
	Less than 1 year	64	32.7
	1-2 years	37	18.9
	2-5 years	26	13.3
	Over 5 years	69	35.2

Results

Descriptive Statistics

Means, standard deviations, and correlation coefficients for all variables are shown in Table 2. Bivariate correlations show that the variables of intent to leave and job

satisfaction were significantly and negatively associated ($r(196)=-.200$, $p=.002$), suggesting that as levels of job satisfaction increased, intent to leave decreased. The relationships between job satisfaction and both transformational and transactional leadership were significant and positive ($r(196)=.568$, $p=.000$; $r(196)=.333$, $p=.000$, respectively), suggesting that perceptions of both leadership styles led to increases in job satisfaction. However, intent to leave was only significantly and negatively related to transformational leadership ($r(196)=-.230$, $p<.001$), indicating that perceived transformational leadership was associated with decreased intent to leave. Additionally, generation was associated only with intent to leave. The bivariate correlations show that generation was significantly and negatively associated with intent to leave ($r(196)=-.151$, $p=.017$); Figure 1 demonstrates that as participants age, they are less likely to intend to leave their job. Conversely, younger participants are more likely to intend to leave their job.

Table 2

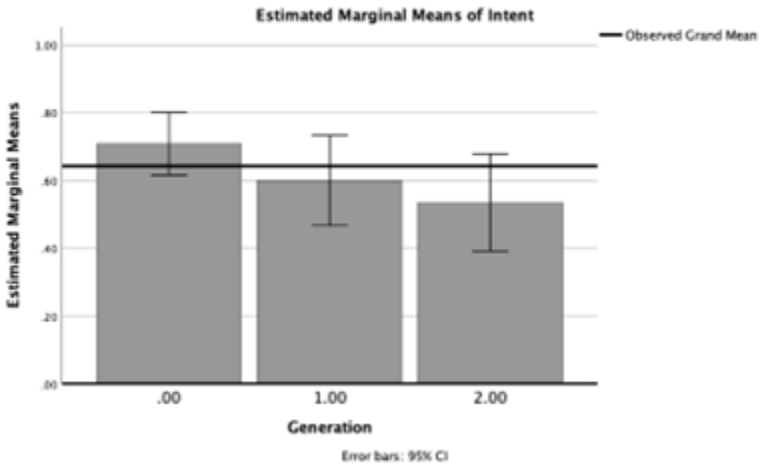
Means, Standard Deviations and Correlations for Study Variables

			Correlation Coefficients			
	M	*SD*	Intent to Leave	Job Satisfaction	Transformational Leadership	Transactional Leadership
Generation	1.70	0.81	-.151*	.077**	.013***	-.023***
Intent to Leave	0.69	0.48		-.200**	-.230***	-.059***
Job Satisfaction	77.51	13.61			.568***	.333***
Transformational Leadership	39.67	11.97				.449***
Transactional Leadership	15.70	3.18				

Note: *p<.05, **p<.01, ***p<.001

Figure 1

Intent to Leave by Generation



Exploratory Data Analysis

Normality

Univariate outliers were investigated using z-scores (Warner, 2013). No univariate outliers were found for the intent to leave or generation variables. Six univariate outliers were found within the transactional variable, and nine univariate outliers were found within the transformational variable. These cases were identified and removed from the sample, leaving the new sample of 196.

Tests of normality, skewness values, and kurtosis values are shown in Table 3. First, a one-sample chi-square test demonstrated that the categories of generation occurred with equal probability ($\chi^2(2,196) = 32.949$, $p<.001$). For the Komogorov-Smirnov test of normality, job satisfaction and transformational leadership were found to be normally distributed ($p =.200$, $p=.200$, respectively). Intent to leave and transactional leadership were found to be significant ($p<.001$, $p<.001$, respectively), suggesting a non-

normal distribution. Williams et al. (2013) argued that a multiple regression analysis is permitted when some variables are not normally distributed, providing there are normally distributed errors (i.e., the plotted points lie close to a straight line at a 45-degree angle). Therefore, the data were considered to have met the requirement of normally distributed data required to complete a parametric analysis. An examination of the histograms and normal Q-Q plots suggested data were acceptable and are provided in Appendix A. Examination of the boxplots noted six outliers on the transactional variable, and nine outliers on the transformational variable. The cases were removed from the sample.

Table 3

Normality Testing for Study Variables

Variable	Statistic	*df*	P	Skewness (SE=.174)	Kurtosis (SE=.346)
Intent to Leave	.414	196	<.001	-.601	1.656
Generation				.615	-1.202
Job Satisfaction	0.49	196	.200	-.208	-.246
Transactional Leadership	.093	196	<.001	.089	-.262
Transformational Leadership	.045	196	.200	-.137	-.475

Assumption Testing for Multiple Regression

To determine if the data met the assumptions for a multiple regression analysis, linearity, multicollinearity, homoscedasticity, and independence of residuals were assessed. Linearity was determined examining the normal P-P plots and scatterplots. Both P-P plots and scatterplots showed data appeared to be linear as provided in Appendix B.

Examination of the residuals scatterplot suggests there were no violations, and thus, the assumption for homoscedasticity was met. To assess independence of residuals, a Durbin-Watson test was completed. The Durbin-Watson statistic was 2.05, meeting the

assumption that the residuals were independent. Multivariate outliers were examined using Mahalanobis distance. There were no significant multivariate outliers found. Overall, the data met all assumptions for multiple regression analysis.

Reliability of Measurements

Reliability analyses were completed to determine the Cronbach's alpha of the study's measurements. The Cronbach alphas measurements for intent to leave ("yes" or "no") was acceptable (α = .634). Other measurements of reliability were low: JDI (α = .254), the transactional component of the MLQ Form 5X (α = .530), and the transformational component of the MLQ Form 5X (α = .176), suggesting low internal consistency (i.e., the tests were not necessarily representative of the domain of behavior).

Multiple Regression Analysis

To answer the research questions, four separate multiple regression analyses were performed. All predictor variables were first mean centered, then the mean centered predictor variables were multiplied by each other to create the interaction variable. Following this, the generation variable was regressed onto two of the predictor variables and their corresponding interaction in a standard multiple regression analysis.

The first analysis examined the relationship between job satisfaction and transactional leadership. The overall model was significant and explained a portion (11.8%) in job satisfaction (R^2=.118, F(3,192)= 8.581, p<.001). The main effect of transactional leadership on job satisfaction was significant and positive, uniquely explaining about 11.2% of the variation (b=.1.444, p<.001, sr^2=.112). This finding indicated that as perceptions of transactional leadership increased, job satisfaction also

increased. The main effect of generation on job satisfaction was not significant (b=1.398, p=.223, sr^2=.007). The interaction variable (JSXTA) was not statistically significant (b=-.005, p=.822, sr^2=.001); therefore, the null hypothesis was not rejected (generational cohort does not moderate the relationship between job satisfaction and transformational leadership).

The second analysis examined the relationship between job satisfaction and transformational leadership. The overall model was significant and explained a large portion (32.7%) in job satisfaction (R^2=.327, F(3,192)=31.132, p<.001). The main effect of transformational leadership on job satisfaction was positive and significant, uniquely explaining about 56.7% of the variation (b=.644, p<.001, sr^2=.567). This finding indicated that as perceptions of transformational leadership increased, job satisfaction also increased. The main effect of generation on job satisfaction was not significant (b=1.145, p=.253, sr^2=.006). The interaction variable (JSXTF) was not statistically significant (b=.001, p=.814, sr^2=.000); therefore, the null hypothesis was not rejected (generational cohort does not moderate the relationship between job satisfaction and transformational leadership).

The second analysis examined the relationships between intent to leave and transactional leadership. The overall model was not significant (R^2=.028, F(3,192)=1.854, p=.139). This finding indicated that intent to leave was not associated with transactional leadership, therefore the null hypothesis was not rejected (b=.000, p=.986, sr^2=.024). Further, the interaction variable (ITLXTA) was not significant (b=.000, p=.580, sr^2=.002); therefore, the null hypothesis was not rejected (generational

cohort does not moderate the relationship between transactional leadership and intent to leave).

