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Job Satisfaction, Employee Engagement, and Turnover Intention in Federal Employment

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Abstract

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MBA, Ashford University, 2013

BS, University of Louisiana at Lafayette, 2007

Doctoral Portfolio Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

The U.S. Federal Government had a turnover of more than 3.6 billion employees in 2018. The purpose of this secondary data analysis was to use data drawn from the Federal Employee Viewpoint Survey to determine if there were a statistically significant relationship between job satisfaction, employee engagement, and turnover intention among U.S. Federal Government employees. The population for this study consisted of 598,003 individuals surveyed in 2018. The multiple linear regression results revealed a statistically significant relationship between job satisfaction, employee engagement, and turnover intention, $F(2, 563,432) = 33,273$, $p < .001$, $R^2 = .106$. Herzberg's motivation-hygiene theory and Adams's equity theory were used as frameworks for this study. The study can be extended to more specific branches of the U.S. Federal Government. The study could impact social change by allowing human resource managers to change strategies related to retention to decrease turnover and retain knowledge in the U.S. Federal Government. Retention efforts could be translated to other industries to create long-term employment and increase overall employee job satisfaction.

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Dedication

I would like to dedicate the love and effort that has gone into this study to my husband, James Jr., and son, James III. You two have been my lighthouse in the storm and have kept me on the course when I wanted to steer away. I can never thank you enough for all the silly moments, baby laughs, and fun distractions from the seriousness of life. Your love and support has pushed me to achieve my dreams. I love you two with all my heart.

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Section 1: Background and Context

Historical Background

Employee turnover intention has a large impact on organizational turnover within the federal government. Ertas (2015) found that although Millennials have a higher intention of turnover than other federal employees, an overall predictor of turnover intention in federal employees is overall job satisfaction. As of June 2018, the federal government had over 15,000 voluntary terminations (Bureau of Labor Statistics, 2018). As of 2013, the federal government employed over 2 million federal service workers (Bureau of Labor Statistics, 2013). Moon and Jung (2018) found that diversity and ethical leadership plays a large part in employee job satisfaction in the U.S. Federal Government. Moon and Jung's research is relevant to the current study because the results indicated that ethical leadership moderates the relationship between management representativeness and job satisfaction.

The federal government includes several branches, including the legislative, judicial, and executive branches. The legislative branch serves as the law making branch that also uses taxes to fund federal initiatives. The judicial branch interprets the law, and the executive branch enforces the law, which includes most federal agencies (Bureau of Labor Statistics, 2013). Federal government occupations include administrative, professional, technical, blue collar, clerical, and other. Workers such as firefighters, detectives, and correctional officers fall into the *other* category (Bureau of Labor Statistics, 2013). Understanding the correlates of turnover intention can be valuable to human resource managers. The Federal Employment Viewpoint Survey (FEVS) is an

annual survey used to gain a better understanding of how federal employees feel about their jobs. The FEVS is a snapshot of government agencies and offers an overall viewpoint of the industry. Understanding how employees feel about their job can help human resource managers determine how to decrease intent to turnover. The survey is conducted over a 6-week course and is administered by web access. FEVS representatives recommend that individual agencies compare their personal agencies with the overall results to gain a better understanding of how their employees feel about their jobs (U.S. Office of Personnel, 2018). Employers need to have a strong understanding of how the employees feel about their job, which can help human resource managers and leaders determine how to help their employees stay engaged.

According to the Bureau of Labor Statistics (2018), the total separation rate in May of 2018 for the federal government was 3.7%, with the total number of quits increasing to 3.6 million, which is up from the previous survey by 212,000 employees. The 2015 FEVS showed that there was an increase in employee engagement by 1% between 2014 and 2015, which is a small but significant percentage. Scores from the 2017 FEVS were released and show overall employee engagement to be at 67% government wide with the Federal Trade Commission leading Large Agencies at 83% (U.S. Office of Personnel, 2018). Organizations within the federal government can use this information to compare their individual offices to determine whether they are aligned with the total federal government. When the assessment of knowledge, skills, and aptitudes required for the task are combined with the organizational strategy, they can be predictive of job satisfaction and performance (da Silva & Shinyashiki, 2014). How an

employee is evaluated greatly impacts their viewpoint of the organization. A reduction in turnover intention could create an engaged workforce, increase employee tenure, and retain tacit knowledge within the field.

Organizational Context

Studying variables that impact turnover in the federal government can decrease annual turnover rates in the federal government. A reduction in turnover intention could increase the overall accumulation of knowledge that individuals have in the federal government. The internal context of the study includes a review of job satisfaction and employee engagement within the federal government. The external context of the study addresses turnover intention in the federal government. McCarty and Skogan (2012) reviewed job-related burnout in police personnel. McCarty and Skogan surveyed 12 police agencies across the United States and found that the burnout process is present across all agencies. McCarty and Skogan found that variables such as difficulty with work-life balance, leadership support, personnel policies within the industry, and other personal factors contributed to burnout. Police personnel make up much of the executive branch and play a large part in employee turnover intention. In this study, I explored job satisfaction, employee engagement, and intention to turnover in the federal government. This study may help to gain a better understanding of variables in relation to job satisfaction and intent to turnover, which could help leaders as well as policy makers make changes to the industry that could potentially increase retention.

Problem Statement

Ertas (2015) found that turnover intentions in the federal government were higher for Millennial employees than for other generations. The FEVS (see Appendix) is a survey used to measure the perception of employee work and the organizations they work in. The 2018 FEVS has been used as a tool to gauge how employees feel about their agency and how that organization measures up to the overall federal government. Ertas (2015) found that individuals born after 1982 had higher turnover intentions than those born before 1982. Little knowledge exists about Millennial turnover intention. The FEVS includes demographic data, including age, which could potentially help gain a better understanding of millennials in the federal government. However, I did not uncover any literature where the FEVS 2018 was used to examine the relationship between job satisfaction, employee engagement, and employee turnover intention in federal government employees.

Purpose Statement

The purpose of this ex post facto study was to examine the relationship between (a) job satisfaction, (b) employee engagement, and (c) turnover intention. The data were collected from the FEVS. The independent variables were job satisfaction and employee engagement. The dependent variable of the study was turnover intention. Job satisfaction was supported by Hertzberg's theory, and employee engagement was supported by Adams's theory. The results of this study could contribute to management practices by identifying procedures for retention, recruiting, and changing job satisfaction for employees in the federal government. The social change implications can possibly

identify information to help human resource managers to reduce employee turnover intention and increase the retention of tacit knowledge in the workforce.

