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Intrinsic and Extrinsic Job Motivators Predicting Likelihood of Employee Intent to Leave

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Abstract

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Rachara Jefferson

MBA, Western Governors University, 2015

BA, Marygrove College, 2004

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

An employee's intent to leave an organization is the most common predictor of employee turnover. Employee turnover can cost an organization 150% to 250% of a worker's annual compensation to replace and train an employee. Understanding employee intent to leave is vital for federal agency leaders to help reduce turnover. Grounded in Herzberg's 2-factor model, the purpose of this correlational study was to examine the likelihood of employee perceptions regarding work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. Archival data were analyzed for 297 employees who completed the 2015 Federal Employee Viewpoint Survey. The results of the binary logistic regression analysis indicated the full model, containing the 3 predictor variables (employee perceptions regarding work experience, leadership practices, and supervisor relationships with employees), was useful in distinguishing between respondents who reported and did not report they intended to take another job outside the federal government within the next year, with X^2 $(3, N = 297) = 111.27$ and $p < .001$. Two of the predictor variables--employee perceptions of work experience and leadership practices--made a statistically significant contribution to the model. Employee perceptions of supervisor relationships with employees were not significant. The implications of this study for positive social change include the opportunity for human resources professionals and organizational leaders to gain an understanding of employee intent to leave, its impact on the workplace, and the potential to contribute to higher employment levels.

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Dedication

I dedicate this doctoral study to the memory of my mother, Villia Kelley-Smith, my heavenly angel. You always have and will continue to be my biggest inspiration. I attribute my accomplishments, personally and professionally, to the values you instilled within me and the life lessons you provided. Also, to my husband, Chosniel Jefferson, thank you for your continued support and encouragement, and for your patience and understanding throughout this journey. You have been an invaluable source of motivation. I also dedicate this work to my father, Roy Harris. From my early years, you have used your witty and humorous analogies and sayings to entertain yet encourage me to further my education and continue to strive for growth and development. Finally, I dedicate this doctoral study to my five siblings, Jarrett, Rachelle, Joseph, Deara, and Seara. I thank you all for your unwavering support, and I hope I have made you all proud.

Acknowledgments

First and foremost, I thank God for blessing me with the drive, determination, and strength to not only embark upon this journey but also to see it through to completion. I thank you for your grace, blessings, and mercy. Without my faith in God, none of this would have been possible.

I would also like to express my sincerest gratitude to my committee chair, Dr. Reginald Taylor, for imparting in me your wisdom, knowledge, and passion for quantitative methodology and the doctoral study process. I also wish to acknowledge and thank Dr. Gregory Washington and Dr. Matthew Knight for their invaluable contributions as members of my committee. Thank you for sharing your time and expertise, and contributing to my growth throughout this process.

I would like to extend a special thanks to my sister-in-law, Jasmine Jefferson, and my friend, LaQuanah Crawford, for your continued support and encouragement. Also, to my Walden classmates with whom I have connected: Fran Luis, we met during our DBA journey, and you have now become a lifelong dear friend, mentor, and motivator; Samirah Merritt, I am grateful for your friendship, encouragement, and much-needed humor during this process. Finally, I would like to thank a host of family and friends for your love, support, and understanding.

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Section 1: Foundation of the Study

Employee intent to leave is critical to the success of agencies in the public and private sectors. The turnover of high-performing workers is costly for organizations and increases expenditures (Voigt & Hirst, 2015). Therefore, understanding the causes of employee intent to leave is vital for organizational leaders to help reduce turnover. Focusing on how to keep employees is imperative to the understanding of managers' ability to create a stable and loyal workforce (Alolayan & Saidi, 2015). When organizational leaders are knowledgeable about the factors that influence employee intent to leave, they are better prepared to contribute to the reduction of turnover. An organization comprised of a skilled, dedicated, and loyal workforce achieves higher productivity and employee retention.

When studying employee turnover, researchers (Kula & Guler, 2014; Mafini & Dlodlo, 2014; Weaver, 2015) have conducted studies to investigate the connection between employees' work experience, leadership practices, and supervisor interactions and staff turnover in public and private organizations. Managers in all industries contend with challenges related to employee turnover and retention and need access to sufficient data and research to become better-equipped to confront the issue. The impact of employee intent to leave is also a challenging issue for federal agency leaders, as an increase in employee turnover negatively impacts the federal government's budget. In this quantitative study, I will examine the likelihood of employee perceptions regarding work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave.

Background of the Problem

Employee intent to leave has adverse consequences on organizational performance. Employee turnover intention is explained as an employee's perceived likelihood to leave their position (Sharma, 2016). An employee's intent to leave an organization is the most common predictor of employee turnover (Nair & Salleh, 2017). Additionally, employee turnover results in absorbent costs to replace the departing employee. Understanding precursors to employee turnover, such as employee intent to leave, is a major concern of human resource (HR) managers (Sharma, 2016).

Problem Statement

An employee's intent to leave an organization is the most common predictor of employee turnover (Nair & Salleh, 2017). Employee turnover can cost an organization 150% to 250% of a worker's annual compensation to replace and train an employee (Enslin & Schulz, 2015). The general business problem is that employee intent to leave has a negative impact on the federal government's budget. The specific business problem is that some leaders within federal government agencies do not know the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave.

Purpose Statement

The purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The independent variables were employee perceptions of work experience (intrinsic), employee perceptions of leadership practices (extrinsic), and employee perceptions of supervisor relationships with employees (extrinsic). The dependent variable was employee intent to leave. The targeted population comprised employees of federal government agencies in the United States. The implications of this study for positive social change include the opportunity for HR professionals and organizational leaders to gain an understanding of employee intent to leave, its impact on the workplace, and the potential to contribute to higher employment levels.

Nature of the Study

Researchers choose among three basic methodologies when conducting scientific inquiries: qualitative, quantitative, and mixed methods (Saunders, Lewis, & Thornhill, 2015). The quantitative method is appropriate when the researcher's intent is to examine the relationship between variables, predict outcomes, or seek cause and affect relationships in an attempt to generalize to a broader population (Saunders et al., 2015). The quantitative method was appropriate because I sought to predict the likelihood of employees reporting their intent to leave. The qualitative method is appropriate when the researcher seeks to answer how and why questions and use narrative input as the primary data collection source (Yin, 2015). The qualitative method was not appropriate, as I did not address how or why questions. Also, I used numerical and not narrative data as the chief data type. Finally, researchers use mixed methods to examine a problem or phenomenon from a quantitative and qualitative perspective (Saunders et al., 2015). The mixed method was not appropriate; I did not have a qualitative component to this study.

The research design constitutes the blueprint for collection, measurement, and analysis of data (Cooper & Schindler, 2014). I considered two basic designs for this study: correlational and causal comparative. The correlational design is appropriate when the researcher seeks to examine relationships between variables or predict an outcome. The correlational design was appropriate, as I was predicting the likelihood of participants reporting intent to leave the organization. Researchers use causal comparative designs to compare group mean differences on a selected outcome variable (Cooper & Schindler, 2014). The causal comparative design was not appropriate for this study, as I did not compare any group means.

Research Question

What is the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave?

Hypotheses

Null Hypothesis (H_0): There is no likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave.

Alternative Hypothesis (H_1): There is a likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave.

Theoretical Framework

Herzberg, a pioneer in motivation theory, postulated a two-factor model of work motivation based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work, while another separate set of job characteristics leads to dissatisfaction at work (Herzberg, Mausner, & Synderman, 1959). Herzberg coined job satisfying characteristics and job dissatisfying characteristics as motivators and hygiene factors, respectively (Damiji, Levnajic, Skrt, & Suklan, 2015). Motivators (e.g., challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) give positive satisfaction, arising from intrinsic conditions of the job itself (Damiji et al., 2015). Conversely, lack of hygiene factors (e.g., status, supervisory practices, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) lead to dissatisfaction, resulting from extrinsic conditions of the job itself (Damiji et al., 2015). As applied to this study, employee perceptions of work experience represent intrinsic job motivators. Employee perceptions of leadership practices and supervisor relationships with employees represent extrinsic job motivators. I would expect the predictor variables to significantly distinguish between the likelihood of respondents reporting their intent to leave or not leave their organization. The tenability of this expectation is based on findings of Voigt (2015) who found a significant relationship between extrinsic motivators and employee intent to leave. Likewise, Chomal and Baruah (2014) found intrinsic motivators significantly reduce employees' intent to leave. The literature review will expand on the extant literature regarding

Herzberg's two-factor model of work motivation. Figure 1 is a graphical depiction of Herzberg's two-factor model as it pertains to predicting employee intent to leave.

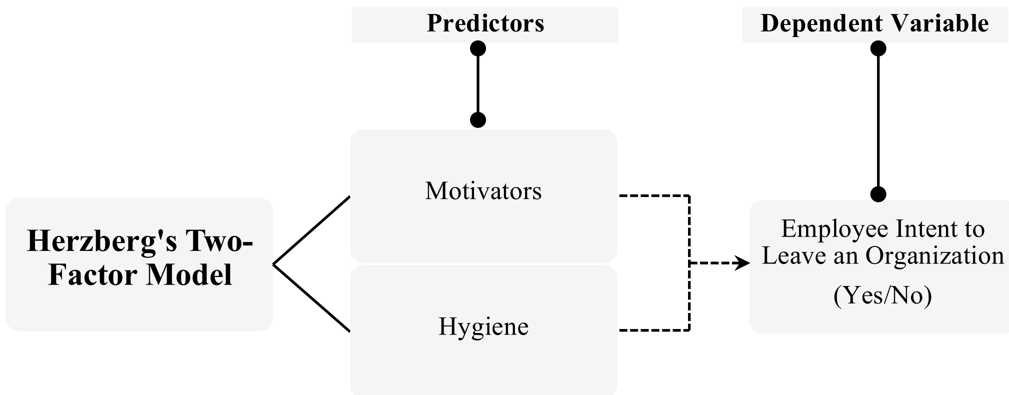

Figure 1. Graphical depiction of Herzberg's two-factor model.

Operational Definitions

Extrinsic job satisfaction factors: Hygiene factors such as status, supervisory practices, job security, salary, work conditions, good pay, and vacations that when missing can influence employee dissatisfaction, resulting from extrinsic conditions of the job itself (Damiji et al., 2015).

Hygiene factors: Extrinsic factors that function to prevent job dissatisfaction for employees include working conditions, salary, supportive supervisors, status, and interpersonal relations (Damiji et al., 2015).

Intent to leave: Intent to leave is defined as consideration to leave a current federal agency job within the next year to take another job outside the federal government (Office of Personnel Management, 2015).

Intrinsic job satisfaction factors: Motivator factors such as challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, and sense of importance to an organization that give positive satisfaction, arising from intrinsic conditions of the job itself (Damiji et al., 2015).

Job satisfaction: A blend of internal and external job characteristics that influence positive employee attitude and behaviors about the job (Herzberg et al., 1959).

Motivator factors: Intrinsic factors that impact workers' performance and job satisfaction, such as recognition, achievement, job interest, promotion potential, and growth (Sankar, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are information about the study that researchers deem to be true, yet no verification process exists to confirm it (Waller, Hockin, & Smith, 2017). Conducting a research study with no assumptions is difficult for scholars (Foss & Hallberg, 2013). The first assumption was that each participant took the time to answer the survey honestly and according to personal experiences. The second assumption was that participants were not influenced by outside stressors to respond to the questions in a misleading way.

Limitations

Limitations are factors beyond the researcher's control that create weaknesses within the study (Horga, Kaur, & Peterson, 2014). There were two limitations for this study. The first limitation of the study was the inherent weakness of the correlational design. Correlation neither equals nor assesses cause and effect, nor causation (Altman

& Krzywinski, 2015). By using a correlational design, the researcher demonstrates the interaction of variables, yet cannot infer that one causes the other.

The second limitation of the study involved the use of archival data, which entailed its own set of constraints, as I had no control over the data collection process. The use of archival data can pose several limitations to a research study (Gracy, 2015). First, curators of archival data exercise a process known as selective deposit, in which individuals make determinations about which records to keep (Huc-Hephner, 2015). Such practices increase the chance of bias in the archives and have significant implications for researchers' ability to study business problems. Second, scholars cannot use the data to address specific key issues in their research (Cotteleer & Wan, 2016). Third, researchers cannot use archival data to conclude causal relations. Fourth, when using archival data, the examiner neither controls nor manipulates the variables found in the records.

Delimitations

Delimitations are characteristics in a study that the researcher controls to determine the parameters or bounds of the study (Lo, 2016). The 2015 Federal Employee Viewpoint Survey (FEVS) includes a population comprised of federal government employees, including full-time, part-time, permanent, and non-seasonal employees (OPM, 2015). Furthermore, staff members are from 82 agencies (37 large agencies and 45 small or independent agencies), which make up 97% of the executive branch workforce (OPM, 2015). This study was delimited to employees of federal government agencies in the United States, which could potentially restrict the generalizability of the results. The results of the study might not apply to employees of state and local government agencies or federal workers in countries outside of the United States.

Significance of the Study

Employers can use the predictive model to assess employees' intent to leave the organization. Significant predictors can become the focus of leadership initiatives to reduce employees' intent to leave. The implications of this study for positive social change include the opportunity for HR professionals and organizational leaders to gain an understanding of employee intent to leave, its impact on the workplace, and the potential to contribute to higher employment levels. Organizational leaders can gain knowledge of the potential antecedents of employee turnover, which could empower them to develop employee motivation programs to reduce employees' intent to leave organizations.

A Review of the Professional and Academic Literature

Employee intent to leave has significant implications for organizations. Intent to leave is often a catalyst for employee turnover (You & Conley, 2015); therefore, understanding the factors that influence employees' intent to leave is vital for organizational leaders (Trevor & Brown, 2014). Investigating how different variables impact staff members enables scholars and practitioners to design and implement effective approaches to address intent to leave. The purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The research question was: What is the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave? The null hypothesis was there is no likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The alternative hypothesis was there is a likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave.

To conduct the literature review, I used the following databases: Academic Search Complete, ABI/Inform Collection, Business Source Complete (BSC), Emerald Insight, and ProQuest Central. Additionally, I used the Google Scholar search engine. I used the following keywords and phrases when searching: *intent to leave*, *hygiene factors*, *motivator factors*, *motivation*, *intrinsic motivators*, *extrinsic motivators*, *Herzberg's two-factor theory*, *job satisfaction*, and *turnover intentions*. References with a publication date 2014 or later represent 86% of the total sources (see Table 1).

Table 1

Summary of Sources in Literature Review

Reference Type	Count	Percentage
Peer-Reviewed Journals within 5 years of 2018	125	86%
Peer-Reviewed Journals more than 5 years of 2018	16	11%
Books within 5 years of 2018	1	1%
Books more than 5 years of 2018	4	2%
Total	146	100%

The literature review comprises various topics, including the theoretical framework, the constructs of the two-factor theory, and rival theories. The literature review also includes analysis and synthesis of literature about the independent variables: employee perceptions of work experience (intrinsic), employee perceptions of leadership practices (extrinsic), and employee perceptions of the relationship with supervisors (extrinsic). Additionally, I reviewed the literature about the dependent variable (employee intent to leave) and job satisfaction. I discussed appropriate tools to measure the constructs of the study and the methodologies relevant to the dependent variable. Finally, the end of the section includes a synopsis of the details and a transition to the next section.

Application to the Applied Business Problem

The purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The null hypothesis was there is no likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The alternative hypothesis was there is a likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The targeted population comprised employees of federal government agencies in the United States. The implications of this study for positive social change include the opportunity for HR professionals and organizational leaders to gain an understanding of employee intent to leave, its impact on the workplace, and the potential to contribute to higher employment levels.

Herzberg's Two-Factor Theory

Herzberg established a theory to describe sources of job satisfaction and dissatisfaction among employees. Herzberg et al. (1959) conducted a study in Pittsburgh using 200 engineers and accountants to explore the factors that contributed to employee job satisfaction and motivation. Herzberg wanted to understand the factors that motivate employees to perform. Herzberg, a pioneer in motivation theory, postulated a two-factor model of work motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work, while another and separate set of job characteristics leads to dissatisfaction at work (Herzberg et al., 1959). Herzberg coined job satisfying characteristics and job dissatisfying characteristics as motivators and hygiene factors, respectively (Damiji et al., 2015).