The second analysis examined the relationship between intent to leave and transformational leadership. The overall model was significant and explained a small portion (7.9%) in intent to leave (R^2=.280, F(3,192) = 5.46, p=.001). The main effect of generation on intent to leave was significant and negative, uniquely explaining about 4.7% of the variation (b=-.091, p=.028. sr^2=.023), such that as age increases, intent to leave decreases. The main effect of perception of transformational leadership on intent to leave was not significant (b=-.004, p=.496, sr^2=.002), suggesting that transformational leadership was not associated with intent to leave. Further, the interaction variable (ITLXTF) was not statistically significant (b=.000, p=.359, sr^2=.004); therefore, the null hypothesis was not rejected (generational cohort does not moderate the relationship between transformational leadership and intent to leave). However, when a regression model was run without the interaction variable to explore its impact on the other variables in the model, intent to leave and generation were both significant and negative (b=-.009, p=.001, sr^2=.052; b=-.088, p=.034, sr^2=.022, respectively). This finding suggested that transformational leadership was associated with intent to leave.

Summary

A standard multiple regression was performed to determine the extent of the relationships among intent to leave, job satisfaction, perceived leadership styles, and generational cohort in a sample of 196 child welfare workers. There were no moderating effects of generation, so the extent of the impact of generation on the relationships

between the other variables was not examined. The overall results indicated that job satisfaction and transformational leadership were both significant predictors of intent to leave, with increases in each variable leading to decreased intent. Transactional and transformational leadership were both significant predictors of job satisfaction, with increases in each variable leading to increased job satisfaction. Lastly, generation was a significant predictor of intent to leave, with intent decreasing as participants get older. These results do not provide evidence of generation moderating the various relationships between intent to leave, job satisfaction, transactional leadership, and transformational leadership. Chapter 5 will discuss the interpretation of the findings, limitations of the study, recommendations for future research, and the implications for social change.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this correlational study was to examine the extent to which membership to a specific generational cohort (i.e., millennials, Gen X, boomers) moderates the relationships between leadership styles (i.e., transactional and transformational) and work outcomes (i.e., job satisfaction and intent to leave). Work in child welfare can be demanding, leading to significant difficulty retaining workers. Administrative burdens, job demands, and exposure to secondary trauma can be especially challenging for this population, making them more vulnerable to affective and attitudinal consequences such as burrnout (Baugerud et al., 2018; Dagan et al., 2016; Fernandes, 2016; He et al., 2018; Hermon & Chala, 2019; Hunt et al., 2016; Kim & Hopkins, 2015; Kruzich et al., 2014; Salloum et al., 2015; Schelbe et al., 2017; Travis et al., 2016). Burnout is a form of dissatisfaction that often leads to leaving and/or intending to leave one's agency (Antonopoulou et al., 2017; He et al., 2018; Hermon & Chala, 2019; Salloum et al., 2015). Work-related stressors, more so than client-related factors, have been shown to be more strongly associated with job dissatisfaction and intent to leave (Antonopoulou et al., 2018; Baldschun et al., 2016; Baugerud et al., 2018; Dagan et al., 2016; Fernandes, 2016; He et al., 2018; Hermon & Chahla, 2019; Kim & Hopkins, 2015; Kruzich et al., 2014; Salloum et al., 2015; Schelbe et al., 2017). Therefore, changes at an organizational level, e.g., considering what kind of leadership style to adopt, are important when considering how to satisfy and retain employees.

Compounding the retention problem within child welfare is the influx of younger generations into the workforce, and the tendency for older generations to remain on the

job (Aguiniga et al., 2013). Supervisors must be mindful of generational differences regarding work-related attitudes to best increase fit for all employees; however, millennials present additional challenges for supervisors as they have a high propensity for job mobility (i.e., remaining in positions for shorter periods of time and/or continuously looking for other job opportunities; Zemke et al., 2013). Further, millennials present with conflicting motivational profiles. Although they value extrinsic rewards like praise and recognition, they also are also motivated by a desire to work for a meaningful cause and by other intrinsic rewards (Anderson et al., 2017). Retaining younger workers within child welfare requires an understanding of which leadership style best fits their motivational profiles to keep them sufficiently satisfied to remain with an agency.

The goal of the current study was to address the gap in the literature related to generational differences related to job satisfaction, intent to leave, and perceived leadership styles within child welfare. This knowledge could help agency supervisors to best tailor their approach when working with different generations to retain them in their current positions. While much attention has been given to examining the positive effects of transformational leadership in the child welfare literature, little has been paid to transactional leadership. It was important to examine this gap as younger generations do seek praise, recognition, and benefits that are more closely associated with a transactional style of leadership (Hwang & Hopkins, 2015; Radey & Stanley, 2018).

To achieve this, I used a cross-sectional, quantitative survey design, recruiting participants from both the SurveyMonkey audience platform and child welfare groups on LinkedIn. A standard multiple regression analysis was performed to determine if

generational cohort moderated various relationships between leadership styles (i.e., transactional and transformational) and work outcomes (i.e., job satisfaction and intent to leave). No moderating effects were found. Despite this, the present study did have three major findings: (a) younger generations are more likely to intend to leave their current agency; (b) both leadership styles lead to increased job satisfaction; and (c) transformational, but not transactional, leadership was associated with less intent to leave.

Interpretation of Findings

Generation and Intent to Leave

Although this study did not demonstrate a moderating effect for generation on work outcomes, generation alone was significantly associated with intent to leave. Millennials were significantly more likely than older generations to intend to leave their current organization despite no significant difference for generational cohort in level of job satisfaction. This differs from other studies that have found that age was not related to intent to leave (de Guzman et al, 2020; Travis et al., 2016). For example, Lu and Gursoy (2013) examined generational differences regarding intent to leave and found similar levels of job satisfaction between cohorts; however, they suggested that the degree to which the workers' dissatisfaction increased their intent to leave was moderated by generation-specific attributes. Millennials, compared to other older generations, feel more entitled and sensitive to breaches in their psychological contract with their organizations (Harvey & Harris, 2009). Millennials also value having a say as one of the most important workplace factors when considering job satisfaction (Pasko et al., 2020). Such generation-specific attributes may make younger generations more sensitive to abrupt

changes in job satisfaction and more likely to intend to leave their agency if their needs are not met. Further, Griffiths et al. (2017) found that the degree of job satisfaction influenced only those who already intended to leave but not those who intended to stay or were undecided. That boomers are more risk-averse and loyal to their organizations may explain why they intend to stay in their current positions and are thus less impacted by changes in job satisfaction. Millennials, however, have a high propensity for job mobility and may already be primed to intend to leave their current position, making them more vulnerable to abrupt changes in dissatisfaction and actual turnover (Zemke et al., 2013).

Feelings of entitlement are higher for younger generations, decreasing with age at different rates (Krahn & Galambos, 2014; Twenge, 2012). Millennials tend to hold highly favorable views of themselves and their abilities, regardless of their actual performance levels (Harvey & Harris, 2010, Ng et al., 2010; Twenge & Campbell, 2001; Twenge et al., 2012). Further, they expect to be recognized and rewarded for their perceived high levels of performance at work and can become dissatisfied when these expectations are not met (Chamorro-Premuzic, 2013). These views are often unrealistic, and not being recognized or rewarded, or worse yet, receiving negative feedback, can abruptly decrease satisfaction. Barbee et al. (2018) demonstrated this effect when graduate level students in the child-welfare field reached their full caseload and found that their self-perceived abilities were not sufficient to meet the demands of the job. This did lead to higher rates of intent to leave among the younger workers (Barbee et al., 2018). The authors did not assess job satisfaction; however, the study demonstrates how generation-specific attributes like perceived entitlement can impact intent to leave.

Grotto (2017) further supported the notion that generational differences may exist for age and intent to leave due to workplace triggers that can be either sudden (e.g., increased caseload) or gradual (e.g., changes in preferences associated with different life stages). Regardless of the trigger, these changes may then influence the degree of mismatch between employee expectations and their actual experiences, resulting in both decreased job satisfaction and increased intent to leave. The degree to which a worker perceives a trigger as abrupt or gradual may have implications for intent to leave, potentially exacerbated by millennials' sensitivity to abrupt changes. Compared to millennials, older generations have the capacity to prepare for more gradual triggers, which may explain generational triggers in intent to leave.