Target Audience

The key stakeholders in this portfolio were agencies within the federal government, human resource managers focused on retention, and leaders in the federal government with a focus on reduction of intention to turnover. Determining relationships among the variables of intention to turnover and job satisfaction in the federal government can reduce hiring, training, and onboarding costs associated with high turnover rates. Continued high turnover rates in the federal government prove a need for a better understanding of why federal employees intend to turnover. Studies such as McCarty and Skogan's (2012) clarified how significant burnout is among law enforcement personnel in both civilian and sworn positions. The researchers found burnout present in 12 out of 12 agencies where surveys were completed (McCarty & Skogan, 2012). To gain a better understanding of why burnout is so significant, future research is needed.

Research Question

The overarching research question was as follows: What is the relationship between (a) job satisfaction, (b) employee engagement, and (c) turnover intention?

H_0: There is no statistically significant relationship between (a) job satisfaction, (b) employee engagement, and (c) turnover intention.

H_1: There is a statistically significant relationship between (a)job satisfaction, (b) employee engagement, and (c) turnover intention.

Significance

This secondary data analysis is of value to the federal government because it may assist leaders to implement better retention tactics and to increase the quality of working conditions for federal personnel. An understanding of why turnover is so prevalent in the federal government industry can allow leaders to create and implement retention strategies that may help to decrease overall turnover rates. Decreased turnover may also lead to fewer work-related injuries in the federal government. The study may positively impact social change by changing overall retention practices in the federal government and increase the tacit knowledge within the industry. Reducing turnover will also decrease training and recruitment costs for the federal government. From a personal standpoint, a reduction in turnover can help to increase quality of life and work life balance among employees. McCarty and Skogan (2012) cited stress and work-life balance inequalities as factors in burnout among law enforcement personnel. Additional research on law enforcement intent to turnover could potentially reduce turnover and decrease burnout in the industry. Long-term/career law enforcement personnel would decrease costs in hiring, onboarding, recruitment, and retention. Career law enforcement personnel would increase tacit knowledge that can be passed down to new recruits, increase team mentality, and improve the social and personal statuses of law enforcement agents. Law enforcement employees are one example of the executive branch of the federal government and play a large part in the turnover numbers.

Program Theory

Herzberg's Motivation-Hygiene Theory

Herzberg's motivation-hygiene theory (also called the dual-factor theory), developed in 1959, explains that what makes people happy is what they do, and what makes them unhappy is how they are treated (Herzberg, 1966). Herzberg (1966) theorized that there were two sets of factors that affect job attitudes. Factors leading to dissatisfaction in the workplace include company policies, supervision, relationship with the supervisor, work conditions, salary, and the individual's relationship with their peers. Factors leading to job satisfaction include achievement, recognition, the work itself, responsibility at work, the ability to advance, and the ability to grow within the company.

Herzberg (1959) believed that the factors were not direct opposites but separate entities. Based on the theory, there are various factors that affect employees differently. Some factors can lead employees to be happy, while others will make employees dissatisfied (Herzberg, 1959). Herzberg (1959) also proposed that positive mental health does not negate mental health issues. Herzberg understood that mental illness and positive mental health could coexist. For instance, an employee could have mental illness but can maintain positive mental health and job satisfaction.

Amiri, Heidari, Khezri, Imani, & Faraji-Khiavi (2017) researched job satisfaction as a factor in affecting performance and productivity. Amiri, Heidari, Khezri, Imani, & Faraji-Khiavi used Herzberg's two factor model, also known as the motivation-hygiene theory, to look at factors that affected job satisfaction and dissatisfaction. Amiri, Heidari, Khezri, Imani, & Faraji-Khiavi found that there was a significant association of job

satisfaction with salary and education but that employers would benefit from focusing on motivation in the workplace. Herzberg (1959) determined that employees should work towards decreasing dissatisfiers in the workplace in order to increase fulfillment and job satisfaction to reach their goals. The more dissatisfiers are removed from the employee's work environment, the happier the employee will be and the more they can accomplish (Herzberg, 1959). Herzberg's theory is highly relevant in determining intention to turnover in the federal government because it can relate motivation in the industry to intention to turnover. Herzberg's theory supports job satisfaction, leadership style, and training in this study. Job satisfaction, leadership style, and training relate to Herzberg's theory because each variable impacts an individual's attitude towards their work.

Irwan (2018) found that motivation does not significantly impact job satisfaction but that motivation positively impacts an employee's performance. Irwan studied government employees and found that both job satisfaction and motivation impacted employee job performance. Motivation and job satisfaction are both variables in determining why federal employees intend to leave their agency. If leaders in the federal government could change the work environment or environmental conditions, turnover could be decreased.

Herzberg et al (1959) also put forth five factors that give value to the individual's level of job satisfaction: advancement, responsibility, recognition, the work itself, and achievement. The more positive opportunity the individual has with these variables, the more likely they are to remain motivated to achieve their goal. In opposition, dissatisfiers decrease the individual's motivation, and they do not pursue or achieve their goal. The

theory applies to the current study because job satisfaction is a key construct underlying Herzberg's theory.

Adams's Equity Theory

Adams's equity theory (1963) proposes that people constantly measure what they put into work and what they get out of work. Adams suggested that if an individual does not feel they are getting equal or more out of a job than they are putting in, it can affect their desire to continue doing the job. Per Adams, inputs include effort, loyalty to the organization, hard work, commitment, ability, determination, enthusiasm, and personal sacrifice. Outputs include financial rewards (benefits or salary), recognition, sense of advancement or growth, and job security (Adams, 1963). Many federal employees have a sense of comradery in the workplace, which could potentially help to decrease turnover. Comradery and a sense of team can override some needs in the motivational theories throughout this study. Loyalty to the organization can also overshadow dissatisfaction with other variables in the workplace that could potentially lead to intent to turnover (Adams, 1963). According to Adams, if some individuals feel that they are inputting more than they are receiving, they will become disengaged and potentially disruptive. This theory is applicable because it may help to explain how an employee measures whether the duties of the job are worth the rewards from the job. Motivational theories can possibly provide federal leaders with a better understanding of what motivates their workforce to stay with the organization or to turnover. Marita, Heyns, & Marilyn (2018) found the relationship for motivation and job satisfaction in the workplace to be similar among Generation Y and Generation X employees. Marita, Heyns, & Marilyn (2018)

noted that a difference in the psychological need for autonomy was present between Generation Y and Generation X. The theory applies to the current study as job satisfaction and employee engagement are key constructs underlying Adams's theory.