Motivators (e.g., challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) give positive satisfaction, arising from intrinsic conditions of the job itself (Damiji et al., 2015). To effectively motivate employees, managers must invest the time to discover and understand what drives staff members. Motivation is the process of influencing individuals to behave in a manner to achieve particular outcomes or objectives (Baumeister, 2016). Workers are motivated intrinsically or extrinsically and are therefore stimulated to perform a specific behavior or act for rewards or satisfaction.

Like motivators, hygiene factors impact employee satisfaction, but differently. Lack of hygiene factors (e.g., status, supervisory practices, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) lead to dissatisfaction resulting from extrinsic conditions of the job itself (Damiji et al., 2015). Employees may be unhappy with conditions of doing the job, yet enjoy the work. Satisfaction and dissatisfaction are not merely opposites; hence, an employee's satisfaction is independent of the level of dissatisfaction (Chen, Lu, Gupta, & Xiaolin, 2014). Meeting the hygiene needs of staff is a tool to avoid dissatisfaction and weak job performance in the workplace, as is implementing supervisor training to enhance relationships between managers and employees (Herzberg et al., 1959). Taking the necessary steps to improve motivation is crucial for employers.

Since Herzberg's introduction of the two-factor theory, scholars have tested the model to investigate the relevance of each factor in different contexts such as industry, culture, and gender. Sankar (2015) examined the impact of hygiene factors on employee retention and job satisfaction in the paper industry and found that there is a positive relationship between hygiene factors, job satisfaction, and employee retention. Alternatively, Fareed and Jan (2016) assessed the influence of extrinsic and intrinsic factors on bank employees in Khyber Pakhtunkhwa, Pakistan and found that hygiene factors have a significant impact on job satisfaction. Conversely, Fareed and Jan found Herzberg's motivators have no significant impact on job satisfaction.

Ultimately, various factors influence why employees rate the importance of particular extrinsic and intrinsic factors differently. For instance, Issa Eid (2016) examined which motivation-hygiene factors have the most significant influence on employee job satisfaction in Romania and found that the work itself was the most influential factor, whereas salary has the least impact. Additionally, Issa Eid performed a *t* test to identify existing differences between men and women regarding job satisfaction and revealed that while gender has no impact on overall job satisfaction, significant differences exist when using salary as a motivator. Issa Eid found that men are more likely to express more concern with pay than women. Herzberg developed a model to prove that motivation is a significant factor in employee performance and job satisfaction, yet for various reasons, the impact may vary slightly or significantly from one person to another.

As a hygiene factor, salary can have a significant impact on employee job satisfaction, employee retention, and organizational commitment and work performance. Herzberg et al. (1959) posited that pay has no considerable influence on employee job satisfaction, and in fact is more of a job dissatisfier than job satisfier. Conversely, organizations have dedicated departments that work to determine pay structures to acquire and retain talent under the premise that competitive compensation is a major advantage. Sarmad, Ajmal, Shamim, Saleh, and Malik (2016) investigated the impact of compensation on employee retention and found that remuneration positively affects motivation and employee retention. Kalhoro, Jhatial, and Khokhar (2017) examined the impact of intrinsic and extrinsic motivation on organizational commitment and work performance of bank employees and found that while implementing hygiene factors improves employee performance, a balance of motivator factors must also exist.

Investigating the impact of hygiene-motivator factors in the workplace helps researchers understand the importance of incorporating organizational programs to drive employee motivation.

Intrinsic motivators. Different types of motivation have varying impacts on individuals. With intrinsic motivation, individuals are driven by internal rewards. Motivation plays a significant role in human behavior and performance, which affects organizational performance (Buble, Juras, & Matic, 2014). Each employee has a different reason for deciding to excel at work. Intrinsic motivators are factors that positively impact workers, leading to high job performance (Thibodeaux, Labat, Lee, & Labat, 2015). Intrinsic motivators include achievement, recognition, the work itself, responsibility, and advancement and growth (Ahmed, Taskin, Pauleen, & Parker, 2017). Employees will have varying responses to each factor depending on personal situations and attributes. Organizational leaders employ intrinsic motivators for achieving goals, providing significant motivation, and increasing performance and performance management (Snelgar, Shelton, & Giesser, 2017). When managers effectively influence employee motivation, the agency also benefits. Understanding what motivates employees enables managers to customize and develop plans of motivation to help drive employee performance and organizational success.

Intrinsic motivation comes from within; therefore, managers must invest the time to learn which factors impact employees. Herzberg et al. (1959) posited that extrinsic motivators are the dissatisfying features of the position, whereas intrinsic motivators positively influence behavior, attitude, and a strong work ethic even during challenging times at work. When employees are more satisfied at work, they are more likely to overcome difficulties on the job and ultimately stay with the organization.

Encouraging employee intrinsic motivation can reduce intent to leave, which is essential in organizations regardless of the sector, generational differences of employees, or industry. Kim (2015) investigated the relationship between intrinsic motivation and intent to leave and found that intrinsic motivation positively impacts employee intent to leave in the public sector. Kultalahti and Viitala (2014) used the method of empathy-based stories (MEBS), an innovative qualitative approach, to determine which motivational factors influence a positive work experience for millennials, also known as Generation Y. With MEBS, participants provide researchers with written qualitative data regarding specific scenarios, instead of face-to-face interviews, to prevent the tension and discomfort respondents sometimes experience with face-to-face meetings (Kultalahti & Viitala, 2014). Intrinsic and extrinsic factors positively influence work experience for millennials (Kultalahti & Viitala, 2014). Individuals of different generations may view intrinsic and extrinsic motivators differently, just as employees from various industries place different values on motivating factors. Hofmans, De Gieter, and Pepermans (2013) examined the relationship between employees' satisfaction with job rewards, industry, job satisfaction, and intent to leave. The authors used a population inclusive of individuals from several industries, including healthcare, marketing, and education and found that intrinsic and extrinsic motivators positively affect employee job satisfaction (Hofmans et al., 2013). Organizational leaders can also influence employees' intrinsic motivation by appealing to staff members' need for achievement.

Achievements. Feeling a sense of accomplishment at work is a positive experience for most individuals. In the workplace, employee achievement significantly influences job satisfaction (Hur, 2017). Employers should consider implementing programs to facilitate staff accomplishments. For example, organizational leaders can employ training and development programs to improve the knowledge and skill of associates, which is vital for increasing performance and job satisfaction (Terera & Ngirande, 2014). Staff members that are well-trained have the skillset to make significant contributions to the organization while also feeling more empowered. Employee job satisfaction increases when workers feel a sense of achievement and accomplishment, which positively impacts employee retention and organizational commitment (Weisberg & Dent, 2016). Although achievement is an intrinsic motivator for staff, leaders can use training opportunities to support employees and positively impact job satisfaction. Employees gain a sense of achievement from within; however, managers can use recognition and awards to motivate staff.

Recognition. Employers can use recognition as a way to show appreciation to staff members. Leaders demonstrate positive recognition when commending employees or giving rewards, whereas behaviors such as condemning or criticizing workers entail negative recognition (Alshmemri, Shahwan-Akl, & Maude, 2017). Employees want to feel appreciated by leaders, not abused. Zameer, Ali, Nisar, and Amir (2014) agreed with Herzberg that motivation factors such as achievement, recognition, the work itself, responsibility, and advancement influence job satisfaction. Each variable has a different impact on individuals. Hence, Jansen and Samuel (2014) found that amongst all of the motivator factors, employees often mentioned recognition and achievement as a preferential pair. Recognizing employees for a job well-done is a strategic way for employers to increase job satisfaction.

Employee recognition, which comprises varying degrees of monetary values, has a different influence on individual workers. Showing team members appreciation through recognition is a compelling yet cost-effective way for supervisors to encourage high performance and organizational commitment (Shonubi, Abdullah, Hashim, & Ab Hamid, 2016). A manager spending large amounts of money is not a prerequisite for recognizing employees. However, the failure to acknowledge employee efforts in the workplace can lead to job dissatisfaction and turnover (Vijayakumar & Saxena, 2015). Preventing turnover has a positive impact on organizational capital, while recognition has little to no cost at all. Employees appreciate even small gestures of recognition, such as verbal gratitude and short letters from leaders or managers, which influences job satisfaction (Knight & Kleiner, 2015). Although writing a note requires little energy or costs from managers, recognizing the employee has a significant impact. Ultimately, employee recognition positively influences staff, in addition to the satisfaction of the work itself.

Work itself. Employees exhibit different attitudes about work tasks and responsibilities. Herzberg et al. (1959) described the work itself intrinsic factor as the feelings workers relate to performing certain aspects of the job. For example, staff might feel a sense of enjoyment or even fulfillment when helping customers or completing work-related tasks. Adegoke, Atiyaye, Abubakar, Auta, and Aboda (2015) investigated causes of employee intent to leave for midwives in Nigeria and found that staff that enjoyed the work itself and helping patients were less likely to express intent to leave. Employees gaining satisfaction from completing the everyday responsibilities of a profession is important. Contrarily, Holmberg, Caro, and Sobis (2017) studied how the hygiene and motivator factors of Herzberg's theory influence job satisfaction amongst mental health nurses in Sweden. While nurses considered the work itself to be gratifying, the high demand, stress, and heavy workload of the job negatively influences employee intent to leave (Holmberg et al., 2017). Understanding how different aspects of a job influence job satisfaction enables managers to design positions in such a way that attracts workers, increases job satisfaction, and reduces intent to leave. In addition to enjoying the work itself, responsibilities of the job are also factors that impact job satisfaction.

Responsibility. Knowledge of the impact of responsibility on employee job satisfaction is necessary for leaders. The features of job responsibility include self-scheduling to meet the needs of the client, ability to connect with customers freely, free will to manage the tools essential to complete the job, and visibility amongst clients as a recognizable participant in a process (Herzberg et al., 1959). Managers set expectations for employees to achieve; therefore, providing autonomy for staff for performing well is critical. Supervisors are responsible for aligning employee goals with organizational objectives, and thus have the burden of ensuring associates have the appropriate tools, training, and access to complete job duties (Jansen & Samuel, 2014). When employees have the power and confidence to contact customers to gather or convey information without having to seek permission from managers gives employees the freedom to effectively and efficiently carry out employment responsibilities. Staff members' communication with organizational clients positively impacts the formation of business relationships, which improves employees' abilities to achieve goals and increases job satisfaction (Pilarta, 2015). An increase in responsibilities for workers can motivate employees intrinsically, by inducing feelings of fulfillment, which influences job satisfaction. Advancement also impacts job satisfaction.

Advancement and growth. Managers can partner with direct reports to create a career development plan to prepare employees for advancement opportunities. Supervisors should provide workers with training to influence employee job satisfaction, retention and turnover, and organizational performance (McPhail, Patiar, Herington, Creed, & Davidson, 2015). Team members must learn the skills necessary to be successful. Cloutier, Felusiak, Hill, and Pemberton-Jones (2015) explored strategies that organizational leaders can employ to increase employee job satisfaction and retention and found that offering employee development and training programs improve employee retention and job satisfaction, and reduces voluntary turnover (Cloutier et al., 2015). The organization and the employee benefits when team members receive the knowledge and skills to advance. Incorporating training and development is an effective way to prepare staff for career advancement and maintain consistency in the organizational culture (Wilson, 2015). Leaders are responsible for assessing employee performance to identify which workers to prepare for jobs in management, leadership, and other vital roles (Chullen, Adeyemi-Bello, & Xi, 2015). Managers can use succession planning to prepare employees for career growth opportunities to influence job satisfaction.

Managers and HR professionals can coordinate advancement opportunities for employees, which positively influences job satisfaction. Succession planning is an organizational tool leaders use to encourage employee engagement and improve performance (Ibidunni, Osibanjo, Adeniji, Salau, & Falola, 2016). The opportunity for employee advancement can positively impact employee job satisfaction and increase organizational commitment (Park, Tseng, & Kim, 2015). Managers and HR professionals should create a clear plan for each step in the process for employees, beginning with recruitment and hiring strategies, to using succession planning, to training and development to engage, motivate, and retain staff (Ibidunni et al., 2016). Agency leaders must use strategic hiring practices to employ the best and highly qualified candidates for job positions and use succession planning as a tool to prepare employees for leadership and key roles (Mosala-Bryant & Hoskins, 2017). Organizational leaders and HR professionals can implement strategies that involve creating a diverse workforce, promoting succession planning, and training and development programs to increase organizational competitive advantage (Chullen et al., 2015). Preparing employees for advancement opportunities is vital for leadership, as training employees positively impact organizational performance and job satisfaction.

According to Herzberg et al. (1959), intrinsic factors (e.g., achievement, recognition, the work itself, responsibility, and advancement and growth) influence employee job satisfaction. However, intrinsic motivators have varying affects on staff; therefore, managers must interact with employees to understand the influence on each person. Furthermore, leaders are responsible for ensuring that employees receive the appropriate training and development to prepare for advancement (Mosala-Bryant & Hoskins, 2017). Like intrinsic motivators, extrinsic motivators influence employees differently and ultimately affect job satisfaction.

Extrinsic motivators. Countless motivating factors contribute to the decisions individuals make while on the job. While intrinsic motivation comes from within, employers can drive extrinsic motivation using bonuses, pay increases, and incentives to encourage staff (Joshi & Bisht, 2016). Leaders have the responsibility of learning the motivating factors of employees and using this knowledge to impact staff motivation. As posited by Herzberg et al. (1959), hygiene factors influence employee job satisfaction and include company policy, supervision, interpersonal relationships, working conditions, salary, job security, status, and personal life. Furthermore, Herzberg et al. posited that while hygiene factors are not satisfiers, a lack of each factor could increase employee job dissatisfaction. Like with intrinsic motivators, each staff member places a different value on hygiene factors. Mafini and Dlodlo (2014) examined the relationship between extrinsic motivation, job satisfaction, and life satisfaction amongst employees in a public organization in South Africa and found that salary, supervision, life satisfaction, and teamwork positively influence job satisfaction (Mafini & Dlodlo, 2014). Sources of motivation vary by employee, which changes the influence of different motivators on each staff member. Company policies are crucial for organizations and can play a role in employee job satisfaction.

Company policy. Numerous variations of company policies exist in organizations, which can influence employees' attitudes, job satisfaction, performance, and motivation.

Herzberg et al. (1959) posited that of all of the extrinsic factors, company policy has the worst impact as it relates to influencing negative attitudes amongst workers. Employees sometimes feel that organizations have policies that stifle career growth, such as giving job preference to individuals with college degrees (Herzberg et al., 1959). The perception of having a fair chance for promotion and advancement is important to employees. Similarly, Muslim, Dean, and Cohen (2016) found that company policies have a negative impact on employee motivation and intent to leave for workers of an electricity provider in Malaysia. Agency leaders must be aware of not only which policies are put into practice, but also, how the policies impact workers. Rusu and Avasilcai (2014) examined the relationship between organizational climate and Herzberg's intrinsic and extrinsic motivators. The authors surveyed employees and managers of manufacturing firms in Romania and found that company policies have the least influence on employee motivation (Rusu & Avasilcai, 2014). Creating organizational strategies that comprise of the factors that positively impact employee is vital for managers. Overall, the influence of company policies on employees can vary due to culture and industry, as can supervision.

Supervision. When investigating the influence of supervision on employee job satisfaction and motivation, different outcomes arise due to managers' behavior, employee culture, and even country development. Herzberg et al. (1959) connected supervision to employees' perspectives about their relationships with supervisors. In other words, managers' behavior influences how team members feel about supervision. Ozguner and Ozguner (2014) found that hygiene factors such as supervision influence negative feelings about the job. Unsupportive managers have an adverse effect on employee job satisfaction. Supervision entails the abilities and impartiality that leaders demonstrate, including teaching staff and delegating responsibilities (Alshmemri et al., 2017). Ultimately, poor management reduces job satisfaction amongst workers (Alshmemri et al., 2017). Effective supervisors encourage employees' growth and development. Other factors such as culture and economic status also impact employees' perception of supervision.

Culture and economic development play a role in how staff view and respond to supervision. Matei and Abrudan (2016) conducted a mixed-methods study, using archival data, focus groups, and surveys to assess the validity of Herzberg's two-factor theory on Romanian culture. However, the researchers found that the theory is not appropriate for the cultural context of Romania, because of the considerable power distance that exists in the country, which is an implication of the reliance on strength and power as a motivator (Matei & Abrudan, 2016). Due to the culture, employees in Romania fundamentally view supervision as a motivator and not a hygiene factor. Cultural values influence how employees perceive and interpret situations, which can positively or negatively impact behavior and motivation (Kim, Kim, Shin, & Kim, 2015). When individuals are taught to behave a certain way or place more or less value on different factors, features, or objects, they will likely demonstrate learned reactions or responses. Alternatively, Alfayad and Arif (2017) found that for employees in one of the largest organizations in a developing country like Jordan, supportive supervision and having a voice has a positive influence on job satisfaction, which reduces intent to leave.