Perception of the meaning of work can also influence generational differences in intent to leave. For example, Andrade and Westover (2018) found that boomers reported greater job satisfaction based on meaningful memories of their careers and/or work experiences, in addition to the quality of the relationships they have developed within the workplace. However, younger generations, who reported perceiving work tasks more as an obligation, required more recognition to sustain their motivation and satisfaction.

Generations may also differ in how they perceive the alignment between their own and their organization's regulatory priorities, e.g., pursuit of gains or ensuring safety and security, which can influence intent to leave **(**Rozniewska et al., 2018; Tziner et al., 2018). Findings indicated that the lack of fit between an employee's preferred regulatory focus and an organization's procedural demands was associated with negative justice perceptions, such that employee burnout increased. It may be that millennials, who value

growth and advancement in their careers, are more focused on gains, whereas older generations value safety and security. Although Pasko et al. (2020) demonstrated that, for all generations, job security was the highest work-related attribute associated with job satisfaction for all generations; however, generational interpretations of security may differ. For example, millennials may see opportunities for growth as a means to ensure more stability and career development; therefore, if millennials do not feel that their organization is providing sufficient opportunities to meet their needs, job satisfaction may decrease, and their intent to leave for other opportunities may increase.

Leadership Style and Work Outcomes

Transactional and transformational leadership have been shown to influence job satisfaction and intent to leave in the different ways they seek to motivate workers. Multiple studies have demonstrated a positive association between leadership style and job satisfaction (Asghar & Oino, 2017; Hwang & Hopkins, 2015; Radey & Stanley, 2018; Ramli & Soelton, 2017; Tham & Stromberg, 2020). Although the current study demonstrated that both leadership styles were significantly related to increased job satisfaction, the finding that only transformational leadership is associated with decreased intent to leave suggests job satisfaction is not the only mechanism through which leadership style impacts intent to leave.

First, these findings support the "augmentation hypothesis" proposed by Hater and Bass (1988), such that transactional and transformational leadership do not anchor opposite ends of the leadership spectrum; instead, the effects of transformational and transactional leadership are complementary. Whereas transactional leadership uses

contingent rewards and sanctions intended to create employee self-interest in achieving organizational goals (Jacobsen & Anderson, 2017), transformational leadership augments this process by inspiring attitudinal and behavioral changes intended to satisfy employees' higher needs by changing their attitudes and behaviors (Jensen et al., 2019; Judge & Piccolo, 2004; Waldman et al., 2015; Wright & Pandey, 2010). In this way, transformational leadership adds legitimacy to transactional leadership by making contingent rewards meaningful (Hater & Bass, 1988). This was demonstrated by Ritschoff and Fortunato (2015), who found that transformational leaders can facilitate positive job attitudes (i.e., job satisfaction) and reduce turnover intention by encouraging followers to transcend their own needs for praise and recognition and adopt socially conscious organizational goals that are congruent with their own. However, although transformational leadership may activate employee motivation, transactional leadership may be needed to develop and sustain that motivation (Orazi et al., 2013; Van Wart, 2013). Extrinsic rewards may be perceived as more desirable and motivating when working to attain specific goals as they help fulfill the individuals' need for recognition, resulting in increased job satisfaction (Abdullah, 2020). Therefore, both leadership styles are important for sustaining job satisfaction.

This further suggests that although both leadership styles are effective at increasing job satisfaction, they do so through different mechanisms as suggested by PO fit theory. Herbert et al. (2020) examined the relationships between job satisfaction, PO fit, and intent to leave and found that job satisfaction and PO fit were the main drivers of employees' intent to leave their current job, suggesting that in the current study elements

of PO fit may account for more than job satisfaction with regard to intent to leave. Several authors have shown that PO fit is multidimensional and that mechanisms directly affecting its outcomes remain elusive due to the effects of its different components (Edwards & Cable, 2009; Kristof et al., 2005; Piasentin & Chapman, 2007). Further, transformational and transactional leadership differentially impact PO fit, possibly explaining the differing impacts on intent to leave. Given that complementary fit occurs when an organization satisfies an individual's needs (e.g., recognition, pay increases, or promotions), it is closely associated with transactional leadership style and use of contingent rewards (Kristof, 1996). In contrast, supplementary fit is achieved when individuals perceive shared values between themselves and the organization (Kristof, 1996). Transformational leadership is often described as facilitating supplementary fit indirectly through its impact on organizational culture, ultimately affecting individual work outcomes (Edwards & Cable, 2009). For instance, trust and communication are fostered when individual and organizational values match, directly impacting the individual's satisfaction but only indirectly impacting their intent to stay with the organization. Therefore, transformational leadership may indirectly impact workers' intent to leave through means other than job satisfaction.

It is possible that transformational leadership does have "pull-to-stay" factors that act as indirect mechanisms encouraging employees to stay with the agency (Callier et al., 2018). Park and Peirce (2020) examined the direct and indirect effects of transformational leadership on intent to leave as perceived by child welfare workers. They looked at possible mediating variables of organizational commitment,

organizational culture, and organizational climate. Their findings were consistent with the current study in that perceived transformational leadership was negatively related to intent to leave. Further, they found that workers were more likely to show organizational commitment under transformational leaders, and any mediating effects due to culture and climate (which were present) disappeared due to commitment. Overall, the authors found that workers under transformational leaders were more likely to commit and that commitment decreased the intent to leave.

The finding of organizational climate mediating the effects of transformational leadership on intent to leave illustrates another pull-to-stay factor. Given that transformational leadership styles align with an employee's social work values (Mary, 2005), this alignment can have a positive influence on building supportive organizational climates and cultures that affect job satisfaction and commitment (Green et al., 2013; Rittschof & Fortunato, 2016; Tafvelin et al., 2014, Tziner et al., 2018). Li et al. (2020) found that perceptions of organizational climate did impact the degree of job satisfaction; however, job satisfaction influenced only intent to leave, but not intent to stay. Therefore, increasing job satisfaction through transformational approaches that satisfy higher order needs among employees thinking about leaving may persuade them to stay with the organization.

Further, transformational leadership encourages employees to participate and/or share in the organizational decision-making process, resulting in both psychological empowerment and job satisfaction (Ilyas, 2021). This encouragement, by inspiring and motivating employees to adopt organizational goals, further increases morale and job

satisfaction (Allozi et al., 2022) and can decrease intent to leave (Callier et al., 2018). Lastly, the emphasis that transformational leaders place on forging bonds with employees can improve the fit between employees and their organizations (Bass & Ruggio, 2006), improving a sense of belonging that has a greater impact on reducing intent to leave (Huang & Cho, 2010). These further illustrate transformational leaderships "pull-to-stay" factors.

It is also possible that transactional leadership was not associated with decreased intent to leave because of other "push-to-leave" factors. For example, extrinsic rewards can crowd out the motivating effects of more intrinsic goals (Perry & Wise, 1990). This crowding out effect can have serious consequences as the intrinsic and visionary aspects that may be considered the most important motivator for public servants, may expose value conflicts (Moynihan et al., 2012; Weibel et al., 2010). Value conflicts can decrease values congruence between the person and the organization, thus reducing the degree of fit the employee experiences. Lim et al. (2019) examined the crowding out effect of using extrinsic rewards on the relationship between PO fit and job satisfaction. The findings indicated that crowding out did occur: PO fit was less important for job satisfaction when extrinsic reward perception was important. Extrinsic reward perception had a direct, but independent influence on job satisfaction, such that extrinsic rewards improved self-esteem needs, but this did not influence PO fit. Lastly, when extrinsic reward perception was low, job satisfaction depended on the level of values congruence, confirming that extrinsic reward perception did crowd out the intrinsic motivation of values congruence on PO fit. It is possible, then, that the use of extrinsic rewards explained why

transactional leadership was not associated with decreased intent to leave. Instead, the motivating intrinsic qualities of transformational leadership may have an indirect effect on PO fit that led to decreased intent to leave.