Representative Literature Review

The intent of this ex post facto study was to examine possible variables that could influence turnover in the federal government. Possible variables to influence turnover intention include job satisfaction. Job satisfaction as well as retention strategies were reviewed to analyze the literature on variables that influence turnover. Implications of the study are to provide insight into job satisfaction and turnover relationships in the federal government. Employee engagement, organizational commitment, benefits, and training were also researched for the purposes of this study.

I conducted a review of literature on retention strategies, which included dissertations, websites, peer-reviewed articles and journals, and government statistics reports. The literature review includes variables affecting turnover in the law enforcement industry, job satisfaction in law enforcement, and leadership styles in the law enforcement industry. I used the following search engine and databases to locate peer-reviewed journal articles, U.S. government websites, and dissertations: ABI/Inform Complete, Academic Search Complete, Theses at Walden University, eBook Collection (EBSCOhost), Google Scholar, and PsycInfo. The following search terms were used: *employee engagement, job satisfaction, retention in law enforcement, federal employee turnover, federal government turnover, training, turnover, turnover intention,* and *law*

enforcement industry. Additional searches were completed with the following terms: *Herzberg's motivation-hygiene theory* and *Maslow's hierarchy of needs.*

Theoretical Framework

Herzberg's two-factor motivation theory and Adams's equity theory have been used by other researchers to support retention methods in various industries. Ruiz (2017) used Herzberg's theory to support retention strategies among Millennial employees at full-service restaurants. According to Ruiz, the most prominent categories that aligned to Herzberg's motivational factors were growth and advancement, positive working conditions, and quality and influence of the supervisor. Ruiz's study is significant to the current study because Millennial employees are also a part of the demographic of the federal government workforce. Ruiz also examined how hygiene factors such as working conditions, relationships with others, pay, salary, and influence of the supervisor affect the retention of a Millennial employee. Herzberg's motivational theory supports the framework of motivation throughout various industries. Managers who use motivational theories to retain their team could potentially see lower levels of turnover in the industry.

Kotni and Karumuri (2018) applied Herzberg's two-factor theory model of motivation to motivate a retail salesforce. The primary goal of Kotni and Karumuri's study was to observe satisfiers and dissatisfiers that could continue to motivate salespeople. Kotni and Karumuri surveyed 150 salespeople working in 15 different retail buildings. Kotni and Karumuri found that the retail workers they studied were motivated by hygiene factors such as work-life balance, financial stability, and management recognition. Kotni and Karumuri's study supports the current study by utilizing the

Herzberg's two factor model. Managers in the federal government can use the results of Kotni and Karumuri's study to further research into what motivates their individual employees. All employees are not motivated by the same factor in Herzberg's two-factor theory but having a better understanding of what motivates each individual can help the manager lead their team more efficiently.

The retail and tourism industries have similar turnover rates, according to the Bureau of Labor Statistics (2018). The retail and tourism industry and the federal government would both benefit from more strategic retention strategies to decrease the loss of tacit knowledge within their organization. Lundberg, Gudmundson, and Andersson (2009) used Herzberg's two-factor theory to determine motivational factors for seasonal workers in the hospitality and tourism industry. Lundberg, Gudmundson, and Andersson (2009) studied seasonal workers in the tourism industry to determine motivational factors and found that migrant workers were motivated by the social aspects of the job instead of wage rates. Lundberg, Gudmundson, and Andersson's (2009) research supports Herzberg's two-factor theory and can be applied to other subgroups of employees to determine motivational factors. Federal government employees may also be motivated by different factors, depending on their life circumstances and migrant status. Further research into subgroups in the federal government could benefit leaders in determining various motivational factors for employees.

Udechukwu (2009) studied turnover in correctional officers using Herzberg's motivation theory as a foundation for the study. Udechukwu focused on correctional officers, which make up a portion of the federal government employees. Udechukwu

suggested that the overall work environment for correctional officers was dangerous, thankless, and had poor working conditions. Aggressive promotional opportunities could potentially allow correctional officers to move up through the ranks and out of the correctional officer position because of the nature of the work, but it will not decrease turnover (Udechukwu, 2009). An overall understanding of motivational factors for correctional officers as well as federal government employees could expose motivational factors that are not currently included in this study.

Khoshnevis and Tahmasebi (2016) researched the motivation system in a government organization. Khoshnevis and Tahmasebi (2016) specifically focused on the relationship between motivational and hygiene factors among chief operating officers and their employees in a government organization. Khoshnevis and Tahmasebi (2016) found that Herzberg's hygiene factors had a more significant impact on employee motivation than the motivational factors. Hygiene factors are considered dissatisfiers and are extrinsic to the actual work itself. Hygiene factors could be used by organizations to increase overall motivation in the industry (Herzberg, 1959). Herzberg's motivation theory remains relevant through the current study. Future studies on individual motivation, demographic motivation, and supervisory level motivation could help human resource managers develop better retention practices.

Adams's equity theory is a representation of how individuals perceive the work they put into a job versus the benefit they get out of it. Banks, Patel, and Moola (2014) researched unauthorized absenteeism by using Adams's equity theory. Banks, Patel, and Moola (2014) suggested that unauthorized absenteeism is an employee's response to

inequity in the workplace. If an employee feels that they are not receiving what they need from the organization, they may respond with unauthorized absence, potentially leading to termination (Banks, Patel, and Moola, 2014). HR managers can help to avoid absences by focusing on improving employee perception of the company.

Mira, Choong, and Thim (2017) researched how human resource management practices and job satisfaction affect employee performance. Mira et al. (2017) used Herzberg's theory and Adams's equity theory to determine if human resource practices help to create loyalty, satisfaction, engagement, and increased performance in the employees. Overall, Mira et al. found that there was a positive impact on human resource practices. Adams's equity theory provides a foundation for employee perception and how the employee feels about their place in the organization. Continued research on employee perceptions of their employment, work status, and job core roles can benefit leaders and managers.

Hao and Li-rong (2007) studied the effects of pay strategy on employee satisfaction in order to test equity theory. Pay strategies are an important tool that organizations can use to recruit, retain, and build long-term brand loyalty with employees. Organizations must maintain a higher level of brand loyalty among applicants in order to continue recruiting new talent. As companies increase base rates, organizations need to continue to increase other motivational factors that can help in recruiting and retaining talented employees (Hao & Li-rong, 2007). Hao and Li-rong concluded that pay strategy had a significant effect on employee satisfaction. Equity

theory can be applied to other areas of the workforce to benefit leaders and organizations to retain employees.