Employees want to feel as though their opinions matter. Overall, managers must be aware of how leaderships' behavior, employee culture, interpersonal relationships, and country structure impact employee job satisfaction and motivation and utilize the information to encourage positive experiences for workers.

Interpersonal relationships. Interpersonal relationships influence employee dissatisfaction, job satisfaction, and intent to leave. Herzberg et al. (1959) categorized interpersonal relationships, more specifically between managers, direct reports, and colleagues as a hygiene factor, which does not cause satisfaction but instead results in no dissatisfaction and short-term motivation for employees. Contrarily, Holmberg et al. (2017) found that interpersonal relationships are a motivation factor, not hygiene factor, for psychiatric nurses, because good relationships with patients, colleagues, and managers promote employee job satisfaction. Furthermore, Holmberg et al. posited that interpersonal relationships, with the inclusion of effective communication with colleagues, reduce intent to leave for psychiatric nurses, as numerous respondents revealed going to work because of co-workers. Having a good support system at work helps employees overcome stressful situations on the job. Focusing on creating effective interpersonal relationships can increase job satisfaction amongst employees (Raziq & Maulabakhsh, 2015). Employees need to be able to vent to individuals that can relate to their experiences, and receive insight and feedback on how to move forward. Like interpersonal relationships, working conditions impact employee job satisfaction.

Working conditions. Different characteristics of working conditions can impact associates' job satisfaction from a physical and psychological aspect. Herzberg et al.

(1959) defined working conditions as the physical surroundings and environment, workload, location, air, and equipment available for a job. Employees may have different experiences with working conditions as applicable to the industry and organization. Raziq and Maulabakhsh (2015) investigated how the work environment impacts job satisfaction for employees working in different industries, including education, banking, and telecommunications in Quetta, Pakistan. The authors found that organizational leaders can improve employee productivity, commitment, and job satisfaction by providing comfortable working conditions (Raziq & Maulabakhsh, 2015). In short, working conditions influence the comfort and ability of employees while at work.

Dikmen, Yıldırım, Yıldırım, and Ozbash (2017) examined how demographics of individuals (e.g., gender, age, status, education, and marital status) influence employee perceptions of intrinsic and extrinsic motivational factors of police officers in Bursa, Turkey. Dikmen et al. found that physical and psychological working conditions, such as physical safety, cleanliness of the facility, and challenges with parking reduce job satisfaction for police officers. Organizational leaders must understand how working conditions impact employees and use the information to create an effective and efficient environment for staff. Jayaweera (2015) examined the relationship between environmental work factors and job performance and motivation for hotel staff in England. Jayaweera posited that hotel workers contend with extreme working conditions (e.g., heat, humidity, noise, smell, light, and dust) and found that an undesirable physical work environment negatively impacts job performance and that work motivation mediates the relationship between working conditions and job performance. Agency leaders are responsible for ensuring a safe and comfortable work environment for staff to help improve employee job performance and motivation. Additionally, utilizing salary to influence employee job satisfaction is an existing organizational strategy.

Salary. Organizations pay employees salary and other forms of compensation, which influences workers differently. Herzberg et al. (1959) rejected the notion that salary is the most significant source of job satisfaction for employees. Countless motivating factors contribute to the decisions employees make to perform at work, not just pay. Ghaffari, Shah, Burgoyne, Nazri, and Salleh (2017) investigated the relationship between motivation and job performance and to identify the leading motivational factor that influences employees' job performance amongst non-academic employees at a university in Malaysia. The researchers found that while salary, fringe benefits (e.g., life insurance, health insurance, pension, vacation, holidays, and sick leave), supervision, promotion, responsibility, and training all positively influence job performance, responsibility had the most significant positive impact on job performance (Ghaffari et al., 2017). Understanding what drives employees can help HR professionals and organizational leaders create relevant compensation strategies.

Khan, Abbas, and Zaki (2017) assessed the relationship between incentive systems, namely salary and fringe benefits (e.g., bonus pay, profit sharing, stock incentives, retirement incentives, vacation incentives, and prizes), and employee performance in the telecommunications sector of Pakistan. The researchers found that incentive systems, especially salary-based incentives, have a positive impact on employees' performance (Khan et al., 2017). While the opportunity for an increase in pay is a strong motivator for some employees, employment in the public or private sector might also play a role. For example, Khan et al. found that employees are more likely to leave the public sector and go to the private sector where workers have a better chance of at promotional opportunities and a higher salary. HR professionals can conduct a market analysis to compare the organization's compensation structure to competitors' incentives to use pay as a factor to enhance their employees' performance. Like salary, job security is a critical factor employers use to influence employee job satisfaction and performance.

Job security. Employees respond differently to each of the hygiene and motivation factors, yet job security has a more consistent influence. Job security comprises situations in which employees feel a sense of stability as it relates to continuous employment (Herzberg et al., 1959). Working for an organization or in an industry in which employment is uncertain threatens the job security of staff. Rusu and Avasilcai (2014) found that out of all of Herzberg's intrinsic and extrinsic motivators, job security has the most significant impact on employee motivation. Not having a steady stream of income can be worrisome for individuals. Similarly, Raza, Akhtar, Husnain, and Akhtar (2015) found that for employees in various organizations in Pakistan, job security positively influences employee job satisfaction, commitment, and loyalty and reduces intent to leave. Without job security, living a stable life can become a major challenge for employees. Purohit and Bandyopadhyay (2014) investigated which of the constructs of Herzberg's two-factor theory had the most significant influence on the motivation of government doctors in India. The authors found that of all the intrinsic and extrinsic factors, job security has a positive influence and the most significant impact on the employees' motivation (Purohit & Bandyopadhyay, 2014). The significant importance of job security amongst employees is consistent.

Status. Individuals react differently to how others perceive them. Herzberg et al. (1959) posited that status refers to perks, advantages, disadvantages, and positive and negative perceptions that workers associated with a job, which influences employee job satisfaction. Staff members earn coveted freedoms and benefits because of a position or job title, such as a company car (Herzberg et al., 1959). Contrarily, other employees are looked down upon because of stigmas the public associates with industries, which is the experience of some mental health nurses (Holmberg et al., 2017). Society views particular sectors and positions as less reputable; therefore, employees in the field are not as respected. Fareed and Jan (2016) found that for banking officers in Khyber Pakhtunkhwa, Pakistan social status significantly increases job satisfaction. Earning more respect or power due to having a particular job can be meaningful to individuals. Employees place differing levels of value on various hygiene factors. Ultimately, knowing what drives employee job satisfaction and motivation is essential for organizational leaders.

Herzberg's two-factor theory continues to be relevant to organizational research. Employees are influenced in different ways by intrinsic and extrinsic motivators, and Herzberg et al. (1959) established a foundation upon which scholars and practitioners can build knowledge and insight about employee motivation and satisfaction. Managers can appeal to employees' hygiene and motivator factors as a way to influence job performance, increase overall organizational performance, and reduce employee intent to leave (Kosi, Sulemana, Boateng, & Mensah, 2015). Employees have varying responses to each of the factors of Herzberg's two-factor theory, which contribute to the choices individuals make in different situations (Kalhoro et al., 2017). For example, rewards might be an effective motivator for some employees, while interpersonal relationships have a more significant influence on other staff members. Managers can assess employees individually to determine what is needed to help influence motivation and job satisfaction to determine the best approach to provide additional inspiration for staff and create an extra boost in performance.

Job Satisfaction

Job satisfaction is a frequent topic of study in organizational research. Job satisfaction is the culmination of how employees feel about their jobs and includes satisfaction and dissatisfaction (Herzberg et al., 1959). Individuals experience various factors that influence like or dislike of an employment position. Intrinsic and extrinsic motivators contribute to employee job satisfaction, which improves an associate's performance, and the overall organizational performance (Zheng, Faubion, Talley, & Lankford, 2017). Satisfaction with different areas of a job positively influences employees. Job satisfaction is a reliable predictor of intent to leave (Fabi, Lacoursière, & Raymond, 2015). Therefore, understanding what impacts job satisfaction for employees can help managers create appropriate strategies to reduce turnover intent. Countless factors contribute to job satisfaction for employees and the decision to stay with or leave an organization, so leaders must learn which factors are most influential.

The impact of job satisfaction on employee intent to leave is a key topic in organizational research. Lu, Lu, Gursoy, and Neale (2016) examined how staff members' employment titles impact employee engagement, job satisfaction, and turnover intentions. The researchers collected data from 638 line-level employees and supervisors of 29 mid to upscale hotels in the United States and found that supervisors have significantly higher work engagement and lower turnover intentions than line-level employees, yet there is no difference in job satisfaction (Lu et al., 2016). Additionally, the researchers found that an individual's employment title moderates the relationship between employee engagement and job satisfaction, and between organizational commitment and turnover intentions (Lu et al., 2016). Understanding the impact of job satisfaction on employee intent to leave is valuable for organizational leaders.

Li, Lee, Mitchell, Hom, and Griffeth (2016) conducted a study to identify how the proximal withdrawal states (PWS), or psychological attitudes, employees have before or during intent to leave impacts intent to leave or actual turnover. The four types of PWS include (a) enthusiastic stayers, or employees that want to stay and are able to do so, (b) reluctant stayers, or employees that want to leave but cannot, so they must stay, (c) enthusiastic leavers, or employees who would like to leave and can do so, and (d) reluctant leavers, or employees who want to stay but must leave (Li et al., 2016). Li et al. found that employee job satisfaction and job embeddedness are strong predictors of intent to leave and job search behavior for enthusiastic stayers and leavers, but are weak predictors for reluctant stayers and leavers. Staff members are impacted differently by factors that influence job satisfaction and intent to leave, and variables such as generational characteristics play a role.

Multigenerational workers often have different motivations, expectations, and factors that affect job satisfaction. Generation Y (Gen Y), also known as millennials, includes individuals born between 1982 and 2000 (Kultalahti & Viitala, 2014). Millennials comprise one fourth of the population and will continue to have an increased presence in the workforce (Kultalahti & Viitala, 2014). Developing knowledge and insight about which factors influence employee job satisfaction amongst Gen Y staff is necessary for ageny leaders.

Millennials have varying perspectives on employee job satisfaction. Campione (2014) found that differences in supervisors' and employees' demographics (e.g., race, gender, and age) negatively impact millennials' job satisfaction. Managers can use such insight to understand the importance of focusing on building relationships with Gen Y staff members. Kong, Wang, and Fu (2015) found that supervisors must appeal to extrinsic and intrinsic motivational factors of millennials, specifically career growth opportunities, to influence employee job satisfaction, whereas employees from older generations place more value on status and stability. Workers have different goals and expectations, and leaders must learn which factors are most important to each employee. Alternatively, Laird, Harvey, and Lancaster (2015) examined the influence of entitlement and tenure on employee job satisfaction for Gen Y workers and found that individuals with a sense of entitlement display lower job satisfaction than employees who do not feel a sense of entitlement. Furthermore, all respondents reported higher job satisfaction during lower job tenure (Laird et al., 2015). By adapting to the work expectations of millennials, organizational leaders can attract, motivate, and retain Gen Y workers. Understanding the different factors that influence a positive or negative perception of an employee's job can help organizational leaders implement strategies to increase job satisfaction amongst multigenerational staff, as well as public service workers.

Determining which factors influence job satisfaction for civil servants is a recurring topic. The purpose of employees that work in the public sector is to support the community, yet they often receive less money than their private sector counterparts, which impacts employee job satisfaction and influences turnover intentions (Kim & Park, 2014). Agency leaders can use data from researchers that have investigated the factors that influence job satisfaction for civil workers, and implement programs to make improvements for employees. Ezeh and Olawale (2017) examined the relationship between job satisfaction, pay satisfaction, gender, and turnover intention among federal civil servants in Nigeria. While pay satisfaction had no significant influence on turnover intention, and job dissatisfaction had no significant correlation to turnover intention, yet more female respondents expressed the intent to leave their current jobs than male respondents (Ezeh & Olawale, 2017). Like private sector employees, different variables influence employees' levels of job satisfaction, including gender. Leider, Harper, Shon, Sellers, and Castrucci (2016) found that while public health workers in the United States experience high levels of job satisfaction, dissatisfaction with pay increases employee intent to leave. Understanding which factors are determinants of employee job satisfaction is vital for organizational leaders. Furthermore, employee job satisfaction and how staff members perceive a job or an organization influence various factors that impact intent to leave.

Rival Theories

While Frederick Herzberg has garnered support for the two-factor theory, scholars have also criticized the framework. Critics have argued that Herzberg's research methodology was ineffective and that the inconsistent use of terms nullifies the validity of the theory (Lo, Lin, & Hsu, 2016). Investigators (Graen, 1968; Schwab & Heneman III, 1970; Whitsett & Winslow, 1967) have conducted extensive research to support and refute the legitimacy of Herzberg's research. After analyzing numerous studies by several Herzberg critics, in which scholars attempted to dispel the theory, Bockman (1971) argued that many of the intellectuals failed to address or refer to pertinent details Herzberg highlighted. Critics (Ewen, Smith, Hulin, & Locke, 1966; Friedlander, 1963; Wernimont, Toren, & Kopell, 1970) omitted explanations offered by Herzberg to make their arguments seem valid. While most researchers (Saleh, 1964; Wernimont, 1966; Wolf, 1970) agree that employee motivation plays a significant role in the workplace, the impact of different variables on staff members is controversial. Additionally, several theories that rival Herzberg's two-factor theory exist.

McClelland's learned needs theory. McClelland's learned needs theory of motivation rivals Herzberg's two-factor theory. McClelland (1961) established the learned needs theory of motivation and posited that employees are motivated by achievement, affiliation, and power, which are learned motivators, whereas Herzberg et al. (1959) discussed the factors that influence employees' satisfaction or dissatisfaction with the job. Through interactions with staff, managers learn which factors have the most significant influence on team members. Employees are not equally motivated by each factor and will exhibit different characteristics depending on the dominant motivator (Valaei & Rezaei, 2016). When describing the components of the learned needs theory, (a) the need for affiliation is a longing to establish social relationships with colleagues, (b) the need for power is a longing to lead and influence others, and (c) the need for achievement stems from a yearning to take accountability, set goals, and receive substantial feedback (McClelland, 1961). While the learned needs theory contends with Herzberg's theory, several strengths and weaknesses exist.

As with all theoretical frameworks, the learned needs theory has points of strength and weakness. McClelland (1961) acknowledged that particular needs are stronger in different individuals, and ultimately, influence motivation and job satisfaction. The strengths of the theory include managers being able to use the theory to identify the motivators that significantly influence team members, thus creating the knowledge to understand better how to set goals, provide feedback, and motivate and reward employees (Pacesila, 2014). Additionally, leaders can pair employees with more appropriate jobs that better fit individual needs, and understand which types of employees have an impact on organizational performance (Liu & Wohlsdorf Arendt, 2016). Although McClelland's theory has components similar to Herzberg's two-factor theory, there are weaknesses in the theory.

The weaknesses of the learned needs theory influenced my decision not to examine the research problem using the theory. The first weakness is that McClelland argued that achievement, affiliation, and power, are subconscious attributes, meaning that employees may not be aware of their need for either (Ferreira, 2017). A lack of awareness means that measuring the need for each factor is nearly impossible. In some cases, the individual is unable to understand or articulate specific needs, which makes it challenging for the manager to recognize the needs of the employee. Second, the theory is irrelevant in the public sector, because government employees are motivated by stable employment and pay, rather than power (Chen & Hsieh, 2015). Likewise, Chen, Berman, and Wang (2017) found that middle managers in the public sector, specifically, are influenced by job security, interpersonal connections, and individual motivations. My focus was on employees in the public sector, therefore, McClelland's learned needs theory was not appropriate for my study. Like McClelland's learned needs theory, Maslow's hierarchy of needs theory rivals Herzberg's two-factor theory.

Maslow's hierarchy of needs theory. Herzberg, a psychologist, explained the two-factor theory of motivation as it relates to rewards and incentives (Herzberg et al., 1959), whereas Maslow (1943), also a psychologist, emphasized motivation as it relates to human needs and fulfillment. Scholars can utilize both theories to discuss encouraging employees, yet may prefer one over the other when involving particular variables. Maslow contended that humans have five different categories of needs that they must fulfill in sequential order, starting with (a) physiological, such as the need for food and sleep, (b) safety, including protection from physical harm, (c) love, including affection and belonging (d) esteem, consisting of a need for self-respect and a high perception of self, and (e) self-actualization, involving living to one's full potential. For example, before seeking love, individuals must first fulfill the physiological need for food before focusing on other needs. Maslow's hierarchy of needs theory entails strengths and weaknesses concerning my study.