Limitations of the Study

First, convenience sampling limited the representativeness of the sample, and, in turn, limited the generalizability of the findings. In general, the study was limited to U.S. frontline child welfare workers, between the ages of 21 to 75, who worked for a direct supervisor at a private agency for two years or less. Both SurveyMonkey and child welfare groups on LinkedIn had to be used to recruit due to minimal participation and/or specificity of the inclusion criteria. Given that the worker sample was recruited using these audience panels, the findings are only generalizable to this population of workers, findings that may be different for worker populations not included in the SurveyMonkey audience panel or who are members of LinkedIn groups.

In addition, there was a limitation related to social desirability bias (i.e., the tendency to present oneself in the best possible light; Grimm, 2010). There were a number of sensitive questions related to intent to leave and job satisfaction that may disincline participants to be entirely truthful about emotional and/or psychological problems experienced at work. To mitigate this type of bias, participants were reminded that all responses were anonymous.

Time and resources were limitations that compelled the use of a cross-sectional design; however, this design was a good choice to provide a snapshot of this process and its associated challenges. As a correlational study, causation cannot be inferred. For

instance, even though transformational leadership was associated with decreased intent to leave, this study cannot confirm actual turnover. Additionally, although the current study was focused on the two-year socialization period, integrating and sustaining employee motivation is an on-going process that can occur over a period of years which, to adequately assess, would require a longitudinal design.

Recommendations

Although the topic of which leadership style is best for retaining younger generations is beginning to gain interest among researchers, there are still major gaps to address. Not studied previously were whether generational differences existed in perceived leadership styles and work outcomes. The present study examined these relationships and found generational differences in intent to leave; however, to confirm these findings, longitudinal studies are recommended. This would allow researchers to determine if millennials preferences for work-related attributes change as they age and gain more experience. Not many studies have disentangled the effects of aging on generational differences (Pilcher, 1994). A longitudinal study might also allow the researcher to obtain actual turnover data as generations may differ as to how perceived job satisfaction actually impacts decisions to leave. Future research should also continue to investigate the indirect effects of transformational leadership on intent to leave, and whether it is beneficial to incorporate leadership styles that best satisfy all worker needs.

Implications

This study's results can impact positive social change in a number of ways, especially by encouraging child welfare supervisors to be more attuned to the likelihood

of low retention tendencies among younger generations and the positive benefits of transformational leadership on intent to leave across generations. Encouraging child welfare supervisors to adopt a transformational style may "pull" workers to stay by increasing commitment indirectly through PO fit. Increasing commitment may be especially important among younger generations who are known to be more mobile.

There is support for integrating transactional and transformational styles as both have positive effects on job satisfaction. For example, Hafiz (2022) found commitment increased among millennial employees who characterized their leaders as authentic, exhibiting both transformational qualities (i.e., leaders act as role-models who effectively use feelings and emotions to inspire workers towards accomplishing organizational goals) and transactional qualities (i.e., creating a reciprocal relationship in which hard work is recognized and feedback is given in a way that employees can genuinely expect). Hafiz (2022) demonstrated that these qualities have been shown to increase engagement and commitment among millennials.

Conclusion

Given that the annual turnover rate of child welfare workers has been reported at 20-40% and the typical tenure of workers at less than two years (Willis et al., 2016), there is a need for private agencies to consider strategies to increase retention at an organizational level such as adopting new leadership styles. Further, with a highly mobile population of millennials forecasted to comprise 75% of the workforce by 2025, these strategies will be especially important (Zemke et al., 2013). Supervisors play an especially important role in the orientation and socialization of new workers (de Guzman

et al., 2020). By working to foster the worker's development, provide feedback, and act as a socioemotional resource, the supervisor has a profound influence on the employee's self-perception; this is done with an aim to align the employee's work values and motivations with the organization's (Delegach et al., 2015; Eilat-Shmir et al., 2016; Olaniyan et al., 2020). The goal of this study was to determine if generational differences moderated the relationship between perceived leadership styles and work outcomes. The results indicated that such differences did not exist. However, generation was negatively associated with intent to leave, suggesting that younger workers do have greater intentions to leave than older generations. A closer examination of the potential for leadership style to accommodate generation-specific needs is in order. The findings further suggested that transformational and transactional leadership styles both increase job satisfaction, differentially through developing and sustaining motivation, but only transformational leadership decreases intent to leave. It was suggested that this style of leadership fosters more organizational commitment, especially relevant with a stereotypically mobile millennial generation. Findings from this study may prompt future research to investigate the indirect ways that leadership style impacts worker outcomes and capitalize on those factors that increase organizational commitment to better retain younger generations.

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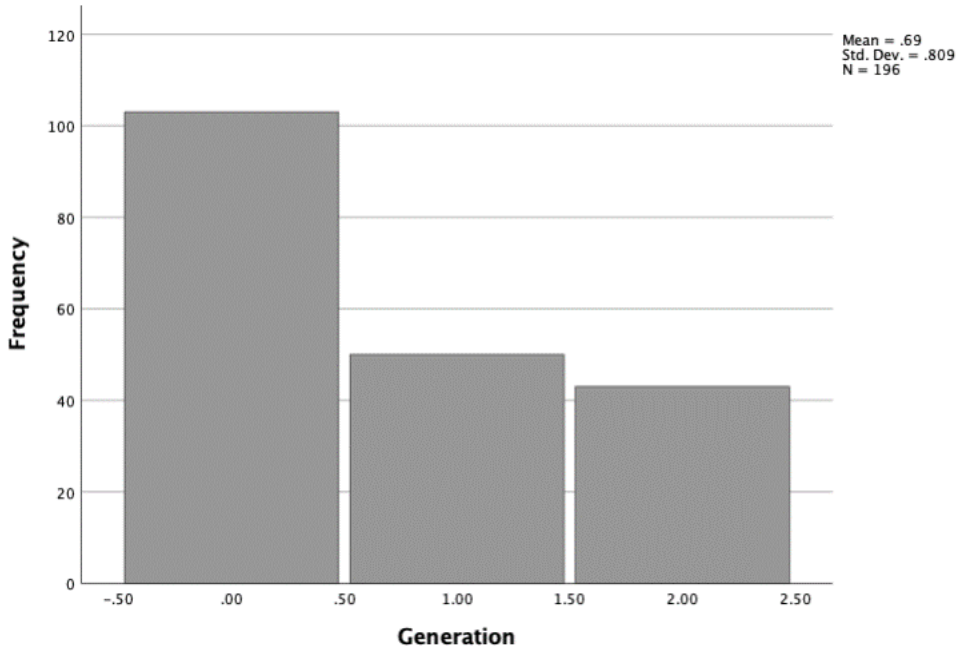
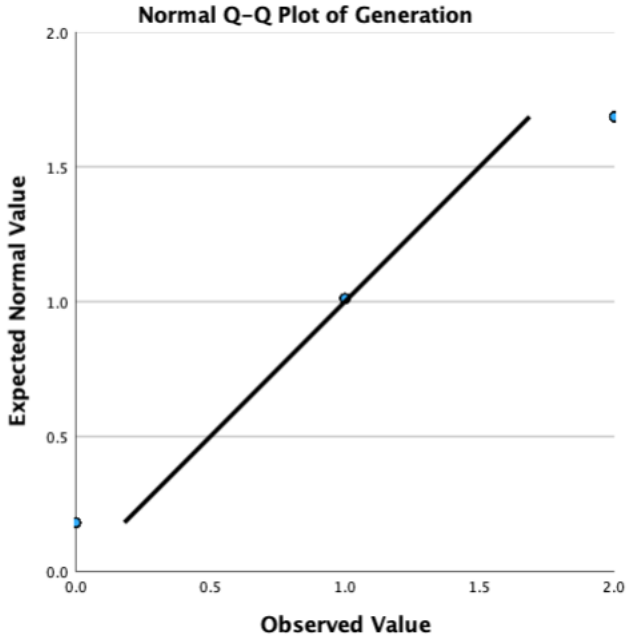
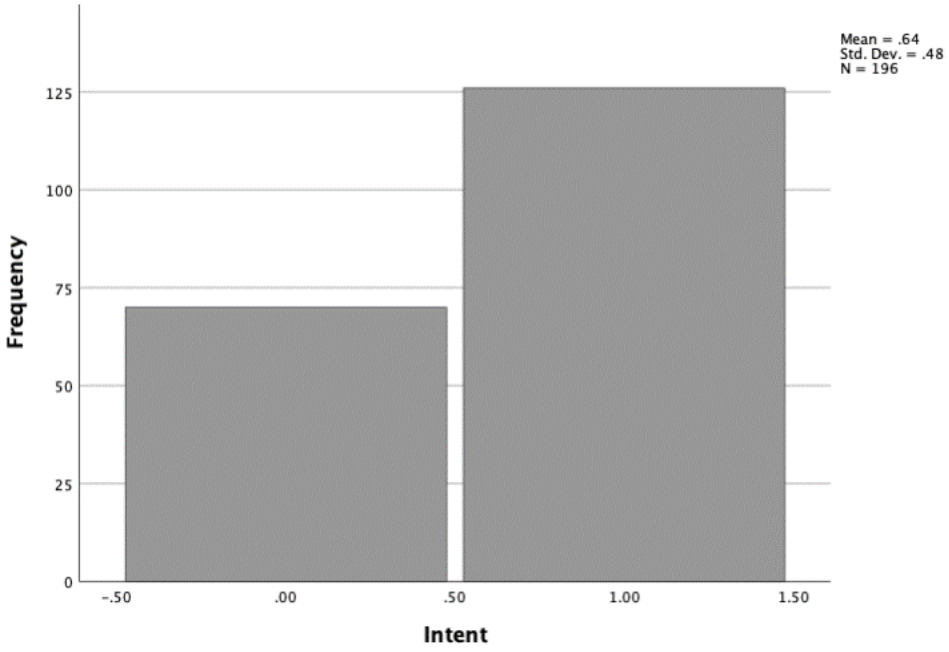
Appendix A: Histograms and Q-Q Plots