The federal government can benefit from using Adams's equity theory by determining what factors motivate an individual. If an individual feels that they are putting more into an organization than they are receiving from the organization, they will not be satisfied in their work. If an employee feels that they are not being challenged in their work, they may not be motivated to continue with the organization. If an employee determines that they are not getting the same treatment as another employee, they will be less satisfied in their job and are more likely to quit.

Ahmad (2017) studied the reciprocal relationship between the employer and employee. Ahmad examined how intrinsic and extrinsic factors affected job satisfaction in employees. Employees who perceived they were receiving something from their organization felt more inclined to stay with the organization, and their perception of the organization was more positive (Ahmad, 2017). Ahmad suggested that employee attitude can be changed through a reciprocal relationship with the organization. Overall motivation within the organization can help to lead to higher levels of productivity and retention. Human resource managers who focus on reciprocal relationships may be able to create new and improved employee reward systems with an effort to retain employees.

Le Grand and Roberts (2018) studied motivational advantage of the public service mutual, organizations that are employee led but contract with the government to provide a public service. Public service mutual are independent organizations that can sometimes better serve the social good than traditional nonprofit organizations. Motivation for public

service employees can be different than motivation for employees in a for-profit organization. Three issues Le Grand and Roberts (2018) found affecting public service workers were demotivation, motivation to pursue personal interests, or to follow their own version of what constitutes social good rather than what is in place. Le Grand and Roberts (2018) concluded that employees would more closely align with the organization if they have right to control and the right to the surplus of the organization delivering the goods. Le Grand and Roberts (2018) also suggested that employees in good conditions will exhibit more behaviors towards the social good than other employees. The public service sector attracts individuals for various reasons, but their motivation once employed can change their performance. If the individual motivation lines up with the organization's offerings, the employee will have a better chance of maintaining job satisfaction and staying with the organization (Le Grand and Roberts, 2018).

Rochat (2018) studied motivational interviewing to determine different motivations. Rochat determined that there were four general guidelines for interventional motivation, which include demonstrating empathy, establishing a collaborative relationship, seeking to elicit and strengthen the individuals' own reasons and desires, and accepting and affirming the individual's right to autonomy. Human resource managers can benefit from this study because it highlights some opportunities and methods in which to gain a better understanding of individual motivation. One employee may not be motivated by the same thing that motivates another employee. It is important for the leader or human resource manager to address individuals and determine how to best motivate them in order to drive a more engaged workforce.

Downes, Kristof-Brown, Judge, and Darnold (2017) studied motivational mechanisms in relation to person-organization fit and specific efficacy. Downes, Kristof-Brown, Judge, and Darnold (2017), determined individuals who pursue work goals that have autonomous motives have a higher level of goal-specific efficacy, as a result they typically have higher rates of goal accomplishment and satisfaction. Downes, Kristof-Brown, Judge, and Darnold (2017), concluded that controlled motives had the opposite affect and led to negative reactions in the employees. Individual employees each have their own motivational factors that change based upon their goals, circumstances, and accomplishments. Organizational leaders will benefit from understanding individual motivating factors and implementing them specifically for those individuals.

Herzberg's and Adams' Theories are important to the human resource industry as well as the Federal Government. Motivational theories can help leaders and organizational policy implementors to develop methods to retain employees. Herzberg's and Adams' Theories underline the importance of understanding individual motivational factors in order to tailor the employee experience. A specific experience for each individual employee may seem excessive, but the retention that is gained due to the organization-person fit is highly beneficial. Overall employee retention can help to increase tacit knowledge and build upon the foundation of the industry. In areas such as the federal government the increase in tact knowledge helps to reduce safety risks, reduces cost, and increases the long-term benefits of comradery. Leaders can utilize motivational theories to apply motivation types to difference demographics. Motivation can be tailored to Millennials, baby boomers, supervisors, and a wide array of other

demographic categories. Equity theory can also be applied to migrant workers and shifting motivation within an organization during seasonal recruitment. Overall continued development, growth, and motivation among employees will impact social change to elevate employee experiences. Increased tacit retention will impact social change within the industry by changing organizational culture stereotypes in high turnover industries.

Training

Training has a large impact on employee perception and is also built into the organizational culture. Training in the workplace helps to create an inclusive culture to make individuals feel valued, trained, and effective in their job performance (Yap & Webber, 2015). Training also starts with having highly skilled trainers who are excited and willing to train new employees. The training period is an opportunity to ingrain the organizational culture into a new employee and help them feel like they are part of the team. Training is an important time to create links in the work place as well as set expectations for the work the employee is expected to accomplish. A lack of skilled employees has also shown to leave tenured employees feeling overwhelmed and overburdened leading to voluntary turnover of long-term employees (du Plooy & Roodt, 2010). Human Resource managers may be able to change the culture of the organization by decreasing turnover, thereby decreasing tension within the organization. Decreasing stress for employees may lead to a more engaged workforce.

When tenured employees continue working in an understaffed environment they are left to complete additional tasks that lead to burnout. Additional staffing can help to spread the load of work that needs to be completed and decrease burnout in tenured

employees. Payroll restrictions could decrease hours and reduce work-life balance for

well-trained team members, so the organization needs to plan strategically for hiring and

development. Further research has been inconsistent in workers who are required to have

a higher level of training. Chang et al. (2010) established that despite some workers

feeling more invested with better training, other employees required to work on an

intellectual level leave for unknown underlying reasons. The type and amount of training

that an employee receives can create a more effective employee. In addition to training,

employers need to validate knowledge to make sure employees can complete their tasks

as expected. Training is more effective when it is taught and then physically completed to

ensure understanding. If employers do not check for understanding with new employees,

they run the risk of not having a knowledgeable staff on hand to complete work load.

Salespeople that failed were found to have failed due to a lack of training (Pettijohn et al.,

2009). To avoid new employee failure, managers should implement a plan to verify and

validate the training.

Training validation should include consistent check ins from leadership to ensure

the employee understands the expectations, can perform their tasks, and feels confident in

completing the work correctly. Employees in high knowledge work industries could also

be dissatisfied due to a feeling of over qualification. Maynard and Parfyonova (2013)

found that employees who found work were looking for new career options in as little as

six months if they felt overqualified for their current position. Ocen (2017) found that

training creates a positive effect on employee commitment. One-way leaders can

decrease turnover intention is to increase employee engagement. Men (2018) researched

organizational leaders who focused on psychological need for mutual respect could contribute to the organizational relationship with the employee. Men (2018) also determined cultural contributions such as trust, control, and commitment increased how an employee felt about the organization. Both monetary and non-monetary rewards can be used to create a balance of value within the employee-organization relationship to decrease employee turnover intention.