Managers can use Maslow's contributions to the study of motivation to comprehend the needs of employees better and determine how to satisfy those needs (Ozguner & Ozguner, 2014). Like Herzberg, Maslow posited that employees must experience the fulfillment of different needs or else they become demotivated (Jansen & Samuel, 2014). Although both Herzberg and Maslow focused on motivation and job satisfaction, empirically supporting Maslow's hierarchy of needs theory is difficult for researchers (Bouzenita & Boulanouar, 2016). A lack of specificity in the framework means that it becomes applicable in numerous ways, and ultimately, more challenging to test.

The strengths of the hierarchy of needs include Maslow highlighting the features of the theory of motivation, and influencing numerous researchers to explore the topic further (e.g., Herzberg, McClelland, Vroom). While Maslow (1943) posited a hierarchy of need, Herzberg et al. (1959) explored different causes of motivation and job satisfaction with no sequential order. Furthermore, Pandža, Đeri, Galamboš, and Galamboš (2015) disputed Maslow's claim that employees operate based on a hierarchy of needs and suggested that character, experience, and personal principles influence employees' needs. Maslow conjectured that after fulfilling a need, the motivation of the need no longer exists for employees. Individuals will no longer behave a certain way because of the motivation of fulfilling the particular need. However, Harrigan and

Commons (2015) found that the fulfillment of achieving each need is never permanent. Therefore, individuals will continuously seek the satisfaction that is relevant to each desire. Herzberg's theory consists of numerous factors to attribute to motivation and job satisfaction, whereas Maslow's theory has just three facets. Therefore, Maslow's theory was less appropriate for my study.

Measurement

Utilizing measurement tools that are most suitable for a study impacts the validity of the research. Measuring employee job satisfaction can be challenging because the results might not truly represent employee job satisfaction (Feather, 2015). However, measuring employee job satisfaction provides organizational leaders with insight into the factors that influence staff, which enables managers to implement different approaches to drive employee satisfaction. Researchers often use surveys to measure various constructs, making it necessary to update and customize each instrument to align with the parameters of the study (Liu & Wohlsdorf Arendt, 2016).

Job satisfaction survey (JSS). Spector (1985) conducted a study grounded in Herzberg's motivation-hygiene theory and developed the JSS to measure employee job satisfaction. The survey consists of nine facet scales with four questions each, for a total of 36 items or questions from which a score is computed to evaluate employee attitudes about different aspects of a job (Khamisa, Oldenburg, Peltzer, & Ilic, 2015). The nine facet scales are inclusive of (a) pay, (b) promotion, (c) supervision, (d) fringe benefits, (e) contingent rewards (e.g., performance-based awards), (f) operating procedures (e.g., rules and procedures), (g) co-workers, (h) nature of work, and (i) communication (Spector, 1985). The alignment of each of the nine facet scales with the constructs of Herzberg's two-factor theory is evident. The way Spector created the survey, the questions are on an ordinal scale with a 6-point Likert-type scale, with responses ranging from *strongly disagree* to *strongly agree*. The JSS applies to a full span of professions and industries and has high reliability on a global scale (Kula & Guler, 2014), and researchers (Spector, 1997; Top, Akdere, & Tarcan, 2015) have used the instrument in the private and public sectors. Therefore, the JSS was pertinent to my study.

The internal consistency reliability of the JSS is .91 using Cronbach's coefficient alpha, as a result of a sample size of 2,870 (Spector, 1985). Kula and Guler (2014) used the JSS to measure the perceptions of job satisfaction amongst Turkish National Police. The JSS internal consistency reliability was $\alpha = .874$ for employee job satisfaction from a sample of 216, which exceeds the minimum level of .70, meaning that the measurement scales have high internal consistency (Kula & Guler, 2014). Additionally, the authors found that employees' perceived supervisor support positively influences officers' employee job satisfaction with the exception (Kula & Guler, 2014). Valid implications for a more extensive population of study interest arise when using a reliable survey instrument. Understanding employee job satisfaction is critical for managers and using the JSS as a measurement tool, or instruments such as the Job Descriptive Index (JDI) can help leaders assess how organizations can improve employee job satisfaction.

Job descriptive index (JDI). Employee job dissatisfaction is a common problem and managers need valid and accurate instruments to measure which variables influence negative feelings about jobs. Smith, Kendall, and Hulin (1969) first introduced the JDI in

1969 to measure five dimensions of job satisfaction; however, the JDI Research Group has augmented the JDI since its inception to make enhancements to the tool (Schubert-Irastorza & Fabry, 2014). Research about employees and job satisfaction is ongoing, and managers must maintain awareness of new information and insight. The JDI is a 72-item instrument comprising of five facets of job satisfaction, such as (a) satisfaction with colleagues, (b) satisfaction with the work itself, (c) satisfaction with pay, (d) satisfaction with promotion opportunities, and (e) satisfaction with supervision (Khalilzadeh, Giacomo, Jafari, & Hamid, 2013), which align with Herzberg's two-factor theory. Each scale of the JDI includes a checklist of positive and negative phrases, and respondents use answers such as (a) yes, to express agreement, (b) no, to express disagreement, and (c) a question mark (?), to express that a decision cannot be made (Gillespie et al., 2016). Additionally, Smith et al. included a way to measure reversed items to show dissatisfaction, by using a minus sign. The JDI is potentially the most popular measure of job satisfaction, with researchers using the tool for numerous validation and reliability studies (Lopes, Chambel, Castanheira, & Oliveira-Cruz, 2015).

Ashraf, Ahmad, Shaikh, Bhatti, and Soomro (2013) contended that the JDI is not appropriate for studies in the service sector, but rather for the manufacturing industry. Contrarily, Tabatabaei and Farazmehr (2015) posited that scholars and practitioners in different sectors used the JDI to assess employee job satisfaction. Improving job satisfaction is essential to leaders from various backgrounds. Practitioners negatively impact the validity of the research and the results when they fail to employ an appropriate measurement tool that aligns with the constructs in a study (Barry, Chaney, Piazza-

Gardner, & Chavarria, 2014). To help managers better understand what influences employee job satisfaction and dissatisfaction, utilizing relevant tools to gauge employees' perceptions accurately is critical.

Researchers (Faye et al., 2013; Rouleau et al., 2013) have continued to update the JDI, which has improved the internal reliability of the instrument, with a coefficient alpha that exceeds .80 (Aslaniyan & Moghaddam, 2013). Lopes et al. (2015) examined employee job satisfaction of Portuguese military employees, with a sample of 413 sergeants and 362 officers. The researchers used the JDI to assess employee job satisfaction and found high internal consistency coefficients for the scores on the JDI subscales, ranging from .76 to .92 (Lopes et al., 2015). Lopes et al. found that pay and promotion opportunities emerged as the employee job satisfaction dimensions related to the demographic variables. Naong (2014) investigated the impact of training on motivation and employee job satisfaction for workers in five companies in South Africa and used the JDI as the measurement tool for the research. Naong found a positive correlation between employee job satisfaction and training, as associates with additional training were more motivated and experienced higher job satisfaction than staff members with minimal or no training, and Cronbach's alpha reliability for the study was 0.9208. Managers can utilize this information to understand the importance and effectiveness of training workers to increase employee job satisfaction, motivation, and ultimately, organizational performance.

Like all measurement instruments, the JDI has limitations. First, using multipart scales to measure job satisfaction could be less reliable, because the specific facets may omit areas that are important to employees (Khalilzadeh et al., 2013). Second, the specific facets could be less relevant to different individuals (Khalilzadeh et al., 2013). Overall, the JDI is a reliable tool to measure employee job satisfaction as it relates to various aspects of a job.

When comparing the JSS and the JDI, there are similarities and differences. Both instruments align with the constructs of Herzberg's two-factor theory. The JSS has nine facet scales (e.g., pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication) (Alharbi, Wilson, Woods, & Usher, 2016). Alternatively, the JDI has five facet scales (e.g., satisfaction with colleagues, satisfaction with the work itself, satisfaction with pay, satisfaction with promotion opportunities, and satisfaction with supervision) (Elfering, Odoni, & Meier, 2015). Overall, the JDI does not measure each of the constructs of Herzberg's two-factor theory. In terms of constructs of both instruments, the JSS has nine facet scales that cover all theoretical constructs related to the study topic, which met the content and construct validity. I will use Herzberg's two-factor theory as the theoretical framework for my study, therefore, utilizing a tool that measures each of the constructs is imperative.

Employee Perceptions of Work Experience

Numerous aspects of a job contribute to the factors that influence employees' work experiences, which can impact performance, intent to leave, and job satisfaction. For teachers in Malaysia, responsibility (intrinsic) and working conditions (extrinsic) are the factors that influence a positive work experience for employees to increase job satisfaction and performance and minimize the intent to leave (Amzat, Don, Fauzee, Hussin, & Raman, 2017). Additionally, managers should consider the personal growth of high performing team members, because a lack of personal growth leads to a reduction in employee performance (Amzat et al., 2017). Leaders are responsible for providing opportunities to motivate staff and improve job employee satisfaction.

Gaianu (2016) posited that staff members have motivational maps, which managers must learn to navigate to understand what influences employees' performance. Gaianu examined the characteristics that influence employee performance and found that the organizational atmosphere, more specifically, managerial behavior has a positive impact on employee performance, commitment, and motivation. How individuals react to intrinsic and extrinsic motivational experiences of a job influences their satisfaction and dissatisfaction. Moreover, supervisors that show staff appreciation, provide feedback, and set clear goals and expectations positively affect employee job satisfaction and organizational commitment, and reduce intent to leave (You & Conley, 2015). Supportive supervision positively impacts associates. Moreover, positive work experiences are influential to employees, and managers need to know how to create such events for subordinates.

Gaining insight into factors that lead to employee job satisfaction can help leaders create better work experiences for staff. Thibodeaux et al. (2015) investigated the relationship between principals' leadership behaviors and teachers' intent to leave and found that a lack in principals' leadership and administrative support, teacher workload, and excessive paperwork negatively impact teachers' intent to leave. Leadership support is imperative to help employees cope with demanding job responsibilities and challenging work experiences. In healthcare, offensive leadership behaviors negatively influence poor quality care and nurses' intent to leave (Lavoie-Tremblay, Fernet, Lavigne, & Austin, 2016). Positive leadership behaviors and quality of leadership support an employee's intention to stay with an organization. Alternatively, Trybou, de Pourcq, Paeshuyse, and Gemmel (2014) examined the relationships between perceived organizational support (POS), quality of leader-member exchange (LMX), psychological contract breach (PCB), and intent to leave. The authors found that POS and PCB are strong predictors of job satisfaction and trust, and LMX is a strong predictor of intent to leave (Trybou et al., 2014). Organizational leaders must recognize the value of social exchange and use it to build trust with workers, which positively influences employee job satisfaction and reduces intent to leave. Employee perceptions of leadership practices, including behavior have an impact on staff.

Employee Perceptions of Leadership Practices

Leadership is a fundamental concept in organizational operations. Critical components of effective leadership include the ability to influence and motivate employees, enhance organizational success by inspiring team members to perform at a higher level, and create partnerships (Laschinger & Fida, 2014). Great leaders influence staff to set new and higher expectations for their work without the anticipation of receiving additional compensation or incentives. Effective leaders have the adept ability to communicate a vision and influence others to achieve a similar mission (Northouse, 2016; Solomon, Costea, & Nita, 2016). Managers need to find a balance between accomplishing organizational goals, increasing employee job satisfaction, and reducing intent to leave. Although managers are responsible for ensuring that team members achieve organizational goals, employee motivation is equally important, because workers are more productive when completing tasks that they enjoy and owning responsibilities that appeal to their personal and professional stimuli (Demirtas & Akdogan, 2015). Understanding what motivates employees enables managers to customize and develop plans to help drive employee performance and organizational success, and reduce intent to leave. Leadership practices include the behavior, management, and leadership style that managers demonstrate, which impact employees differently.

How employees perceive leadership practices such as support, behavior, and talent management influences employee job satisfaction, intent to leave, commitment, performance, and motivation. Staff members regard leaders as purveyors of organizational values; therefore, managers' behavior often sets the tone for associates' conduct (Xu, Loi, & Ngo, 2016). Supervisors must set the example for expectations of employees' behavior. Teoh, Coyne, Devonish, Leather, and Zarola (2016) examined the interactions between supportive and unsupportive manager behaviors (SMB and UMB) as predictors of employee engagement, job satisfaction, and turnover intention. Using factor analysis, the authors found that employee perceptions of SMB are a significant predictor of job satisfaction and turnover intentions, but not engagement (Teoh et al., 2016). Supervisors must demonstrate supportive behaviors to influence employees positively. Similarly, Plessis, Barkhuizen, Stanz, and Schutte (2015) investigated the relationship between Gen Y employee perceptions of organizational support, supervisor support, talent management, and intent to leave. The researchers surveyed Gen Y employees working in recruitment and found that millennial employee perceptions of talent management and supervisor support are strong correlates of intent to leave (Plessis et al., 2015). Regardless of the generation of employees, developing a deeper knowledge of how supportive and unsupportive managerial behaviors impact employees is crucial for managers so that they can avoid any potentially harmful actions. Enslin and Schulz (2015) conducted a mixed-methods study to examine the influence of mentoring on employees' perception of support. The researchers utilized the comprehensive organizational career planning model (COCPM), which researchers previously used to determine the influence of mentoring on employees, such as employee engagement, job satisfaction, productivity, promotion potential, employee turnover expenditures, succession planning, and employee retention (Enslin & Schulz, 2015). Enslin and Schulz found that mentoring positively affects employee perceptions of support and has a significant influence on organizational commitment, job satisfaction, and performance. Knowing the factors that positively influence employee commitment and motivation, and increase employee retention is necessary for organizational leaders to help to reduce the cost of employee turnover. Similarly, Dasgupta, Suar, and Singh (2014) conducted a mixed-methods study to examine the relationship between managerial communication, motivation, and employees' attitudes and behavior of workers in India. The authors found that intrinsically-related variables influence positive employee perceptions, such as collaboration, respect, work-life balance, and clear instructions; however, the factors that influence negative perceptions are a lack of autonomy for employees, unsupportive managers, and poor work-life balance (Dasgupta et al., 2014). Utilizing various leadership approaches to influence employees' intrinsic and extrinsic motivation is important for organizational leaders to reduce intent to leave and improve perceptions of leadership practices. Management must demonstrate a commitment to staff by way of leadership practices, which impacts employee perceptions of supervisor relationships with employees.

Employee Perceptions of Supervisor Relationships with Employees

Employee perceptions of relationships with managers impact organizational commitment, performance, and intent to leave. Effective leaders build relationships by demonstrating the ability to connect with staff, which influences employees' commitment and performance (Solomon et al., 2016). For example, engaging workers and creating a dialog enables managers to experience firsthand any reservations employees might have about particular processes or policies. Leaders can seize such opportunities to address any questions or issues and provide a better understanding, and as a result team members feel more comfortable approaching supervisors with concerns, which increases organizational commitment (Ko, Ma, Bartnik, Haney, & Kang, 2018). Effective communication between managers and staff is vital to organizational relationships. By building relationships with staff, leaders are better able to establish a positive organizational culture, increase employees' commitment and collaboration, and reduce employee intent to leave (Tu & Lu, 2016). Additionally, managers are better able to influence workers' level of comfort, trust, and job satisfaction. Using communication as a tool to connect with employees is essential for leaders to help nurture the relationship and build trust.

Trust can influence various aspects of how employees feel about supervisors and the job. Trust is an integral component of business relationships between leaders and followers, so a loss of trust in organizations can eventually lead to turnover intent, low ethics and morale, or decrease employee motivation (Frazier, Gooty, Little, & Nelson, 2015). Conversely, employee interaction with supervisors has a positive influence on an employee's intention to stay at a firm (Mohamed, Nor, & Dahalan, 2014). Leaders earn trust from staff and reduce intent to leave by being truthful, behaving in a way that managers expect from employees, remaining open and transparent, and making decisions that will have the greatest impact on the most amount of people (Gibson & Petrosko, 2014). To effectively influence followers, leaders must exhibit the behaviors and characteristics that not only appeal to employees but also sets the example. Additionally, Hansen, Byrne, and Kiersch (2014) examined how interpersonal leadership influences employee engagement, commitment, and job tension amongst employees of a firm in the United States and Canada. Hansen et al. found that perceived interpersonal leadership and relationships with supervisors influence employee engagement and commitment, and that employee engagement mediates the relationship between organizational identification and job tension, and influences intent to leave. Understanding the influence of building relationships with staff to impact employee engagement, job satisfaction, and intent to leave is critical for leaders.