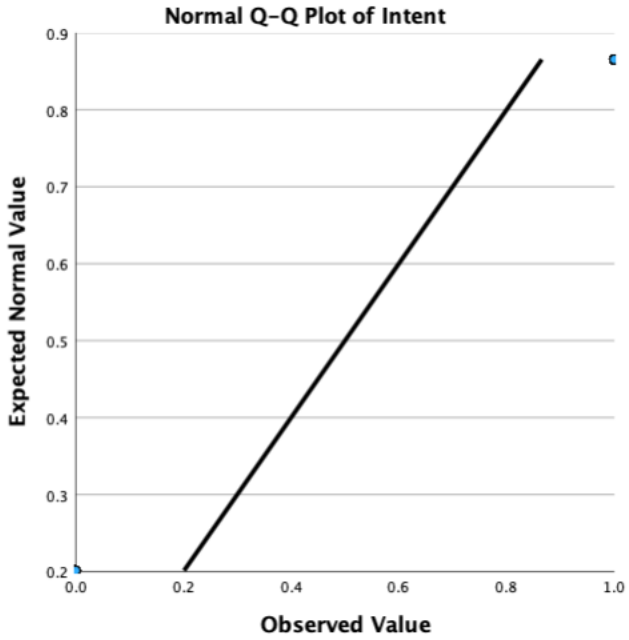
Generation



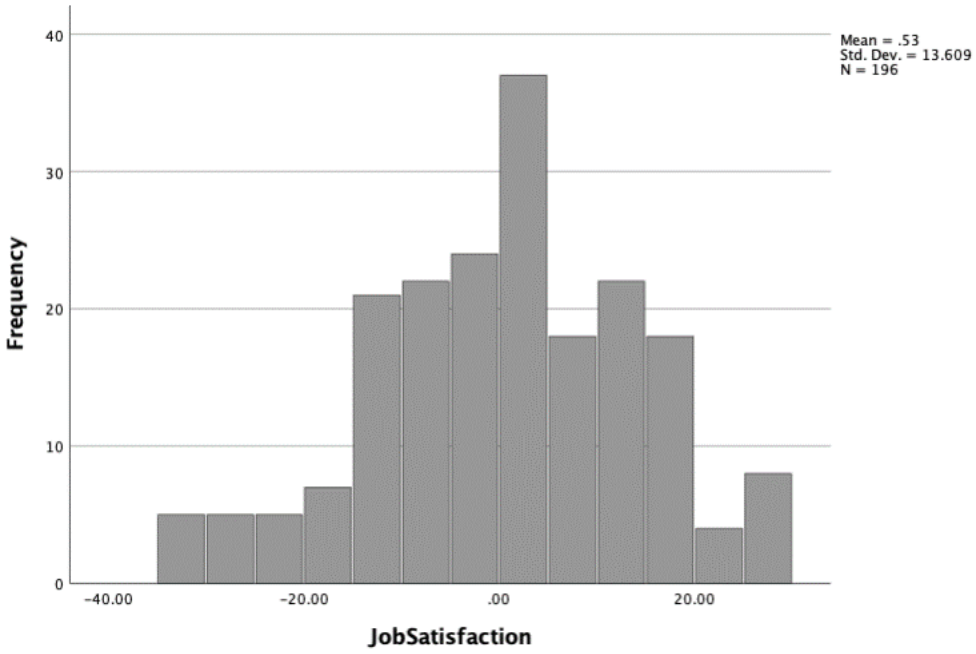


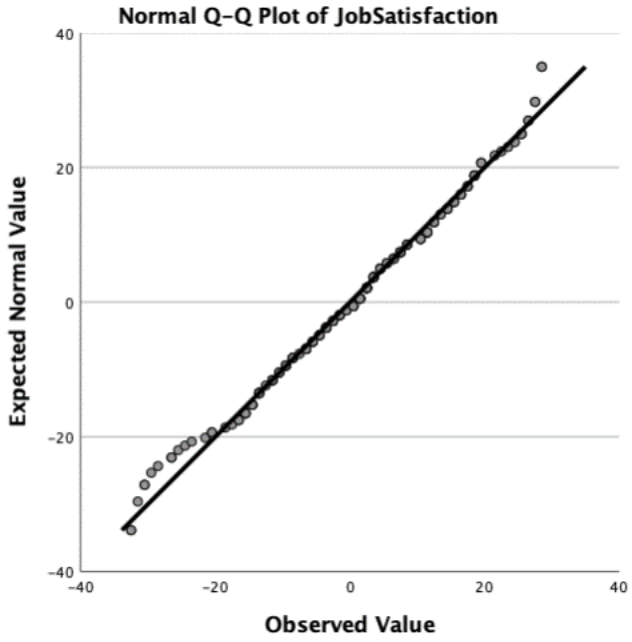
Intent to Leave



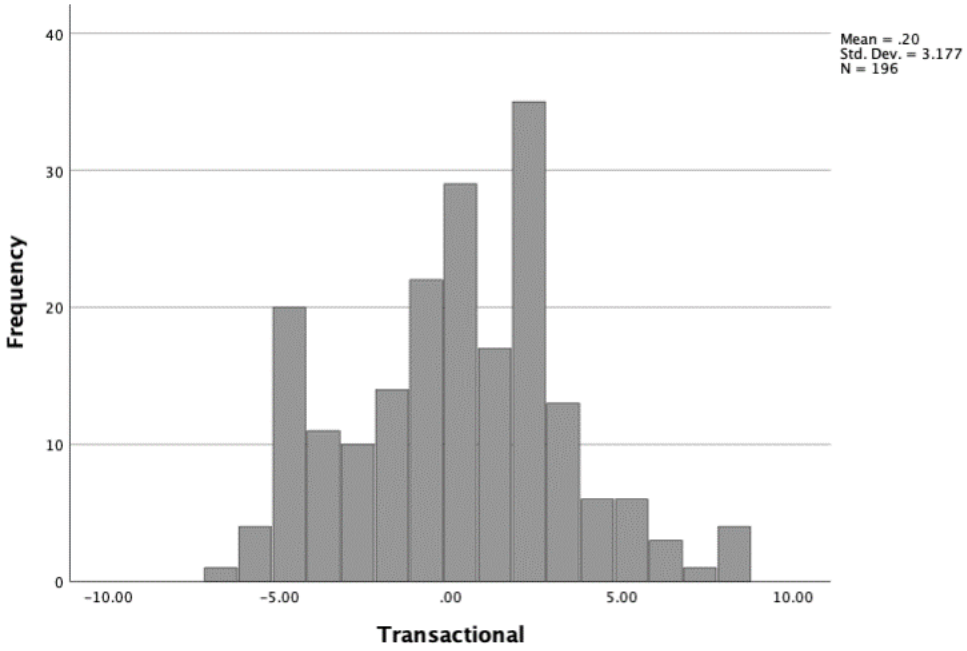