Training is beneficial in several ways because it builds awareness, drives adoption, improves productivity, improved retention, and fosters growth. Building awareness through training helps employees to empower the employee to feel that they can make independent decisions. If individuals feel like they are empowered to make organizational decisions they will feel more autonomy and become more valuable to the organization. Fletcher (2016) researched training perception and how work engagement and personal role engagement compared. Fletcher (2016) hypothesized that personal role engagement would reinforce validity more than work engagement and would be a stronger mediator among relationships. Training in hospitality organizations has been associated with higher levels of job satisfaction, lower business costs, and more consistent job performance (Jaworski et al., 2018). Driving adoption is where employees build up a knowledge base on generating product advocacy and advancing selling skills. Training in the law enforcement industry helps employees to become situational experts that can share their knowledge and skill sets with other teammates. Christopher (2018) found that Mindfulness Based Training where law enforcement individuals were exposed to situations they could potentially encounter were able to better handle stressful

situations without adverse mental stress. A well-trained team will be safer on the job in such a hazardous environment as law enforcement.

Productivity is also impacted by efficient training. Intentional training will set a standard among employees and create a sense of consistency. Fletcher determined that both personal engagement and work engagement played a part in training perception, but that personal role engagement has better usage in the work environment (Fletcher, 2016). Training is imperative and having a well-trained, engaged team can benefit most organizations. Training teaches employees the skills they need to complete their job appropriately, which leads to an increase in confidence and feelings of accomplishment in the employee. Ocen, Francis, and Angundaru (2017) found that there is a positive relationship between training and employee engagement, training and job satisfaction, and job satisfaction and employee commitment. Training also increases the chances that an individual will grow with the organization because they will feel accomplished and confident in the decisions they make for the organization. The effectiveness of training can range based upon how the new employee is trained. Individuals may learn differently, and the trainer will need to take into consideration the most effective training methods. Self-learning on a computer is not always as effective as physical, on-the-job training that gives the employee a realistic job preview. To effectively bring in new employees the employer needs to have a strategic plan around onboarding employees and educating them on the organizational culture. Law enforcement is a high-stress job industry due to the nature of the work. Kazmi (2015), studied work-life balance, operational stress, and destructive coping mechanisms to determine that they were

significant predictors in job satisfaction among police officers. Efficient training can help employees feel confident in their capabilities at work. Onboarding is an important part of training employees to retain talent.

Onboarding

Onboarding is the process of welcoming an employee into the organization. Onboarding is understood to be the practices (formal and informal), policies, and programs that are utilized in the company. Onboarding can be used to socialize new individuals and help them become part of the team. It includes the training process, feedback, and continued engagement with the new team member. Onboarding practices help to decrease anxiety and confusion in new employees, help individuals become acquainted with the new environment, and give them the tangible and intangible essentials to function within the organization (Klein, Polin, & Leigh Sutton, 2015). Onboarding, a new employee, can take two forms: personal-identity socialization or organizational-identity socialization. Personal-identity socialization is where the individual's personal identity is the focus and where they fit in the company is highlighted throughout their training. Organizational-identity is where the individual is made to feel like a part of the group and the group's identity is reinforced throughout training (Cable, Gino, & Staats, 2013). A well-trained team will be more successful than a team that is not trained and confident in their job core roles. Team members who feel comfortable in their work and feel that they are part of the group are more satisfied in their role. Human resource managers can reinforce organizational-identity to make the employee feel like part of the team and decrease demographic segregators.

Another consideration for onboarding is understanding the need for specific accommodations for Generation Y employees. Onboarding will not be effective if it viewed by leaders as a onetime event. Generation Y employees respond to continuing development and the feeling that they are a part of something greater than the individual (Aruna & Anitha, 2015). Onboarding must be a process that slowly integrates individuals into the workforce. Human Resource Managers must consider the employee's demographic. Generation Y employees may be new to the workforce and may not fully understand the expectation of a job role. Generation Y employees may need daily guidance before they are able to accomplish tasks on their own. Generation Y employees may also need guidance on working with inter-generational groups if they are not used to being around older employees. Creating an inclusive environment is important for leaders to understand the specific need of individuals who may lack the experience needed to deal with changing work expectations, stress, and strict deadlines (Vargas, 2015). Human Resource managers can bridge the gaps of a non-inclusive environment by continuing to foster inclusion within the work place. Human Resource managers' proper execution of onboarding can play an important part in an employee's feelings about turnover intention. If onboarding is completed appropriately the employee will feel like a valuable part of the organization, which can lead to a decrease in turnover.

Organizational Culture

Organizational culture is the culture of shared values and beliefs that impact how individuals act, dress, and perform at their job. Organizational culture is an important part of onboarding for new employees. Organizational justice explains the distribution of

power and actions within the organization. Leaders and employees alike utilize organizational justice to determine whether an action is fair and if it fits the organizational culture. McNabb (2009) determined that high job satisfaction and organizational commitment resulted in lower turnover intentions. McNabb (2009) also found that organizational justice is associated positively with organizational commitment and job satisfaction. McNabb sampled a mid-sized southwestern police department utilizing a mixture of qualitative and quantitative data. Organizational culture has two separate profiles: one that is oriented towards the individual and those towards the organization (Sharoni, et al., 2012). Human resource managers need to understand organizational culture in both the individual and organizational aspect to help retain employees.

Organization-oriented dimensions are made up of innovativeness, aggressiveness, outcome orientation, and growth orientation (Sharoni et al., 2012). Innovativeness includes being open to taking risks, new opportunities, and developing new methods. Aggressiveness includes high competition and involvement in conflicts. Aggressiveness can be utilized to develop healthy competition among employees, but can also cause conflict if it is not controlled. Outcome orientation includes achievement and performance regarding accuracy and analytical tendencies. Individuals who are outcome oriented are focused on the goal and will drive to succeed at reaching the goal. Individual dimensions are comprised of growth orientation, supportiveness, and teamwork orientation (Sharoni et al., 2012). Organizational dimensions and norms help new employees work through their time at an organization and become a system of values that

rule the everyday (Brindusa, 2017). Leaders who focus on growth different orientations for employees they can reinforce commitment and loyalty to the organization.