Intent to Leave

Employees begin making plans to leave jobs and organizations for various reasons. Intent to leave is the readiness or preparation of employees to depart from current job positions (Han, Trinkoff, & Gurses, 2015). For example, an employee that is actively seeking other employment opportunities is likely planning to leave. Intent to leave is a reliable predictor of employee turnover, as workers have expressed a desire to find another job or leave the organization either on a survey or during an interview (Fernandes, 2016; Martin, 1980). Therefore, identifying and addressing causes of intent to leave is the most effective approach to reducing actual turnover (Faloye, 2014). Individuals that are unhappy or dissatisfied with their current roles might express a plan to search for another job.

Employee intent to leave has significant implications for organizations because of the effects of the behavior employees demonstrate regarding intent to leave and the impact of actual employee turnover. Employee turnover requires recruitment and hiring initiatives, which negatively affect organizational costs (Cloutier et al., 2015; Inabinett & Ballaro, 2014; Sandhya & Kumar, 2014). An agency comprised of a skilled, dedicated, and loyal workforce achieves higher productivity, profitability, and revenue than a competitor with inexperienced staff and high employee turnover. Voluntary employee turnover negatively impacts organizational profitability and can lead to HR professionals scrambling to attract and retain candidates that are highly-qualified.

Call, Nyberg, Ployhart, and Weekley (2015) examined the impact of turnover rates on unit performance of a major retailer in the United States. The researchers measured seven factors, including (a) unit performance, (b) turnover rate, (c) turnover rate change, (d) quality of turnover, (e) turnover dispersion, (f) quality, (g) and quantity of replacement hires (Call et al., 2015). The authors found a negative correlation between turnover rates and unit performance (Call et al., 2015). Thus, enhancing knowledge and insight on the causes of employee intent to leave and how to reduce voluntary employee turnover is critical for organizational leaders.

In addressing the question of what variables influence employee intent to leave, several explanations exist. Voigt and Hirst (2015) emphasized the importance of understanding and appealing to employees' intrinsic motivation to reduce employee turnover. When supervisors and managers show a genuine interest in the well-being and development of staff members, employees are more likely to stay with the organization and work to achieve career success by achieving goals and demonstrating high performance. Similarly, Laschinger and Fida (2014) asserted that supportive manager behavior is a significant predictor of job satisfaction and turnover intentions. Investing the time to provide adequate coaching, training, and feedback while making an effort to relate to staff positively affects manager-employee relationships, thus decreasing intent to leave. On the contrary, Alshammari, Al Qaied, Al-Mawali, and Matalqa (2016) contended that job involvement, person-organization fit, and perceived organizational support impact turnover intention. A lack of development and room for advancement can result in employees that are disengaged and unmotivated, leading to voluntary turnover. Ultimately, to reduce employee intent to leave, organizational leaders must first understand what influences workers to depart from an organization.

Various factors have a significant impact on employees' intent to leave or stay, including organizational pride, employee engagement, and organizational commitment.

Kraemer, Matthias, and Gouthier (2014) investigated how emotional exhaustion and organizational pride influence turnover intentions of call center agents in Germany. The authors found that emotional exhaustion and organizational pride are major determinants of turnover intentions (Kraemer et al., 2014). Discovering ways to avoid overworking staff, while increasing organizational citizenship behaviors enables HR professionals to maintain staff and promote employee job satisfaction. Individuals that work in the same industry are influenced differently by various factors that impact employee intent to leave.

For example, El Badawy and Bassiouny (2014) examined the relationship between transformational leadership and employee engagement and intention to quit for employees in a call center in Egypt. The authors found that a positive relationship exists between transformational leadership and employee engagement and a negative correlation exists between transformational leadership and intention to quit (El Badawy & Bassiouny, 2014). Managers must learn how to relate to team members to promote employee engagement and prevent intent to leave. Alternatively, Welty Peachey, Burton, and Wells (2014) investigated the impact of transformational leadership, organizational commitment, job embeddedness, and job search behaviors on turnover intentions. The investigators found that employees' job search behavior does not influence the relationship between employees' organizational commitment and turnover intentions (Welty Peachey et al., 2014). In other words, neither an employee's commitment to the organization nor an employee's decision to research other employment opportunities influence intent to leave. Seeking to understand and utilize approaches that promote employee job satisfaction and positively influence workers to stay is essential for leaders within federal government agencies.

Intent to Leave and Federal Service

Employee retention and intent to leave are critical to the organizational performance of federal government agencies; therefore, agency leaders must understand how different factors impact workers in the public sector, such as generation, motivation, employee job satisfaction, and loyalty. Henstra and McGowan (2016) found that millennials are intrinsically motivated to work in public service, for the opportunity to make social change and as a sense of duty, and extrinsically, for opportunities for career advancement. Understanding how to retain Gen Y employees is imperative to the knowledge of HR professionals to create a stable and loyal workforce. On the other hand, Ertas (2015) compared the turnover intentions and work motivations of millennial employees to workers from different generations within federal agencies in the United States and found that millennials are more likely to report the intent to leave than workers from other generations and that a high number of work attributes are insignificant to millennials' decision to leave. Failure to understand which factors influence intent to leave for Gen Y workers has a harmful impact on the federal government's budget. Although generational differences influence intent to leave, understanding how job satisfaction and loyalty influence federal government employees are also valuable for leaders. Weaver (2015) conducted a study to investigate how loyalty and job satisfaction influence intent to leave amongst federal employees in the United States. The author found that while employees that exhibit increased job satisfaction and loyalty are not as likely to convey the intent to leave federal service, job satisfaction has the most significant impact on an employee's decision to leave or stay (Weaver, 2015). Increasing the level of knowledge about factors that influence workers to leave can ultimately help agency leaders increase employee retention.

Employee retention refers to managers' abilities to continuously employ staff (Inabinett & Ballaro, 2014). People are the heart and soul of organizations, therefore, retaining highly qualified staff members is vital. Inabinett and Ballaro (2014) posited that matching organizational culture to individual values is crucial to promoting employee retention. HR professionals contend with challenges related to recruitment requirements due to low employee retention. Establishing a person-organization fit during the initial recruitment process enables managers to continue the hiring process with a candidate that could likely become a tenured associate (Sdrali, Goussia-Rizou, Giannouli, & Makris, 2016). Managers must take the time to compare the skills and characteristics of job candidates to the requirements of the job and the organizational culture. Cohen, Blake, and Goodman (2016) examined the likelihood of employee intent to leave predicting actual turnover of federal agency employees in the United States and found that different variables influence the prediction. For example, employee satisfaction with pay, advancement opportunity, workload, and work schedule negatively correlate with agencies' actual turnover rate, meaning that the agencies' predicted turnover rates decrease as employees' satisfaction increases collectively (Cohen et al., 2016). Cohen et al. conjectured that public managers responsible for employee retention might have better success by focusing on the influence of specific agencies' demographics and leadership practices on intent to leave, instead of individual employee reports of intent to leave. Focusing on the preferences and intentions of individual employees could potentially become overwhelming for managers responsible for employee retention. Overall, an increase in employee intent to leave influences actual turnover and retention, which impacts the bottom line of organizations.

Methodologies

Various factors cause employee intent to leave, therefore, utilizing different research methodologies, including qualitative, quantitative, and mixed methods to investigate the reasons why is vital. Researchers use the quantitative approach to test hypotheses, examine the relationships between variables, and predict outcomes using surveys and questionnaires (Park & Park, 2016). In this study, I will seek to predict the likelihood of employees reporting their intent to leave; therefore, the quantitative method is appropriate. By analyzing the data, the researcher gains a greater understanding of the research problem or issue. Lindblom, Kajalo, and Mitronen (2015) examined the relationship between leadership in retail, job satisfaction, and employee intent to leave. The authors found that leadership positively affects job satisfaction and a lack of job satisfaction negatively influences intent to leave (Lindblom et al., 2015). Intent to leave impacts organizational performance. Therefore, understanding the relationship between the variables and which specific behaviors influence employees is critical.

Conducting qualitative studies is appropriate to identify the perception of participants on a particular topic by gathering data to better understand the reasoning behind the thought processes (Peticca-Harris, deGama, & Elias, 2016). By collecting quality and reliable information from study participants during interviews and observation, the researcher gains a greater understanding of the perception of the respondents on the research problem or issue. The qualitative method is not appropriate for my study, as I will not be conducting interviews or observations. Gunawan, Aungsuroch, & Nazliansyah (2018) conducted a qualitative phenomenological study to explore the reasons for intent to leave in the nursing industry and found that a demanding workload, stress, and insufficient staffing significantly impact nurses' intent to leave. Although intrinsic and extrinsic factors vary in different industries, organizational leaders must understand the variables that affect employees.

Mixed-methods studies include elements from both qualitative and quantitative research methods including participant interviews, statistical data, and exploring the relationship between independent and dependent variables (Johnson, 2015). Ensuring that the quantitative and qualitative components align with the respective guidelines is essential. The mixed method is not suitable for my study, as I do not have a qualitative component to the study. Van den Heede et al. (2013) conducted a mixed-methods study to examine the relationship between work environment, nurse staffing, education, and intent to leave. The authors found that unpleasant work environments have a negative impact on employee intent to leave in nursing (Van den Heede et al., 2013). Conducting a qualitative research study can help investigators uncover additional details, insight, and perceptions of respondents that quantitative researchers might fail to discover (Dasgupta et al., 2014). Researchers can benefit from being conversant in both qualitative and quantitative methods because the two are complementary methods. Utilizing a mixed-methods approach can provide researchers with a greater understanding of participants' perceptions of a research topic or issue.

Transition

An employee’s intent to leave is a common predictor of employee turnover. Additionally, employee turnover can cost an organization 150% to 250% of a worker’s annual compensation to replace and train an employee. Grounded in Herzberg’s two-factor model, the purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The targeted population comprised archival data of federal government agency employees in the United States. Government employers can use the predictive model to assess the correlates of employee intent to leave. Significant predictors can become the focus of leadership initiatives to reduce employees’ intent to leave.

Section 1 contains information on the foundation of the study, including the research question, problem and purpose statements, assumptions, limitations, delimitations, the significance of the study, and the literature review. In the problem statement, I discussed the breakdown of the general business problem and the specific business problem, and the purpose statement includes information about the research method and design. The literature review contains an in-depth analysis of the theoretical framework and the constructs, job satisfaction, and intent to leave. Section 2 includes information on the role of the researcher, participants, research method and design, population and sampling, ethics, data collection (e.g., instruments to collect the data, analysis, technique), and study validity. Section 3 contains a presentation of the findings, applications to professional practice, implications for social change, recommendations for actions and further research, and my reflections as a researcher.

Section 2: The Project

Section 1 contains information on the foundation of the study, and Section 2 comprises additional details about the purpose of my research and the influence of my decision to examine archival data. Section 2 entails information about the role of the researcher, participants, population and sampling, ethical research, instrumentation, and data collection and analysis. Furthermore, I included further explanations of the research method and design and study validity.

Purpose Statement

The purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The independent variables are employee perceptions of work experience (intrinsic), employee perceptions of leadership practices (extrinsic), and employee perceptions of supervisor relationships with employees (extrinsic). The dependent variable is employee intent to leave. The targeted population comprised employees of federal government agencies in the United States. The implications of this study for positive social change include the opportunity for HR professionals and organizational leaders to gain an understanding of employee intent to leave, its impact on the workplace, and the potential to contribute to higher employment levels.

Role of the Researcher

My role as a researcher included (a) collecting and analyzing archival data, (b) answering the research question, and (c) evaluating the hypotheses of the study. I took several precautions to follow processes to secure my legitimacy as a researcher. Leichsenring et al. (2017) posited that researchers must collect and analyze data while avoiding skewing the data to represent any personal biases or experiences. To ensure an accurate depiction of the data, I collected and analyzed the archival data, and allowed no manipulations.

When following quantitative methods, researchers must present an accurate representation of data to support the validity of the study (Park & Park, 2016). Moreover, adhering to the ethical principles and guidelines as outlined in the *Belmont Report* is imperative for researchers. Researchers use the *Belmont Report* as a guide for employing ethical practices when conducting studies using human participants. The three major principles of the *Belmont Report* are respect for persons, beneficence, and justice.

Respect for persons entails appropriately informing participants that participation is optional and protecting respondents with limited decision-making abilities, such as prisoners and minors (The Belmont Report, 1979). Furthermore, using any form of force or coercion is unethical. Therefore, researchers must be conscious of their behavior when interacting with participants. As applied to this study, to ensure the use of ethical guidelines consistent with the *Belmont Report*, employees received the electronic invitation to participate in the 2015 FEVS and each individual was informed that responding is optional.

Beneficence is the act of protecting the safety, confidentiality, and health of individuals involved in a research study (Hammersley, 2015). Ethical researchers consider the impact of the study on participants. Investigators are responsible for avoiding causing harm and maximizing gains while minimizing harm to participants (The Belmont Report, 1979). To protect participants, researchers remove identifiers before publishing the data (OPM, 2015).

Demonstrating justice in ethical research involves ensuring equality between study participants and benefactors of the study, regardless of demographics (Cross, Pickering, & Hickey, 2015). Minimizing the disparity between who participates and who benefits is critical for researchers. For example, subjecting poor individuals to various risks to complete research, yet allowing only the affluent population to benefit is highly unethical (Hammersley, 2015). All participants of the 2015 FEVS were required to be federal government employees either full-time or part-time and permanent (OPM, 2015). However, all government workers could benefit from changes due to the outcome of the study, regardless of work status.

Ethical standards in the *Belmont Report* include appropriately using practice and research, demonstrating respect for participants, protecting individuals by minimizing risks and providing benefits, treating all human subjects fairly, and getting consent from participants after a full disclosure of details and rights (The Belmont Report, 1979). Protecting the safety, confidentiality, and health of individuals involved in a research study is a significant responsibility of the investigator. Following the appropriate processes and guidelines can help scholar-practitioners earn a reputation as legitimate and reputable researchers. I am neither an employee of the federal government nor have I had any personal or professional associations with the respondents to the 2015 FEVS.

Participants

I examined archival data records from the 2015 FEVS. Therefore, I did not interact with human participants. However, eligible data records were comprised of responses from respondents of the 2015 FEVS. The respondents were employees of federal government agencies (OPM, 2015). The eligibility requirements for participating in the survey included working as a federal government employee, in either full-time, part-time, permanent, or non-seasonal work (OPM, 2015). None of the respondents were vulnerable individuals, such as children, prisoners, or employees who experienced coercion to complete the survey.

The FEVS is a government database. To gain access to the database, I submitted a request for the FEVS public release data files (PRDF) available on the OPM website. I completed the two required fields to specify access to the basic PRDF for the 2015 FEVS.

When working with archival data, the researcher must perform a deep and multi-level review and analysis of the data to ensure alignment between the information criteria and the research question (Gracy, 2015). To confirm that the data from the 2015 FEVS was relevant to my study, I invested several hours into becoming familiar with the respondents, survey questions, weighting of the data, and demographics of participants. The amount of time necessary to analyze and comprehend archival data is necessary for not gathering the data and gaining access to participants (Boo & Froelicher, 2013). In conjunction with my research question and theoretical framework, I determined that the archival data from the 2015 FEVS was appropriate for my study.

In my case, the primary data collection stage was complete and neither gaining access to participants nor establishing a working relationship with participants were challenges I had to overcome. By using archival data, I averted significant obstacles to gaining access to federal agency employees. First, the government might require complicated approval, if any approval at all, to conduct research with federal employees. Second, the federal government has its own entity that conducts extensive research and may find it unnecessary for outsiders to lead any research projects (Cheng & Phillips, 2014). The breadth of information and feedback that is accessible through archival data reduces the challenge of gaining access to what could potentially be off-limits participants. All employees meeting the criteria received electronic invitations to complete the survey. Respondents were not explicitly identified to participate in the study, as the research method and design had no target recruitment requirements.