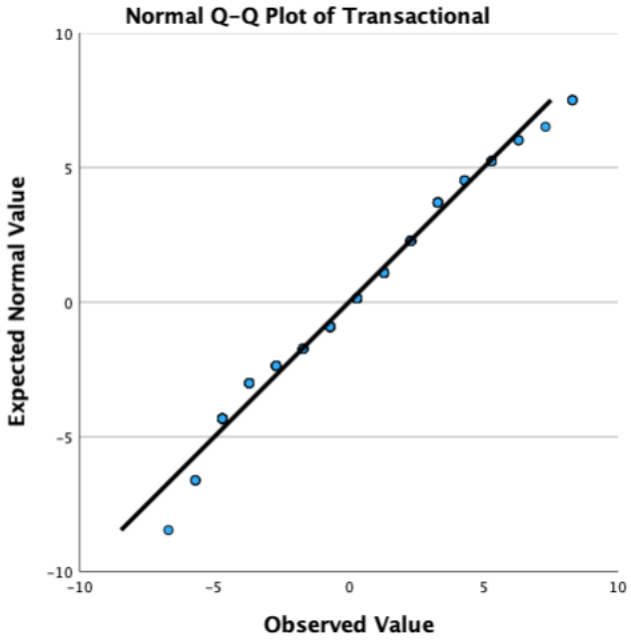
Job Satisfaction



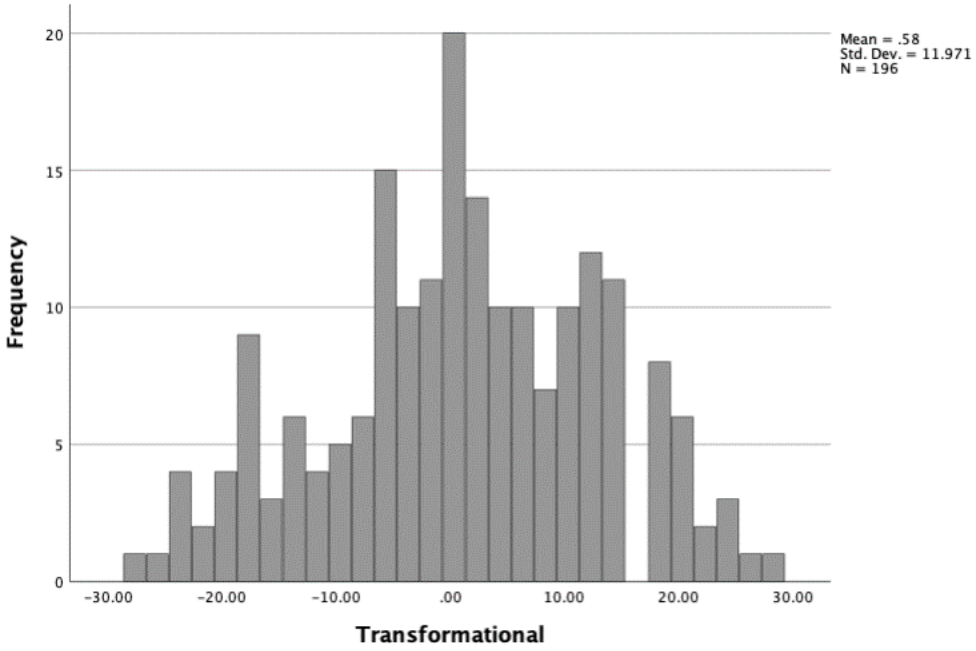


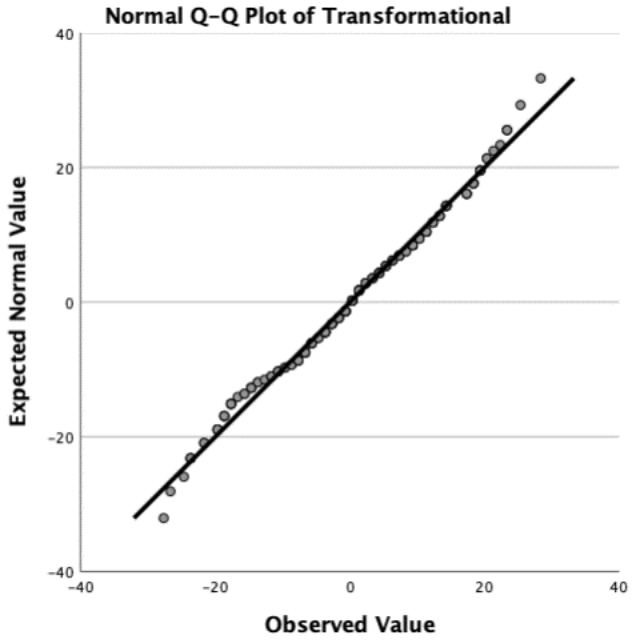
Transactional Leadership





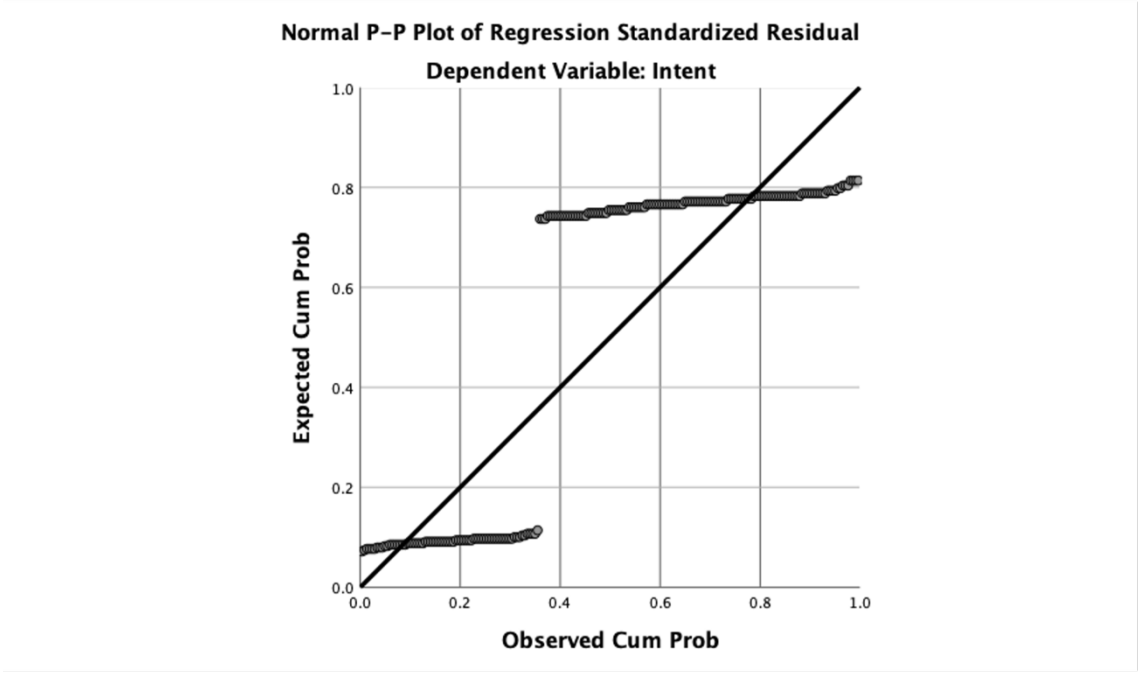
Transformational Leadership