Certain aspects of organizational culture can help retain employees including involvement in organizational decision-making, teamwork, and social undermining. The law enforcement industry has a sense of team and brotherhood that creates a unique culture among law enforcement agents. Law enforcement officers must also make split-second decisions based upon their previous experience and training, which creates an additional survival culture. The sense that law enforcement officers have survived something together creates a bond through mutual experiences. These factors can help to reduce burnout in employees and increase their chances of staying with the organization for a longer period. Organizational culture can be viewed in two lenses according to van Hoorn (2017). Self-enhancement value are values that improve an individual's worth within an organization via talent acquisition, monetary growth, or other private gains. Self-transcendent values are values that include concern for the care of others (Van Hoorn, 2017). Many government employees work in areas that rely heavily on self-transcendent values and less career success relative to other industries. Van Hoorn (2017) found that individuals who had a higher level of self-transcendent values were more successful in their careers than those who put personal gain above others. Organizational decision-making is where the employee is directly involved with making decisions that affect the business. Organizational decision-making helps employees feel empowered and like they are a part of the bigger picture of the organization. Involvement in decision-making is positively related to employee job satisfaction (Ginossar et al., 2014). Rijnbout

and McKimmie (2014) determined that overall unanimous decisions among the group lead to a more positive group climate, but that some deviation can result in increased innovation. Involving employees in organizational decision making can also greatly affect how they feel about change in the organization.

Major changes can also greatly affect how the employee feels about the organization and the direction in which the organization is heading. Acquisitions are common among organizations to grow the company in a competitive market. Bilgili et al. (2017) researched how acquisitions affect turnover among executives and their performance after the major change. Executive engagement is imperative because executives can impact the organizational culture that can later lead to higher employee turnover. If leaders can create an environment of commitment with their employees, they will be able to decrease levels of turnover according to Vandenberghe et al. (2014). All managers within an organization can play a part in building loyalty within an organization. Consistent follow-up and helping an employee to feel like they are valued plays a large part in employee retention. Employees that feel their leaders invested in them are more likely to stay with an organization.

Creating a positive organizational culture that retains employees is a major part of the Human Resource manager's job. Scott et al. (2016), determined that learner-focused new orientation programs that instill organizational culture and reinforce cultural beliefs also enforce employee engagement. Ahmetoglu, Akhtar, Tsivrikos, and Chamorro-Premuzic (2018) researched organizational culture and its effects on innovative output. Ahmetoglu determined that psychological mechanisms in entrepreneurial culture can

influence an employee's innovation within an organization. It is vital that all leaders understand the culture and help employees focus on it to make the business environment one that employees want to be a part of. Yearly surveys and employee chat sessions can help to gauge how employees feel about their employment. Gaining insight into employee attitudes about their jobs can help employers recreate the organizational culture and ensure it is a positive, employee-retention focused business. Human Resource Managers must also create plans to recruit employees. Recruitment incentives can include pay, benefits, and reward systems.

Pay, Benefits, and Reward Systems

Benefits, for this study, includes employee sponsored medical, dental, vision, discount, and miscellaneous benefits provided to the employee either free or at a discounted rate. Walmart and Target have recently increased their benefit plans to include additional resources to employees including additional parental leave, GED and Tuition reimbursement, and, in some cases, daycare assistance. Additional employee discounts on everyday products encourages employees to stay with the individual organization. Both Walmart and Target offer benefit information on their respective websites under careers to entice new employees to join their workforce. Kuvaas et al. (2015) found that a higher level of base pay was positively related to higher performance and negatively related to turnover. Understanding what benefits to offer new employees to recruit and retain can be beneficial to human resource managers. Vatankhah, Raoofi, and Ghobadnezhad (2017) researched fraternal depravation where a group of people feel that they were deprived. Vatankhah (2017) found that increased compensation mediated the effects of fraternal

depravation. Muse and Wadsworth (2013) found that non-traditional benefits had a positive relationship with *perceived organizational support* and traditional benefits did not. Muse and Wadsworth also found that perceived organizational support positively impacted task performance, job dedication, and interpersonal facilitation. A mixture of traditional and non-traditional benefits could greatly benefit human resource practices to decrease turnover intention.

Pay refers to the salary or monetary compensation the employee receives for working at the organization. Renaud, Morin, and Bechard (2017) studied the difference in relationship between perquisites and traditional benefits to determine if there was a difference. Satisfaction with traditional benefits had a stronger impact on turnover than satisfaction with perquisites, but perquisites had an indirect negative effect on turnover through organizational commitment (Renaud et al., 2017). Discounted medical insurance rates may be a deciding factor for employees when they choose to stay with an organization. For example, one organization may pay slightly more, but offer less benefits or no benefits where another organization may pay less per hour yet offer discounted benefits. Depending upon the employee's living situation and socioeconomic status, the option of company provided-benefits may outweigh the hourly wage rate from a competitive hiring standpoint. To maintain tacit knowledge by retaining long term federal employees offering competitive benefits can be beneficial. In 2015, the Office of Personnel Management introduced a new recruiting program called REDI (Recruitment, Engagement, Diversity, and Inclusion) (Miller, 2016). The premise of the program was to hire quality hires and retain through quality recruitment and hiring.

Organizations are offering additional parental leave benefits to help create a better work life quality when a family is welcoming a new child. Where many organizations did not previously offer paternity leave, many organizations are now offering competitive paternity leave options for new fathers or for individuals who are adopting. Target offers paid maternity leave for full time employees, plus additional bonding time for mother and father including situations where adoption has taken place. Target also offers a maternity support program for employees while they go through pregnancy (Benefits, 2017). Muse and Wadsworth (2012) discovered that non-traditional benefits served as an incentive to employees and increased the employee viewpoint of organizational support. Employee incentive and benefits programs have become a large retention tactic for Human Resource managers.