Research Method and Design

Qualitative, quantitative, and mixed methods all require elements of research that ultimately assist investigators in conducting a systematic study (Johnson, 2015). Examining the approach of research topics through the lens of a particular research method allows scholars to gain a deeper understanding of a specific issue (Venkatesh, Brown, & Sullivan, 2016). I used a quantitative correlational design to conduct the study and answer the research question. The quantitative approach is more appropriate to predict outcomes in research (Kaiser, Menichetti, & Veress, 2014).

Research Method

Researchers choose among three basic methodologies when conducting scientific inquiries: qualitative, quantitative, and mixed methods (Saunders et al., 2015). I chose the quantitative method for this study. The quantitative method is appropriate when the researcher's intent is to examine the relationship between variables, predict outcomes, or seek cause and affect relationships in an attempt to generalize to a broader population (Saunders et al., 2015). Quantitative research involves the collection of numerical data obtained through surveys, and researchers study independent and dependent variables to collect statistical data (Park & Park, 2016). Quantitative studies entail a high level of structure and consistency during the data collection phase (Rittichainuwat & Rattanaphinanchai, 2015). Therefore, the quantitative approach was most appropriate for this study because the purpose was to collect and use numerical data to predict the likelihood (outcome) of employees reporting their intent to leave.

The qualitative method is appropriate to explore human behavior (Mohamadzadeh, Mortazavi, Lagzian, & Rahimnia, 2015). Researchers use qualitative methods to create a safe and trusting environment, to encourage participants to open up and expand upon responses, which can lead to new topics and ideas for the investigator (Kosteli, Williams, & Cumming, 2016). A qualitative approach is most effective when seeking to understand a phenomenon and determine unknown variables that contribute to an issue or problem (Yin, 2015), which allows researchers to investigate how and why an issue impacts a population. However, the purpose was not to research the how and why, but rather to predict the likelihood of participants reporting intent to leave the organization, and the relationship between the independent and dependent variables. Therefore, the qualitative method was not appropriate for the study. The mixed method is appropriate when using qualitative and quantitative approaches enables researchers to discover additional information about the constructs of a study (Machado, Cant, & Seaborne, 2014). Mixed-methods studies include various data sources, including interviews and surveys, which can increase the validity and reliability of case studies (Franco & Matos, 2015). Researchers use the mixed method to gather quantitative data through numerical data, followed by qualitative methods to gather insight and feedback through interviews and observations in which participants can expound upon and explain the data (Enslin & Schulz, 2015). Utilizing the mixed-methods approach was not appropriate because I did not have a qualitative component to the study.

Research Design

Scholars utilize a particular research design to integrate the various components of a study in an intelligible order to ensure the effective representation of each section (Vaidyanathan, Vrieze, & Iacono, 2015). I employed a correlational design to predict the likelihood of participants reporting intent to leave the organization. In a correlational study, the researcher examines two or more variables to determine if there is a relationship, also known as a covariation, between the variables (Humphreys & Jacobs, 2015). Furthermore, using a correlational design enables researchers to predict an outcome (Johnson, 2015), which leads to statistical data analysis (Park & Park, 2016). Researchers use the correlational design to determine predictors, however, the design is not suitable to examine causality between variables (Leon-Perez, Medina, Arenas, &

Munduate, 2015). Therefore, the correlational design was appropriate for this study because I sought to predict the likelihood of employees reporting their intent to leave.

Using causal-comparative designs enables researchers to examine the relationship between independent and dependent variables after an event or action occurs (Reio, 2016). The causal-comparative design does not entail investigators manipulating the independent variables (Duyar, Ras, & Pearson, 2015). Additionally, the causal-comparative design is appropriate when the researcher wants to compare group mean differences in a selected outcome variable (Cooper & Schindler, 2014). Therefore, the causal-comparative design was not suitable for the study because I did not compare any group means.

Population and Sampling

The targeted population comprised employees of federal government agencies in the United States. The population aligned with the overarching research question because all of the respondents worked for the federal government at the time of the original survey. However, at the time of the FEVS survey, the population of federal government employees was over 2 million people, 889,590 employees received surveys, and more than 400,000 employees responded to the survey (OPM, 2015).

Researchers use sampling to make conclusions about characteristics of a broader population (Emerson, 2015). I used a probabilistic sampling method. Probabilistic sampling is a random sampling method in which researchers depend on randomization techniques to determine members (Revilla, Saris, Loewe, & Ochoa, 2015). Researchers use probabilistic sampling to ensure that each person has an equal opportunity for selection (de Mello, Da Silva, & Travassos, 2015). The advantages of probabilistic sampling include an increase in the generalizability of the results, thus influencing the likelihood that the sample is representative of the overall population (Martin, 2014). Second, there is a decrease in the possibility for bias in the selection of participants (Muhib et al., 2016). Third, researchers can use probabilistic sampling to attain a balance between increasing inference quality (internal validity) and generalizability (external validity) (Palinkas et al., 2015). There are five types of probabilistic sampling, including: (a) simple random sampling, which comprises a completely random method to select subjects; (b) stratified random sampling, which involves dividing subjects into exclusive groups and then using simple random sampling to select members; (c) systematic sampling, which entails using a specific count from which to select participants; (d) cluster random sampling, which involves selecting individuals from a particular cluster of data; and (e) multi-stage random sampling, which is the use of a combination of the techniques (Palinkas et al., 2015). Probabilistic sampling is not without faults. Disadvantages of probabilistic include that the method is sometimes unfeasible for hidden populations (e.g., hard-to-reach) (Muhib et al., 2016). Second, probabilistic sampling is more complex because a larger number of participants are selected, which causes duplicates and extraneous data (Heravi & Morgan, 2014). Third, because probabilistic takes place on a larger scale, it requires more time and is more expensive than non-probability sampling (Etikan, Alkassim, & Abubakar, 2016). Using probabilistic sampling was appropriate for determining the sample size of participants for my study.

I used the simple random sampling method for my study. Researchers use simple random sampling to give every member of the target population a chance for selection, without using specific inclusion or exclusion parameters (Arcos, Rueda, & Singh, 2015). One advantage of using simple random sampling is that the results are more generalizable (Molenberghs et al., 2014). Also, researchers experience fewer issues with bias and prejudice when utilizing the simple random sampling method (Arcos et al., 2015). Using the random sampling method can also lead to weaknesses in a study.

A weakness of the random sampling method is that a sampling error can occur if the sample fails to represent the population accurately (Setia, 2016). The simple random sampling method is more appropriate than the stratified random sampling, which researchers use to split the population into different categories such as age or gender (Pu, Gao, Fan, & Wang, 2016). Although I used employees of federal government agencies, I did not use other demographic information to separate the population.

I used a balanced (equivalent) group design; that is using an equal sample for each category. A balanced design with low odds ratio requires a minimum sample of 141 (Hsieh, Bloch, & Larsen, 1998). A balanced design with high odds ratio requires a minimum sample of 166 (Hsieh et al., 1998). Tabachnik and Fidell (2007) indicated a minimum sample of 200 is required for logistic regression. Therefore, I employed a sample of 200 respondents (100 in each group).

Ethical Research

Using archival data does not exempt researchers from the responsibilities of conducting ethical research (Tesar, 2015). Ethical researchers have the duty of behaving professionally and responsibly (Tatebe, 2015). When investigating the archival data, I had no contact with study participants. Nonetheless, I maintained a high standard of ethics when analyzing the data.

Researchers employ informed consent as a safeguard to protect study participants from potential ethical problems that may arise throughout and after the research process (Judkins-Cohn, Kielwasser-Withrow, Owen, & Ward, 2014). Protecting the identity of participants is critical; therefore, researchers must take necessary precautions. When using archival data, researchers must elect to employ the same ethical standards to protect participants' information (McDonald & Léveillé, 2014). To protect the rights of participants, I saved the data to a thumb drive, which I will keep in my personal safe for five years. The IRB approval number was 05-21-18-0659243.

Data Collection Instruments

In the United States, OPM is an independent federal agency, in which the roles of employees include creating personnel strategies and guidelines, overseeing employment practices to ensure fair treatment, and conducting regulatory functions (Ruijer & Huff, 2016). Starting in 2002, OPM managed the FEVS biyearly, and then annually since 2011 with the support of Westat (OPM, 2015). OPM administered the 98-question web-based FEVS to employees in every agency of the federal government, with an open survey period of six weeks per agency (OPM, 2015). Researchers emailed the FEVS to the employees of small and large federal government agencies, who work full-time, part-time, permanent, and non-seasonal (OPM, 2015). Respondents received electronic surveys, were informed that completing the survey during work hours is allowed, and non-respondents received weekly email reminders (OPM, 2015).

I reviewed archival data records from the 2015 FEVS to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. I studied the archival data of the 2015 FEVS for several advantageous reasons. First, OPM conducted the FEVS to gather employee feedback about perceptions of leadership, employee satisfaction, and intent to leave (OPM, 2015), which aligned with my research question. Second, the goal of OPM is to identify how particular variables impact employee intent to leave, the work environment, and organizational performance and then provide the appropriate processes for improving ineffectiveness (OPM, 2015), which also aligned with my research question. Third, I became privy to employee responses on a national scale, without the hassle of trying to gain access to staff. Conducting national research positively impacts the generalizability of the results of the study (Boo & Froelicher, 2013). The ability to apply the results of a study to future research is essential for researchers.

OPM uses stratified sampling to improve the generalizability of the results for each agency and the federal executive branch workforce as a whole (Fernandez, Resh, Moldogaziev, & Oberfield, 2015). Respondents are first divided into groups before investigators select a sample of federal agency employees. For example, small federal government agencies have fewer employees, thus making it easier to survey almost every employee. Statistical weighting using employee demographics, including gender, age, and manager status also enables OPM to produce more generalizable results (OPM, 2015). OPM has conducted the FEVS since 2002 with the same purpose, making just minor adjustments each year (OPM, 2014). Measuring and categorizing variables is also imperative for legitimate research.

Scales of Measurement

The scale of measure is a classification system to describe the characteristics of the values of variables (Gadrich, Bashkansky, & Zitikis, 2014). Stevens (1946), a psychologist, established four scales of measurement: (a) nominal scales measure variables with no numerical value (e.g., names and labels), (b) ordinal scales measure variables with non-numeric values that are in a specific order, but the differences between the values are unknown (e.g., feelings and satisfaction), (c) interval scales measure numeric variables that are in a specific order and the differences between the variables are known, but no true zero exists (e.g., time and temperature), and (d) ratio scales measure numeric variables in a specific order, the differences between variables are known, and an absolute zero exists (e.g., height and weight).

Employee perceptions of work experience. The first independent variable of my study, employee perceptions of work experience (intrinsic), was an interval scale of measurement. Items 1-19 (Appendix A) comprised the questions for this variable. A 5-point Likert-type scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree* was used to calculate a total score. A total score was derived by summing each item.

Employee perceptions of leadership practices. The second independent variable, employee perceptions of leadership practices (extrinsic), was also an interval scale of measurement, and items 53-62 in Appendix A comprised the questions for this variable. A 5-point Likert-type scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree* was used to calculate a total score. A total score was derived by summing each item.

Employee perceptions of supervisor relationships with employees. The third independent variable, employee perceptions of supervisor relationships with employees (extrinsic), was an interval scale of measurement and items 42-52 in Appendix A comprised the questions for the variable. A 5-point Likert-type scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree* was used to calculate a total score. A total score was derived by summing each item.

Intent to leave. The dependent variable, intent to leave was a nominal scale of measurement, where "0" = *No* (respondent not considering leaving the current federal agency job, within the next year, to take another job outside the federal government) and "1" = *Yes* (respondent considering taking another job outside the federal, within the next year). Item 94 in Appendix A comprised the question for the variable.

Demonstrating validity and reliability of measurement tools and instruments is necessary for research. Validity entails a researcher being able to use an instrument to measure specific items or variables for a latent construct, and includes (a) construct validity, (b) concurrent validity, (c) convergent validity, (d) criterion validity, (e) discriminant validity, (f) face validity, (g) factor validity, and (h) predictive validity (Trockel et al. 2018). Reliability refers to the consistency of a measure, which researchers test using (a) test-retest reliability, (b) Inter/intra-rater reliability, (c)

Inter/intra-instrument reliability (Kelly, Fitzsimons, & Baker, 2016) and (d) internal consistency (e.g., Cronbach's α, split-half correlation) (Rodger et al., 2016).

More than 42 research studies exist in which investigators substantiated the reliability and validity of the FEVS measurements (Fernandez et al., 2015). Fernandez et al. (2015) assessed the use of the FEVS in prior research and found that 31 out of 42 studies include summated rating scales to measure dependent and independent variables, and of the 31 studies, researchers used Cronbach's alpha test of internal reliability in 26 analyses. A Cronbach's alpha of .70 or higher is an indication of acceptable internal consistency reliability, which the researchers demonstrated in the studies (Fernandez et al., 2015). Although researchers have proven the reliability of the instrument, significant limitations exist for the validity.

Establishing validity of the use of FEVS in academic research is important because OPM created the survey items to measure employee perceptions, not theoretical constructs, except for job satisfaction (Somers, 2017). When using the FEVS in scholarly research, investigators must appropriately align the measurement of theoretical constructs to the operational variables of the survey items, or else the analysis becomes null and void. Furthermore, Somers (2017) postulated that the topic of measurement validity is not as widespread in research studies inclusive of FEVS data. Awareness of the limitations of FEVS is vital for researchers to avoid misusing the instrument. OPM (2015) affirmed the accuracy and validity of the data, stating that all data undergoes two levels of quality control including (a) an electronic process using SAS, in which programmers create, compare, and confirm the data, and (b) a process in which investigators align the Statistical Analysis System (SAS) results (e.g., input) with the data from the report (e.g., output). However, there is no mention of validity measurement.

Improving the validity of the FEVS entails utilizing and assessing suitable measurement strategies, such as the auxiliary measurement theory, confirmatory factor analysis (CFA), and convergent validity. The auxiliary measurement theory involves determining the alignment between theoretical constructs and the values to measure each construct, which ultimately proves or refutes the operationalization of constructs (Sajitos & Magyar, 2015). Researchers can use an auxiliary measurement theory to explain how properties of theoretical concepts become measurement functions. A useful technique to assess an auxiliary measurement theory is CFA, in which researchers evaluate the credibility of the method by analyzing indicator covariances concerning the corresponding measurement models (Somers, 2017). Additionally, CFA estimates relationships between latent variables to evaluate discriminant validity (Solimun & Fernandes, 2017). Convergent validity occurs when the measurement instrument and the theoretical constructs are statistically significant (Michel, Kutschal, Schimmelmann, & Schultze-Lutter, 2017). Although there are several ways to establish validity, every technique is not always suitable, and some gain more preference than others.

Using the auxiliary measurement theory, Somers (2017) (a) evaluated the development and validation of measurement models that investigators used in FEVS research and (b) analyzed the lapse between theoretical and operational variables from FEVS research, to establish higher validity measurements in FEVS research and public administration as a whole. Conducting research in which the theoretical constructs and the measurements are not appropriate for one another discredits the study. Consequently, Somers focused on the meanings of the constructs and how the survey items comprise the characteristics of the constructs, as directly measuring the theoretical constructs is not possible (Somers, 2017). Somers found numerous variations in how researchers have used FEVS items to measure theoretical constructs, inconsistencies in the evaluation of the accuracy of the measurements, and the bias of researchers favoring CFA and convergent validity over auxiliary measurement (Somers, 2017). Ultimately, researchers should conduct more studies to improve the measurement validity of the FEVS. Overall, the annual administration of the FEVS contributes to a valuable data repository for federal government agencies.

Data Collection Technique

In quantitative studies, researchers use several data collection techniques, including the use of surveys and archival data (Abro, Khurshid, & Aamir, 2015). Researchers administer surveys through various modes, such as electronic, paper, and phone to collect data about individuals or variables to improve upon different areas of business (Roeser & Kern, 2015). Investigators use responses from participants to better understand the impact of specific issues (Salganik & Levy, 2015). Researchers conduct surveys for different reasons, and depending on several variables, the process is either advantageous or disadvantageous (Liu & Wang, 2015).