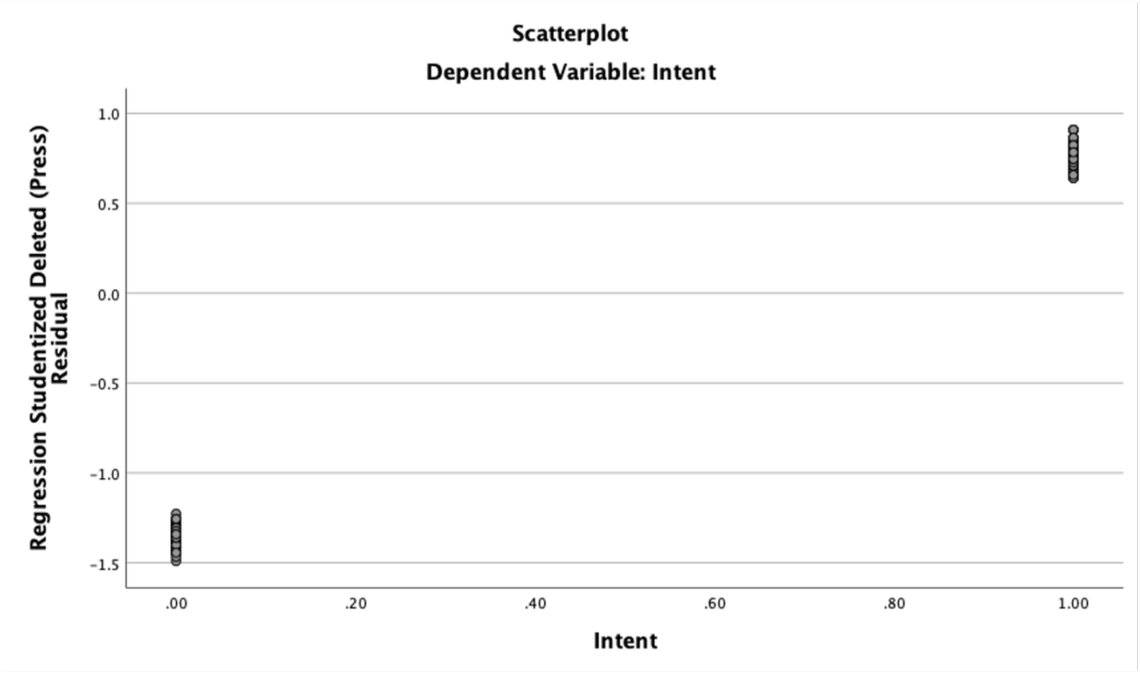




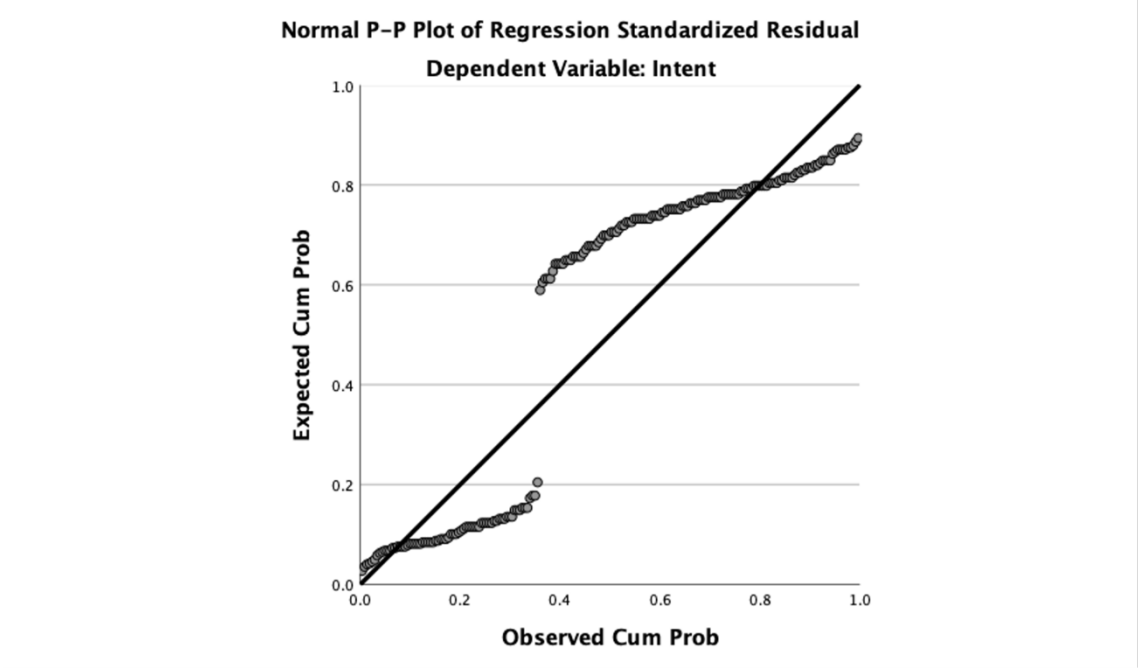
Appendix B: P-P Plots and Scatterplots

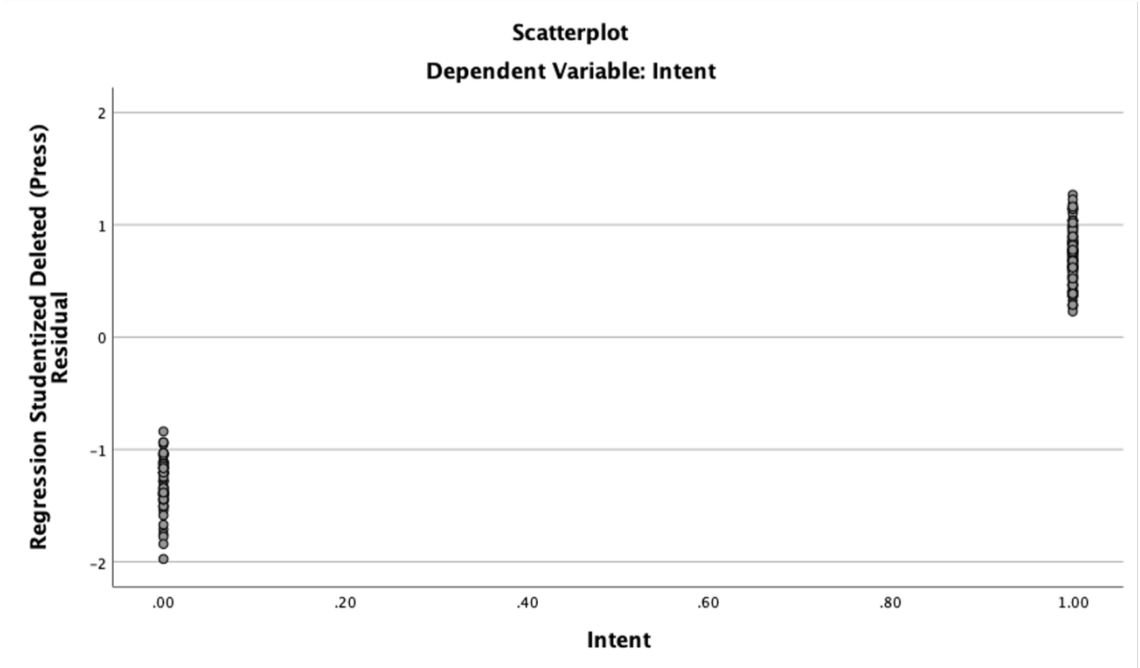
Intent to Leave and Transformational Leadership