Although the parental leave is often only a portion of the total salary, it is meant to help alleviate some of the burden of taking off work to care for a new child. Some companies offer additional time for bonding and others only offer a set amount of time. Federal policies such as the Family and Medical Leave Act will protect an individual's job status while they are caring for a loved one, but does not come with any monetary compensation, which can cause individuals to burn out by trying to work and balance their home life. Many minimum wage women opt out of taking maternity leave because they are unable to remain unpaid for an extended time. Satuf (2018) studied the effects of job satisfaction on mental health, happiness, and well-being. Protective effects of job satisfaction helped reinforce positive evaluation of the actual work. Satuf suggested that the effects of personnel management policies that highlight job satisfaction could result in

personal improvements of health, happiness, and well-being (Satuf et al., 2018.) Clark (2017) determined that large corporations such as Google, Amazon, and Netflix benefited from offering longer paid parental leave after having a child. Clark also reported that there is a business case for workplaces with family-friendly support. Support programs can reduce the long term cost of turnover and sick leave. Providing employer paid leave policies can motivate staff, increase overall production and satisfaction as well as reduce stress in the workplace (Clark, 2017). Employees greatly value work-life balance and the opportunity to personally care for their children as well as receive some sort of assistance for childcare (Javed, 2014). Providing personal levels of parental benefits gives an organization a competitive edge in retention (Renaud, Morin, Saulquin, & Abraham, 2015). Adding a rewards system to the workplace can change the turnover numbers for an organization.

Pay and benefits are all forms of reward systems. Reward systems include motivators that provide positive organizational outcomes (retention). Rewards system work on the philosophy that puts employees first as the company's biggest asset (Arokiasamy, Hon, & Abdullah, 2013). Promotion, compensation, and motivation all positively impacted job satisfaction levels in employees according to Arokisasamy et al. (2013). For organizations that are working towards retention strategies promotion, compensation, and employee motivation must be considered since they are vital to job satisfaction levels.

Absenteeism

Absenteeism is the rate at which employees are absent for scheduled for shifts. Employers have an expectation that employees will call out for a certain number of shifts per year, but excessive callouts can greatly affect an organization's ability to be productive and successful. If an organization is experiencing excessive callouts the leadership needs to review why the employees are calling out from their shifts. If employees do not show up for their scheduled shift it could leave important work incomplete and decrease the guest service experience. A lack of consistent work could also leave the organization with a bad name brand among customers. Absenteeism is a relevant problem for Human Resource managers. Kadotani et al. (2017) studied sleep debt and how sleep debt impacted presentism and absenteeism in government workers. Kadotani found that individuals who experienced sleep debt during the week also showed up to work when they were ill and were more likely to call out. Understanding how sleep debt and work-life balance can impact employees is important to decrease absenteeism. Research shows that individuals in the public sector are more likely to call out than those in the private business sector (Cucchiella, Gastaldi, & Ranieri, 2014). Workplace absenteeism can be very costly to the organization, so it is detrimental that the organization find a means to decrease unexpected absences. Researchers found that relationships between workplace absences and strain, psychological illness, and physical illness were positive. Additional research concluded that less than 30% of absences were due to strain and 10% or less were due to illness. The reality of this research is that individuals need time to *get away* from the stresses of work. Absenteeism can be a result

of a poor work life balance when employees feel that the organization does not support

them (Culbertson, 2009). Absenteeism can also be a symptom of a cultural issue in the

organization.

Generation Y Employees

Per the U.S. Bureau of Labor Statistics (2013) Millennials have a medium

turnover of only 1.8 years, which indicates that they are not staying with organizations

for a long period. Researchers suggest that Millennials have been raised in a parenting

society that has told them they can be anything they want, so Millennials are seeking jobs

they can move up quickly in without have a long-term career. Highly ambitious

Millennials on the lookout for the next opportunity leave managers pondering how to

retain Millennials who are fast-burning and ambitious. Under Herzberg's theory even

though managers offer good working conditions that are motivational, it does not

guarantee that an employee will have high productivity and job satisfaction (Ahmed et

al., 2012). Generation Y employees, unlike previous generations, seek out career

opportunities continuously. If another career option comes along that offers a better

lifestyle or quicker career advancement Generation Y employees will jump at the chance

despite how long they have been with the current organization. McCampbell (2009)

researched law enforcement agencies and found that many individuals worked at local

jails before being recruited to other positions within the law enforcement agency. Of

1,813 respondents to McCampbell's study 45% began working at the jail because law

enforcement officers wanted to move to another position in the future.

Due to the high turnover rate in law enforcement it would benefit policy makers to determine how to keep more individuals at the jail or create a development program where they slowly move people through tiers without creating major lapses in job coverage. Many companies, struggle to hold on to Generation Y employees. Researchers have several suggestions for retaining Generation Y employees: results oriented work environment, career path mapping, job rotations, and self-service learning. Banana Republic employs a high percentage of young Millennials. To reduce turnover Banana Republic implemented a results oriented work environment. The ROWE offers employees the opportunity to make their own decisions on how and where they work depending on what results they have delivered to the organization. This type of work environment can lead to higher levels of job satisfaction and retention among Generation Y employees. Career path mapping is where an organization helps an individual build themselves up through the company to grow with the company, which will also increase retention. Career-path mapping gives Generation Y employees the opportunity to control their own development while still working for a company (McCampbell, 2009). Millennial employees make up a large portion of the total employed population and have different needs than other generations. Hou (2017) studied Millennial innovation in the shadow of destructive leadership. Hou found that destructive leadership hindered Millennial innovation. Understanding how Millennial innovation can grow and help the organization is imperative to building a flexible and determined team. Human Resource managers can utilize career-path mapping to retain high risk Millennial employees. Bodenhausen and Curtis (2016) revealed that Millennials sought goals and tried to

achieve those goals. Millennials are interested in understanding performance expectations, receiving personalized support, and aspiring to grow as an individual (Bodenhausen & Curtis, 2016).

Millennials respond well to career advancement based on performance so many organizations have implemented performance-based advancement programs to keep Millennials with the organization long-term. Millennial employees react to leadership styles and will leave an organization if the leaders are not creating a developmental environment (Thompson & Gregory, 2012). Job rotation is a practice that helps individuals who are either failing in their current role or not enjoying their current role to try something else. It also benefits individuals who want to learn an additional skill set. Job rotation is a tool that law enforcement employers can utilize instead of terminating a poor performing employee. Managers can utilize job rotation to move a low performing employee to another work center to see if it is a better fit for them. This allows the employee to try another skill set and avoid frustration with a position they are not enjoying. Since Millennials are not entirely familiar with the work place format offering various roles, job rotation can be beneficial for them to learn how to grow within the company and stay long term. Zhu et al. (2013) determined that executives who served in an assistant role before moving into an executive role were able to adapt productively later in their careers. Career exploration can help retain employees who are constantly looking for the next adventure or opportunity in the career world. Self-service learning is a technological solution to the Millennial market. Many Millennials are savvy with technology and respond well to technological innovations. Self-service learning tools

offer independent opportunities for employees to pursue in preparation for the next step in employment. Continuous education and upward movement can help to retain Generation Y employees. As new generations arise and view the workplace differently human resource managers must change the way recruitment, retention, and development are viewed.