Researchers obtained the original data using an online survey (2015 FEVS). Advantages of using an online survey include reaching a large population, paying lower costs, collecting a broad range of data, conducting data collection remotely, obtaining answers to numerous questions, and because the surveys are anonymous, respondents providing more honest answers (Revilla, Toninelli, Ochoa, & Loewe, 2016). Investigators can gather profound data from individuals on a global scale with surveys. Second, researchers spending high dollar amounts for travel, the design of the survey, and additional overhead costs for other data collection techniques is unnecessary (Mauceri, 2016). On the other hand, disadvantages of using an online survey include (a) participants not providing accurate and honest answers, (b) using close-ended questions resulting in lower validity rate, (c) respondents interpreting queries and options differently or not recalling specific information, and (d) encountering data errors due to non-responses to particular questions (Magro, Prybutok, & Ryan, 2015). Overall, researchers collect valuable information when using online surveys, but in some instances, another data collection technique is more suitable. By reviewing previous survey studies, scholars can use archival records to gain a more comprehensive understanding of a topic.

Although archival data is secondary information, researchers gain a wealth of knowledge and information, which may or may not be useful when addressing a specific research question (Evans, Mckemmish, Daniels, & Mccarthy, 2015). Advantages of using archival records for researchers include little to no costs, access to in-depth data from a large population that the investigator may not otherwise have access to and the opportunity to retrieve data from a reliable source organization (Guo, Fang, Pan, & Li, 2016). Disadvantages of using archival records are that the data may not align with the current study (Akron, Feinblit, Hareli, & Tzafrir, 2016). Second, a more extended gap in time between the archival records and the present research potentially impacts how the data applies to the study (Glambek, Matthiesen, Hetland, & Einarsen, 2014). A period of fewer than five years existed between the 2015 FEVS archival records and my study.

Data Analysis

The purpose of conducting data analysis for this study was to answer the following research question and test the hypotheses:

Research Question: What is the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave?

Null Hypothesis *(H_0)*: There is no likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave.

Alternative Hypothesis *(H_1)*: There is a likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave.

I used binary logistic regression as the data analysis technique. Logistic regression is used to predict the likelihood ratio (Schlechter, Syce, & Bussin, 2016), and in this case, predict the likelihood of employee intent to leave. In logistic regression, the outcome or the response (dependent) variable has few likely values, and is categorical in nature (Eekhout, van de Wiel, & Heymans, 2017). Intent to leave is a dichotomous variable (yes or no response); therefore, the use of logistic regression was appropriate because I sought to predict the likelihood of employee intent to leave.

I considered multiple linear regression, which is another predictive model. Researchers use multiple linear regression to examine the relationship between the predictor variables and the dependent variable (Alhamide, Ibrahim, & Alodat, 2016). However, in multiple linear regression the outcome (dependent variable) is continuous (Chen, Li, Wu, & Liang, 2014). Therefore, I determined multiple linear regression was not appropriate for data analysis for the purpose of the study.

I interpreted several key parameters to understand the relationship between the predictor and dependent variables. Specifically, the Wald statistic, odds ratio, Cox & Snell R^2, Nagelkerke R^2, and *p* (*sig*.) value were of of particular concern. I used the Statistical Packages for Social Science (SPSS), version 24.0 to conduct a binary logistic regression analysis. Missing data was addressed using the "exclude cases listwise" feature in SPSS. Therefore, descriptive statistic totals were not equivalent across all variables.

Study Validity

When conducting research, scholars must take the appropriate actions to ensure the validity of the study. Validity refers to the credibility of research, including the accuracy to which a test measures what it should measure, which influences the generalizability of the study (Squires et al., 2015). Ultimately, investigators must ensure that the findings align with the method and design of the study.

Statistical Conclusion Validity

I conducted a quantitative correlational study, which is a nonexperimental design. Therefore, threats to internal validity were not relevant to my study. Alternatively, threats to statistical conclusion validity exist in a correlational study. Statistical conclusion validity refers to using statistical evidence to make inferences about the relationships between independent and dependent variables (Bainbridge, Sanders, Cogin, & Lin, 2017; Lachmann, Trapp, & Trapp, 2017). Threats to statistical conclusion validity can lead to two incorrect conclusions about correlations between variables, such as concluding that a relationship does not exist between variables when one does exist, and concluding that a relationship exists when it does not (Lachmann et al., 2017). Several factors impact the statistical conclusion validity, including (a) reliability of the instrument, (b) data assumptions, and (c) sample size.

Reliability of the instrument. Using a reliable instrument to produce valid and reliable results is critical in research. Instrument reliability refers to the consistency of scores when evaluating a specific construct or variable multiple times using the instrument (Crutzen & Peters, 2017). The results should be similar each time the instrument measures the same variables. The internal consistency reliability test entails measuring the consistency of an instrument to ensure that each part of the test produces comparable results (Solomon, Tobin, & Schutte, 2015). Cronbach's α is one of the most popular tools to estimate the internal consistency of instruments with summated rating scales (Vaske, Beaman, & Sponarski, 2017). I ran reliability testing of the instrument in my study, the FEVS, using Cronbach's alpha (α).

Reliability of research outcomes is vital, therefore, using an instrument with an acceptable value of internal consistency is necessary. Researchers have debated an adequate size for Cronbach's α (Vaske et al., 2017). Cronbach's α is a range from 0.00

to 1.00, depending on how many items the scale includes, and while an alpha of .65–.80 is acceptable (Vaske et al., 2017), values ≥ .90 are excellent, ≥ .80 are good, ≥ .70 are acceptable, ≥ .60 are questionable, and ≥ .50 are poor (Crutzen & Peters, 2017).

Data assumptions. Statistical testing often involves various sets of assumptions. Although each statistical test has different assumptions, typical data assumptions include (a) normality, in which data is either symmetrical or has a normal distribution, (b) homogeneity of variances, in which data from different groups have a similar variation, (c) linearity, in which a linear correlation exists between independent and dependent variables, and (d) independence, in which the data are independent, because no relationship exists between the variables (Kozak & Piepho, 2018). Two types of statistical inference methods exist: (a) parametric tests involve statistical techniques in which specific probability distributions occur and estimation of key parameters of distribution from sample data, and (b) nonparametric tests include no assumptions about whether an outcome follows a probability distribution (Kim, T., 2015). All parametric tests have assumptions that require testing, but logistic regression is a nonparametric test; therefore, data assumptions were not applicable to my study. However, because of fewer assumptions, nonparametric tests are typically less powerful than parametric tests (Ross, 2015). Situations in which nonparametric tests are appropriate are when it is clear that the outcome does not follow a normal distribution, including (a) when results are in an ordinal or variable rank, (b) when it is certain that outliers exist, and (c) when obvious limits of detection exist for the outcome (Simar & Wilson, 2015). More specifically, logistic regression requires a large sample size (Kasparis, Andreou, & Phillips, 2015).

Sample size. Selecting an appropriate sample size is crucial in research. Using a sample that is representative of the population increases the study validity and external validity (Anthoine, Moret, Regnault, Sébille, & Hardouin, 2014). The number of participants that represent the population must make sense. As posited by Kaplan, Chambers, and Glasgow (2014) when the sample size is large enough to represent the population, then the study results are more generalizable, which also helps to minimize bias. Using a sufficient sample size is critical to the validity of a study.

To reduce the threat of using a small sample size, conducting the necessary tests is crucial. Statistical power is a measurement of finding statistical significance in a sample for the full population; therefore, performing a power analysis enables researchers to determine the appropriate sample size for a study (Green & MacLeod, 2016). Inaccurate statistical power can lead to a small sample size, which negatively impacts the validity of the study. I employed an equivalent group sample size of 200 respondents (100 per group).

Transition and Summary

Responsibly conducting research enables investigators to ensure the reliability and validity of a methodologically sound study. The purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The section also includes details about participants, the research method and design, population and sampling, instrumentation, data collection and analysis, and study validity.

In Section 3, I presented the findings of my research, and recommendations for action and further research. I also discussed the application of the findings to professional practice, and implications for social change. In closing, I reflected upon my experience as a researcher and provide a conclusion for the study as a whole.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to take another job outside the federal government within the next year. The predictive model, as a whole, was significant, with X^2 (3, N = 297) = 111.27 and $p < .001$. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. Employee perceptions of work experience, leadership practices, and supervisor relationships with employees were useful in distinguishing between respondents who reported intent to take another job outside the federal government within the next year and those who did not report intent to take another job outside the federal government within the next year.

Presentation of the Findings

Binary logistic regression was used to examine the likelihood of a number of factors predicting respondents' intent to leave a federal job for another job outside federal service within the next year. The independent variables were employee perceptions of work experience (intrinsic), employee perceptions of leadership practices (extrinsic), and employee perceptions of supervisor relationships with employees (extrinsic). The dependent variable was employee intent to take another job outside the federal government within the next year. The null hypothesis was that there is no likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to take another job outside the federal government within the next year. The alternative hypothesis was that there is a likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to take another job outside the federal government within the next year.

The full model, containing the three predictor variables (α =.05), was useful in distinguishing between respondents who reported and did not report they intended to take another job outside the federal government within the next year, with X^2 (3, N = 297) = 111.27 and $p < .001$. In this study, the model as a whole explained 31.2% (Cox and Snell R^2) and 41.7% (Nagelkerke R^2) of the variance in intent to leave, both of which are large effect sizes, and correctly classified 53.5% of cases. Two predictor variables (employee perceptions of work experience and employee perceptions of leadership practices) made a unique statistically significant contribution to the model. The strongest significant predictor of intent to leave was employee perceptions of work experience (OR = .939), indicating that for every one unit increase (e.g., one to two) in employee perceptions of work experience respondents were .939 times less likely to report that they did not intend to take another job outside the federal government within the next year, controlling for other predictors in the model. Table 2 depicts the study descriptive statistics. Table 3 depicts the regression summary.

Table 2

Descriptive Statistics

Variable	N	M	SD
Employee perceptions of work experience	399	70.26	14.60
Employee perceptions of supervisor relationships with employees	431	42.38	11.10
Employee perceptions of leadership practices	375	32.94	11.22

Note. N = number of responses to variable items.

Table 3

Regression Analysis Summary for Predictor Variables

Variable	B	$SE\ B$	*Wald*	*df*	p	Exp(B)	95% C.I. Exp(B) UL LL
Employee perceptions of work experience	-.063	0.20	10.30	1	.001	.939	[.903, .976]
Employee perceptions of supervisor relationships with employees	.030	0.20	2.23	1	.135	1.030	[.991, 1.07]
Employee perceptions of leadership practices	-.092	0.24	14.80	1	.000	.912	[.871, .956]

Note. N = 297.

Theoretical conversation on findings. Herzberg et al. (1959) posited that extrinsic motivators are the dissatisfying features of the position, whereas intrinsic motivators positively influence behavior, attitude, and a strong work ethic even during challenging times at work. When employees are extrinsically and intrinsically motivated, they are more likely to overcome difficulties on the job and stay with the organization. In the current study, two predictor variables, employee perceptions of work experience (intrinsic) and employee perceptions of leadership practices (extrinsic) were found to be significant, and employee perceptions of supervisor relationships with employees (extrinsic) were not. Kim (2015) found that intrinsic motivation influences job satisfaction and positively impacts employee intent to leave. Adegoke et al. (2015) also confirmed the findings of this study. The researchers conducted a mixed-methods study to investigate the causes of employee intent to leave for midwives in Nigeria and found that workers that enjoyed the work itself were less likely to express intent to leave. Additionally, Hofmans et al. (2013) confirmed that intrinsic and extrinsic motivators positively impact employee job satisfaction and intent to leave.

Teoh et al. (2016) found that employee perceptions of leadership practices, including supportive manager behaviors (SMB), are a significant predictor of job satisfaction and intent to leave. Similarly, Plessis et al. (2015) found that millennial employee perceptions of supervisor support strongly correlate with intentions to quit. Consequently, organizational leaders and supervisors must use effective leadership approaches, which is critical for influencing staff members' extrinsic motivation, thus decreasing intent to leave.

Authors of existing literature supported the findings of this study and found that employee perceptions of work experience are a significant predictor of intent to leave. Kulachai and Amaraphibal (2017) examined the effects of job motivation on the intent to leave for police officers in the Eastern region of Thailand and found that intrinsic motivation is a predictor of officers' intent to leave. Likewise, Hewko, Brown, Fraser, Wong, and Cummings (2015) investigated the correlates of nurse managers' intent to leave and found that intrinsic factors are significant correlates.

In this study, the predictor variable of employee perceptions of supervisor relationships with employees was found not to be a significant predictor of employee intent to leave. However, Tu and Lu (2016) found that building relationships with staff enables leaders to reduce employee intent to leave, thus contradicting the findings of this study. Likewise, Mohamed et al. (2014) indicated that employee perceptions of supervisor relationships with employees are correlates of employee intent to leave. Similarly, Hansen et al. (2014) found that perceived relationships with supervisors are correlates of employee intent to leave.

Applications to Professional Practice

The purpose of this quantitative correlational study was to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave and identify the variables with the most significant impact. Employee responses from the 2015 FEVS provided an accurate depiction of underlying contributors of job satisfaction and employee intent to leave. Employee perceptions of the factors that influence intent to leave or stay and the financial impact of employee turnover require engagement and responsiveness from organizational leaders.

Leaders within federal government agencies can apply intrinsic and extrinsic motivational techniques shared in this study to reduce employee intent to leave. Understanding how to effectively motivate staff enables leaders to implement appropriate processes to create a pleasing work environment (Khan et al., 2014). Managers and supervisors can significantly impact employees' motivation and job satisfaction, and with the right knowledge, be instrumental in minimizing intent to leave. The findings of this study could be relevant to improving federal government agency practices because I have identified effective intrinsic and extrinsic drivers to help agency leaders reduce employee intent to leave and recognize which intrinsic and extrinsic factors have a significant or insignificant impact on staff. Furthermore, the findings indicate that employee perceptions of work experience are a significant predictor of employee intent to leave, and employee perceptions of leadership practices are the second strongest predictor, therefore, leaders should consider making both variables a focal point to improve retention. Employee perceptions of supervisor relationships with employees were found to be an insignificant predictor of intent to leave.

The findings indicate that to improve employee perceptions of work experience, leaders must appeal to associates' intrinsic motivation, which comes from within. Therefore, managers must invest the time to get to know direct reports and learn which factors have an impact on which employees (Issa Eid, 2016). Recognizing employees for achievements, either privately or in public, depending on the individual, can influence staff members to perform well (Shonubi et al., 2016). For example, celebrating work anniversaries is a considerate approach to recognizing employees. As a manager, getting to know the personality and preferences of individual staff members demonstrate a sense of engagement with employees.

The findings of this study also indicate that organizational leaders can influence employee perceptions of work experience by providing advancement and growth, an intrinsic motivator, which can take place with training and development and mentorship programs. Enslin and Schulz (2015) found that mentoring is a correlate of employee intent to leave. Therefore, leaders should take the time to coach and mentor employees, or align team members with the appropriate resources to cultivate and grow their career. Through the 2015 FEVS, employees also expressed the importance of feeling that the work they do matters and ultimately contributes to an important cause, which influences feelings of personal accomplishment and intrinsic motivation. Managers can encourage team members to enjoy their work by aligning employees with different tasks and responsibilities based on their individual interests and strengths (Enslin & Schulz, 2015). By supporting employees' intrinsic motivation, agency leaders can reduce intent to leave (Weaver, 2015). Thus, enhancing knowledge and insight on ways to reduce employee intent to leave is critical for organizational leaders and managers. Overall, managers can positively influence employee perceptions of work experience by assigning staff members responsibilities that align with their interests, providing training and development, and mentoring.

The findings of the study indicate that employee perceptions of leadership practices, an extrinsic motivator, are a significant correlate of intent to leave. Through responses to the 2015 FEVS, participants expressed the importance of agency leaders demonstrating support for work/life balance programs, an extrinsic motivator. For example, managers can offer employees the opportunity for remote workdays and a flexible schedule. Jackson and Fransman (2018) contended that offering an alternative work schedule has shown to be an effective approach to reducing intent to leave.

Federal government agency leaders must understand and analyze the correlates of employee intent to leave to become better-equipped to improve retention. Identifying the factors that predict staff members' intent to leave can prepare leaders to implement the appropriate strategies to minimize the cost of employee turnover and retain workers (Alkahtani, 2015). The applicability of the findings with respect to the professional practice of the federal government is the reduction of costs associated with the turnover of federal agency employees. Organizational leaders that use retention strategies and focus on influencing workers' intrinsic and extrinsic motivation can influence employee job satisfaction, minimize intent to leave, and reduce costs associated with employee turnover.