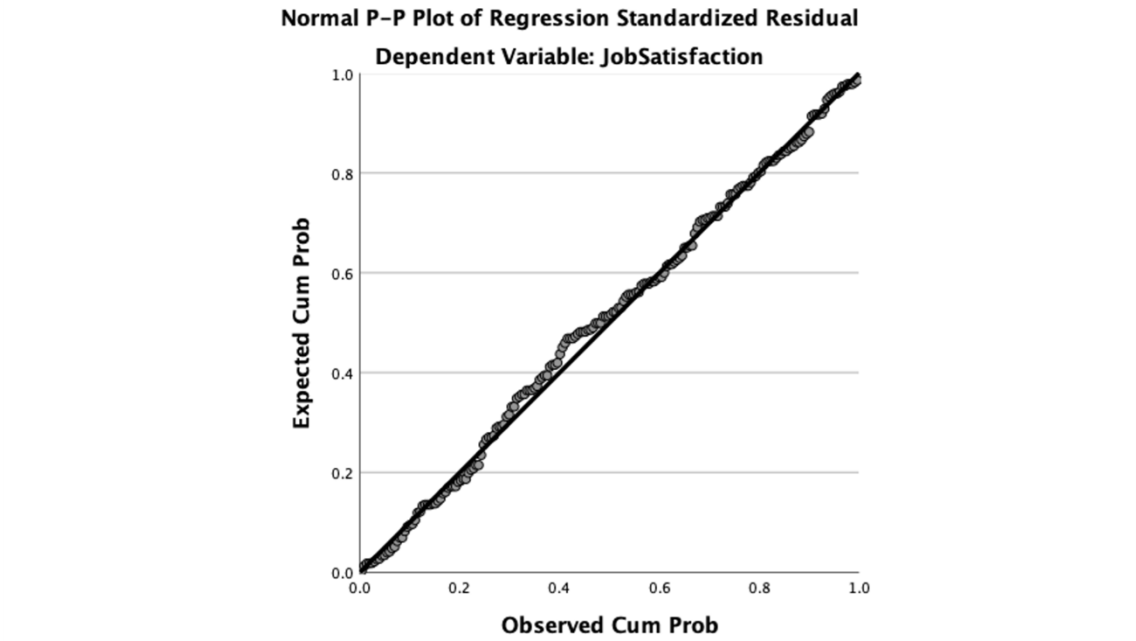


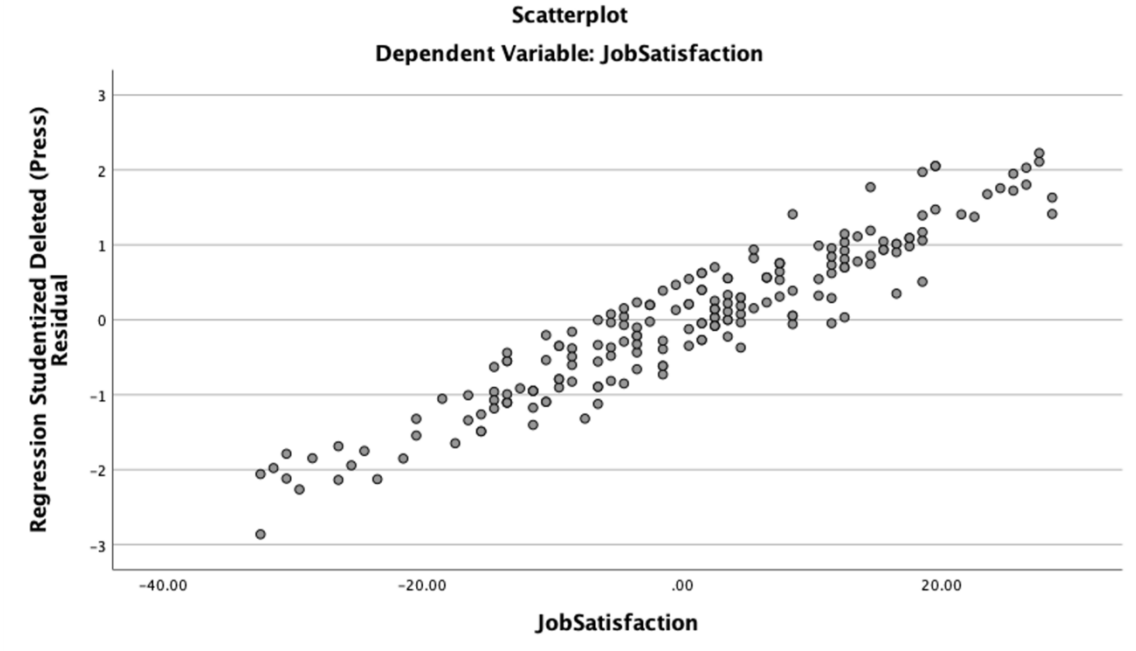


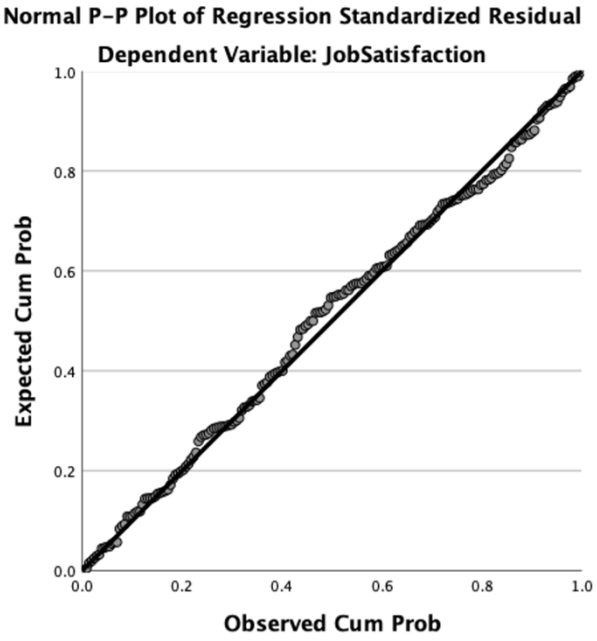
Intent to Leave and Transformational Leadership

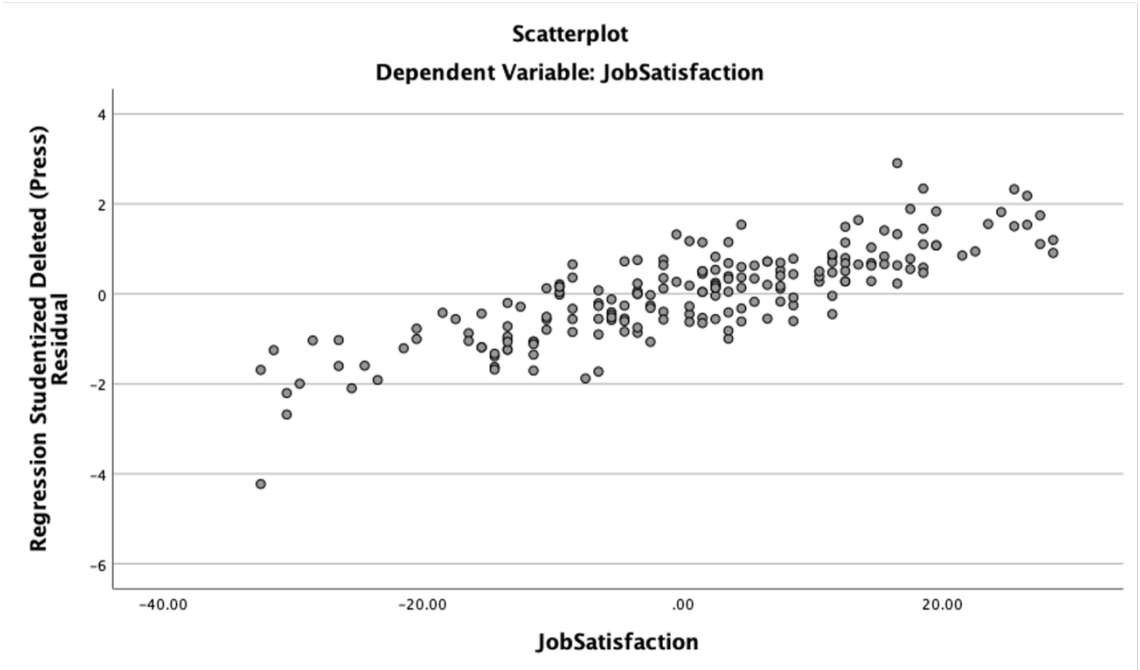

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Intent
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: Intent
Regression Studentized Deleted (Press) Residual
Intent
2
1
0
-1
-2
.00
.20
.40
.60
.80
1.00


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: JobSatisfaction
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: JobSatisfaction
Regression Studentized Deleted (Press) Residual
JobSatisfaction
3
2
1
0
-1
-2
-3
-40.00
-20.00
.00
20.00


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: JobSatisfaction
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: JobSatisfaction
Regression Studentized Deleted (Press) Residual
JobSatisfaction
4
2
0
-2
-4
-6
-40.00
-20.00
.00
20.00