Implications for Social Change

The implications of this study for positive social change for employees, communities, societies, and organizations include the opportunity for HR professionals and organizational leaders to begin implementing strategies to reduce intent to leave by improving the employee work experience, and providing opportunities for staff members' personal and professional growth and development, thus contributing to higher employment levels. Understanding how leadership influences employee intent to leave is vital for leadership (Guchait, Cho, & Meurs, 2015). By utilizing effective employee retention strategies and recognizing the factors that increase intrinsic and extrinsic motivation may lead to a reduction in employee intent to leave, a decrease in costs associated with turnover, workforce stabilization, higher employee morale, and an improvement in organizational and economic growth.

As a practical implication for social change, organizational leaders can apply the research from this study to develop a better understanding of strategies to implement to influence employee intrinsic and extrinsic motivation and improve job satisfaction. Individuals with a positive perception of their work experience demonstrate emotional well-being, earn a higher salary, and uphold a positive relationship with their family, community, organization, and society (Mishra & Garg, 2017). By using strategies to reduce employee turnover, agency leaders can encourage family cohesiveness, lower unemployment, and maintain job continuity, which improves organizational productivity. Additionally, agency leaders can implement and utilize retention strategies to (a) retain staff, (b) improve employees' work experience and supervisor relationships with employees, (c) increase employee motivation and job satisfaction, and (d) increase organizational commitment. The social implications of improving intrinsic and extrinsic factors can enhance the perception of the organization amongst employees, prospective employees, and other stakeholders.

Recommendations for Action

Intrinsic and extrinsic factors influence employee intent to leave. However, the findings from this study indicate that employee perceptions of work experience are the strongest significant predictor of intent to leave to take another job outside the federal government within the next year, and employee perceptions of leadership practices are the second strongest. The recommendations for leaders within federal government agencies to reduce employee intent to leave include (a) succession planning, (b) training and development, (c) providing recognition, and (d) promoting effective communication.

Succession Planning

Agency leaders should use succession planning, which aligns with the advancement and growth construct of Herzberg's (1959) two factor theory, an intrinsic motivator, to impact employee perceptions of work experience positively. Succession planning is a tool that organizational leaders can use to identify high-potential employees to prepare to promote into various positions throughout the organization, including leadership positions and other vital roles (Ibidunni et al., 2016). The succession plan should comprise two elements, leadership and development training and career development.

Leadership and development training. Reducing employee intent to leave and developing successors requires a partnership. Leaders, supervisors, and HR professionals are responsible for assessing employee performance to identify which workers to prepare for jobs in management and leadership (Chullen et al., 2015). Managers can use succession planning to groom employees for career growth opportunities, which can reduce employee intent to leave. Furthermore, when supervisors show a genuine interest in the development of staff members, employees are more likely to stay with the organization and work to achieve career success by achieving goals and demonstrating high performance (Ibidunni et al., 2016). Ultimately, preparing employees for advancement opportunities is vital for leadership, as training employees positively impacts employee intent to leave.

Managers can use succession planning to prepare employees for career growth opportunities. Incorporating leadership development and training as part of succession planning is an effective way to minimize employee intent to leave (Mosala-Bryant & Hoskins, 2017). To effectively implement succession planning, leaders must demonstrate supportive behaviors toward staff. Leaders should begin crafting a clear step-by-step plan for each phase of an associate's career, starting from recruitment and hiring to effectively utilize succession planning, including the appropriate training and development (Ibidunni et al., 2016). The use of succession planning by organizational leaders encourages organizational trust, which is an essential component in business relationships, including those between employer and employees. Leaders gain confidence from employees by being trustworthy, behaving in ways that reflect their words, remaining open and honest, and exhibiting selflessness in their decisions (Engelbrecht, Heine, & Mahembe, 2014). Implementing a succession plan in conjunction with training and development can help leaders influence employee perceptions of work experience while ensuring that employees are adequately prepared to take on new job roles and responsibilities.

Career development. Creating a career development plan, inclusive of training and development to prepare employees for advancement opportunities, can also influence employee perceptions of work experience. Cloutier et al. (2015) found that offering employee development and training programs is a correlate of employee intent to leave. Learning the skills necessary to be successful in advanced employment roles is critical for associates. Leaders can arrange for continuing education organizations to provide on-site seminars, utilize the in-house training and development team to conduct sessions, implement lunch and learn courses, offer financial assistance for employees to obtain job-related certifications, and provide tuition reimbursement. If organizational leaders are concerned that employees might leave the agency after receiving financial support for educational growth, then organizational leaders can implement a minimum timeframe that employees must stay with the agency before being held accountable for repaying monetary assistance. Providing employees with training and development opportunities is a correlate of employee intent to leave.

Training and Development

Incorporating training and development, which aligns with the advancement and growth construct, an intrinsic motivator, is an effective way to prepare staff for career advancements while maintaining consistency in the organizational culture (Wilson, 2015). Investing in training and development for employees results in a knowledgeable and well-trained workforce that has the skills necessary to make significant contributions to the organization, while also feeling empowered and supported. Ensuring that team members are properly prepared to perform job duties creates a culture of competence in which employees can gain a more positive perception of work experience, and consistent employee recognition is another approach to positively encourage staff.

Recognition

The third recommendation is for leaders to build a culture of recognition, an intrinsic motivator. Showing appreciation for employees using consistent recognition is a brilliant, yet cost-effective way to encourage high performance, organizational commitment, and job satisfaction (Shonubi et al., 2016). A large budget is not necessary for managers to recognize staff members. As posited by Knight and Kleiner (2015), employees appreciate even the more simple forms or recognition, and something as small as saying thank you can have a significant impact. Leaders can express gratitude and appreciation by sending an email, walking to an employees' area and shaking their hand, celebrating the person in a private or public setting, or a handwritten note.

Additionally, creating opportunities for everyone in the organization to recognize one another, including peers and colleagues influences productivity (Paul, Vijayaragavan, Singh, & Burman, 2015). Organizational leaders can implement a wall of thanks in the building, on which all associates can write positive messages to recognize one another. Additionally, creating a dedicated page on the organizational intranet that encourages employees to highlight and acknowledge peers, or having a page in the organizational newsletter that is specifically for employee recognition are creative ways to recognize staff. Ultimately, utilizing various approaches to recognize and appreciate employees, either leader-staff or peer-peer, is a strategic way for employers to increase job satisfaction and influence employee perceptions of work experience.

Effective Communication

Organizational leaders must implement effective leadership practices, such as promoting communication, which aligns with the supervision construct, an extrinsic motivator, between agency leaders and employees. The exchange of correspondence in business creates the underpinning of an efficient and operational organization (Men, 2014). Maintaining open and concise communication with staff about staffing initiatives demonstrates leaders' willingness to include employees in the process, by treating them as partners and keeping them informed. The interaction between leaders and staff is paramount to predicting employee intent to leave.

Organizational leaders must be open, honest, and transparent, which encourages employees to engage in work partnerships that increase organizational productivity (Dasgupta et al., 2014). More importantly, agency leaders must demonstrate the characteristics and behaviors that they want employees to adopt. Implementing strategies that involve creating a diverse workforce can increase organizational competitive advantage (Chullen et al., 2015). Following recommendations resulting from this study may help leaders influence employee perceptions of work experience and leadership practices.

Utilize annual FEVS for communication. Organizational leaders should continue to utilize the annual FEVS to gather employee feedback. Using the data to encourage a dialogue between agency leaders, managers, and employees is critical. Furthermore, leaders must use the information to drive organizational strategy as it relates to staffing. Agency heads can partner with HR and research personnel to create and implement a two-way communication program with employees. For example, after receiving and analyzing the results of the FEVS, leaders can gather additional staff insight and thoughts by holding small focus groups of 10-15 employees. Communicating with employees and utilizing the voice of team members to drive staffing initiatives is imperative for leadership.

The findings and recommendations of this study may be relevant to the efforts of organizational leaders to reduce employee intent to leave, while driving performance. Therefore, leaders within the public and private sectors should consider utilizing the recommendations to mitigate intent to leave by influencing employee perceptions of work experience and leadership practices. I will disseminate the results of the study at conferences, and I plan to present at the annual Walden Research symposium. Additionally, I will share the findings through publication in peer-reviewed journals such as the *Journal of Psychology*, *Public Administration Quarterly*, *Public Management Review*, and *Public Personnel Management*. Through publication in the ProQuest/UMI dissertation database, other scholars and researchers will also have access to the study.

Recommendations for Further Research

I propose two recommendations for further research. A key limitation of this research was the inherent weakness of the correlational design; which is the inability to infer any impact, influence, or causation. Therefore, I would recommend future research extending this design to include the use of mediator variables (e.g., agency and agency size). Therefore, the research question would be as follows: Does agency type and agency size mediate the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave?

A second recommendation would be to conduct a sequential explanatory mixed-method study by adding a qualitative inquiry. A sequential explanatory mixed-method study, utilizing qualitative interview questions, can be used to understand why certain hypothesized inferential results were not achieved (Newton, Chandler, Morris-Thomson, Sayer, & Burke, 2015). After examining the topic, investigators would then conduct qualitative research to gain a deeper understanding of the outcome of the quantitative research. The quantitative method must precede the qualitative component.

Reflections

My experience in the doctoral study process has been challenging, yet rewarding. Early on in the journey, my focus was on merely completing my study, but I realized that by shifting my approach to being in the moment, my experience became more enjoyable. Additionally, I committed to ensuring a healthy balance between work, life, and school, which was essential. I aligned myself with other DBA students that were also highly motivated and engaged, which allowed for an exchange of knowledge about resources, the process, and even as motivation. I began to understand that completing each step in the process is a contribution to my growth and development as a researcher and scholar. As a result, I now have a better understanding of the correlates of employee intent to leave, and strategies that organizational leaders can use to mitigate the issue.

My objective for completing this quantitative correlational study was to examine a significant concern for organizations on an international scale while enriching my aptitude as a researcher. Furthermore, I decided to conduct a quantitative study because I wanted to step far outside my comfort zone and enhance my proficiency in SPSS and statistics. Due to my research experiences throughout the DBA doctoral study process, I now have a heightened interest in SPSS and statistics.

By immersing myself in the FEVS, I have become very familiar with the survey. Furthermore, I now have a better understanding and more profound respect for the value of using surveys to gather feedback, analyzing the data, and applying the information to drive organizational decisions and strategy. I used archival data, therefore, I had no interaction with FEVS participants. As a result, I was driven by the data alone, thus minimizing the risk of applying my biases to the findings. However, as a professional that has been employed in various industries and witnessed and experienced issues with employee intent to leave, I had preconceptions of the research topic. I am passionate about creating a work environment in which staff can thrive, and after my experience with the DBA doctoral study journey, I now have enhanced knowledge of a significant organizational issue and the skill as a researcher to continue to investigate the topic and work with organizations to combat the problem.

Conclusion

Employee intent to leave has adverse consequences on organizational performance. An employee's intent to leave an organization is the most common predictor of employee turnover (Nair & Salleh, 2017). Additionally, employee turnover results in absorbent costs to replace the departing employee. Understanding the correlates and predictors of employee intent to leave is critical for organizational leaders (Asegid, Belachew, & Yimam, 2014). The understanding of how particular factors influence staff enables agency heads to implement the appropriate strategies to encourage team members to stay.

I used archival data from the 2015 FEVS to examine the likelihood of employee perceptions of work experience, leadership practices, and supervisor relationships with employees predicting employee intent to leave. The predictive model, as a whole, was significant, and I found that two predictor variables, employee perceptions of work experience (intrinsic) and employee perceptions of leadership practices (extrinsic) were found to be significant predictors of intent to leave, and employee perceptions of supervisor relationships with employees (extrinsic) was not. Several researchers supported the findings of this study and confirmed that intrinsic motivators (e.g., recognition, work itself, and advancement and growth) and extrinsic motivators (e.g., company policy, supervision, and working conditions) are correlates of intent to leave.

A key recommendation for leaders within federal government agencies to reduce employee intent to leave is to use succession planning to provide leadership and development training, as well as career development opportunities. Another recommendation is to create recognition programs for leaders and managers to acknowledge staff members, and outlets through which peers can express appreciation to one another. A third recommendation is for agency leaders to encourage effective two-way communication with staff members, to create a valuable dialogue through which employees can contribute feedback and ideas about various organizational matters.

Disseminating the findings of this study through conferences and peer-reviewed journals could educate agency and organizational leaders about the correlates of intent to leave and empower them to implement effective strategies. By using the recommendations from this study and taking the appropriate steps to mitigate intent to leave, organizational leaders may reduce the absorbent costs of employee turnover. Agency heads can use the savings to implement programs to improve the work experience for staff, by enhancing training and development programs and implementing recognition programs. Furthermore, by utilizing effective employee retention strategies and recognizing the factors that increase intrinsic and extrinsic motivation agency leaders not only reduce intent to leave, but also promote workforce stabilization, which supports higher employee morale, and an improvement in organizational and economic growth.

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Appendix A: FEVS Survey Questions that Align with the Study Variables

FEVS Survey Question	Variable Alignment
1. I am given a real opportunity to improve my skills in my organization.	Employee perceptions of work experience (intrinsic)
2. I have enough information to do my job well.	Employee perceptions of work experience (intrinsic)
3. I feel encouraged to come up with new and better ways of doing things.	Employee perceptions of work experience (intrinsic)
4. My work gives me a feeling of personal accomplishment.	Employee perceptions of work experience (intrinsic)
5. I like the kind of work I do.	Employee perceptions of work experience (intrinsic)
6. I know what is expected of me on the job.	Employee perceptions of work experience (intrinsic)
7. When needed I am willing to put in the extra effort to get a job done.	Employee perceptions of work experience (intrinsic)
8. I am constantly looking for ways to do my job better.	Employee perceptions of work experience (intrinsic)
9. I have sufficient resources (for example people, materials, budget) to get my job done.	Employee perceptions of work experience (intrinsic)
10. My workload is reasonable.	Employee perceptions of work experience (intrinsic)
11. My talents are used well in the workplace.	Employee perceptions of work experience (intrinsic)
12. I know how my work relates to the agency's goals and priorities.	Employee perceptions of work experience (intrinsic)
13. The work I do is important.	Employee perceptions of work experience (intrinsic)

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Employee perceptions of work experience (intrinsic)
15. My performance appraisal is a fair reflection of my performance.	Employee perceptions of work experience (intrinsic)
16. I am held accountable for achieving results.	Employee perceptions of work experience (intrinsic)
17. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	Employee perceptions of work experience (intrinsic)
18. My training needs are assessed.	Employee perceptions of work experience (intrinsic)
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	Employee perceptions of work experience (intrinsic)
42. My supervisor supports my need to balance work and other life issues.	Employee perceptions of supervisor relationships with employees (extrinsic)
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	Employee perceptions of supervisor relationships with employees (extrinsic)
44. Discussions with my supervisor about my performance are worthwhile.	Employee perceptions of supervisor relationships with employees (extrinsic)
45. My supervisor is committed to a workforce representative of all segments of society.	Employee perceptions of supervisor relationships with employees (extrinsic)
46. My supervisor provides me with constructive suggestions to improve my job performance.	Employee perceptions of supervisor relationships with employees (extrinsic)
47. Supervisors in my work unit support employee development.	Employee perceptions of supervisor relationships with employees (extrinsic)

48. My supervisor listens to what I have to say.	Employee perceptions of supervisor relationships with employees (extrinsic)
49. My supervisor treats me with respect.	Employee perceptions of supervisor relationships with employees (extrinsic)
50. In the last six months, my supervisor has talked with me about my performance.	Employee perceptions of supervisor relationships with employees (extrinsic)
51. I have trust and confidence in my supervisor.	Employee perceptions of supervisor relationships with employees (extrinsic)
52. Overall, how good a job do you feel is being done by your immediate supervisor?	Employee perceptions of supervisor relationships with employees (extrinsic)
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	Employee perceptions of leadership practices (extrinsic)
54. My organization's senior leaders maintain high standards of honesty and integrity.	Employee perceptions of leadership practices (extrinsic)
55. Supervisors work well with employees of different backgrounds.	Employee perceptions of leadership practices (extrinsic)
56. Managers communicate the goals and priorities of the organization.	Employee perceptions of leadership practices (extrinsic)
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Employee perceptions of leadership practices (extrinsic)
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	Employee perceptions of leadership practices (extrinsic)
59. Managers support collaboration across work units to accomplish work objectives.	Employee perceptions of leadership practices (extrinsic)

60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	Employee perceptions of leadership practices (extrinsic)
61. I have a high level of respect for my organization's senior leaders.	Employee perceptions of leadership practices (extrinsic)
62. Senior leaders demonstrate support for Work/Life programs.	Employee perceptions of leadership practices (extrinsic)
94. Are you considering leaving your organization within the next year?	Intent to leave