Organizational fit and personal fit between the employee and the organization play a key role in the employee's job satisfaction. If an employee feels that their personal values fit with the organizational values they are more likely to stay with the organization through difficult times. Afsar and Badir (2016), found that job embeddedness was stronger in individuals who had high organizational fit behaviors. Bowman (2009) conducted a single panel survey in a police department in the Southern United States consisting of 276 members of ranking officers. In Bowman's study 46% of intended participants responded. Bowman (2009) determined that there was a statistically significant correlation between the leader-member exchange and job embeddedness. Bowman also found that there was a significant negative correlation between leader-member exchange and turnover intentions, leader-member exchange and job search behaviors. Job satisfaction plays a large role in employee retention of Generation Y employees. Job satisfaction and retention rate of Millennials is significantly related to work-related attitude and leadership style (Lee, Mullins, Young Sik, 2016). All leaders in an organization can help to impact the work-related attitude and leadership style in the workplace.

Organizational fit plays a large role in how an employee feels about turnover intention within an organization. Avanzi (2013), focused on the organizational fit and how it decreases employee burnout. Avanzi suggested that employees who have a higher level of organizational fit will receive more social support from their coworkers, which helps them to be more successful in their role. Job satisfaction is considered the process that makes employees feel fulfilled in their work, both mentally and personally. Previous employees were satisfied with less: less work-life balance, less benefits, and less extra pay, but Millennials seek these benefits as the norm rather than an extra, which makes long-term employment of Generation Y employees a challenge for employers. Generation Y employees expect to have high paying salaries by the time they reach the age of 30 and expect to have immediate rewards rather than gradual rewards. The law enforcement industry is a difficult environment for Millennials who seek to move up quickly in a system that rewards tenure over tenacity. Researchers suggest that the main reason for the desire to get things quickly is due to digital gaming, which provides immediate rewards. Millennials act like investors in an organization rather than assets and they expect a quicker return than most generations (Aruna & Anitha, 2015). Technology also lends an advantage to employers. Websites such as Glassdoor.com that allow people to rate companies and how good or bad it is to work for them help the organization to get anonymous feedback. Additionally, many organizations do annual surveys for their teams so they can gauge where they are from a culture standpoint. The more difficult task for organizations is ensuring that they continue to implement change to retain employees. Since the job market is so competitive it is less likely for an

employee to stay with one organization for long, resulting in costly turnover for the business.

Cost of Turnover

In the United States alone, organizations annually expense more than $25 billion on turnover costs for employees (McKeown, 2010). Many researchers suggest that an increased turnover also decreases productivity. Gberevbie (2010) determined that a lock of strategy surrounding turnover would inevitably impact the organization's bottom line in a negative way. An organization that does not have a plan surrounding turnover will face higher turnover rates.

Turnover can be both harmful and beneficial to an organization. Turnover can be harmful when it causes burnout in long-term employees, excessive training fees, and decreased performance due to morale. Turnover can be beneficial in other ways such as increasing the flow of new ideas and diversity, hiring new employees at a lower rate, and making room to develop new talent, (Hancock et al., 2013). Per Tuuli and Karisalmi (1999), there were several correlations between burnout and the organization including the monotony of the tasks required, the demands of the job, and workplace conflict. Age plays a factor in an employee's ability to cope with stress in the law enforcement industry. Johnson, Holdsworth, Hoel, and Zapf (2013) found that older employees were more emotionally capable of dealing with emotional exhaustion and stress. Younger employees, like Generation Y individuals, are less likely to be able to cope with the additional stresses. Turnover can be beneficial in some instances where it removes poor performing employees or where an organization can hire a new employee to complete the

job at a lower pay rate than a long-term employee who is making more money. To lose long-term employees the organization is losing learned knowledge that has been gained through the years, but long-term employees may also be averse to change in the organization which could create a rift in the organizational culture.

Additionally, there were factors that decreased burnout in the workplace including communication, how the organization functions, and how the leaders work within the organization. Leadership style and how leaders work with their employees can greatly impact how the employee feels about their work and the organization. Social exchange theories suggest that reciprocity creates a link among employee and employer. Employees will feel obligated to work out an intangible debt with their supervisor before leaving the organization (Kacmar, Andrews, Von Rooy, Steilberg, & Cerrone, 2006). Ariyabuddhiphongs and Kahn (2016) found that transformational leadership has an impact on turnover intention that reduces employee intention to turnover and increases retention. Employee turnover comes at a great loss of employee knowledge. Tacit knowledge is knowledge that is not easily communicated such as anticipating when something needs to be prepared to accommodate upcoming customer traffic (Kacmar et al., 2006). If an organization is turning over employees at a rapid rate important, tacit knowledge will be lost and the company may not be able to perform highly, whereas an organization that retains employees will also retain the long-term company knowledge.

Human Resources Branding

Human resource (HR) managers play an important role in brand management. HR managers are normally the first people that new hires see when they start with an

organization. The HR manager must also be the marketer for the organization. To recruit

new employees into the organization the HR manager must market the company to

prospective new hires. The brand that is presented to the public is important because it

creates the first impressions that the new employee sees. It is also vitally important that

the brand is represented as truthfully as possible because it is the first chance the

company has to start engaging the employee. If the new hire finds that the HR Brand is

different after they become employed, they may feel that they have been lied to and will

be less likely to trust the organization. Brand establishes the known identity of the

company. A long term employer brand plan will have both recruitment and retention

benefits to it (Neeti, 2014). Effective brand management will allow the HR manager to

sell the organization and its employment benefits to an individual. Individuals who feel

that they have similar values or beliefs as an organization are more likely to stay with the

organization. Employer brand has also been used to create a positive social image on

popular social media websites. Promoting a positive organizational brand via social

media can increase positive viewpoints of the organization (Carpentier et al., 2017).

Social media impacts potential employees by creating a positive viewpoint of the hospital

from an external perspective.

Competitive pressure has changed the face of HR to be the forefront of innovative

solutions in the workplace. Human Resource managers of today act as a middleman

between top managers and ground level executives. Human Resource managers also help

the organization to stay at the forefront of the competition including increasing benefits

to ensure employees are choosing their organization (Bhardwaj, 2016). Internal branding

also helps in turning organizational culture into action. Some of the known cultures organizations employ include rewarding initiative, questioning quality, and practicing respect. Values and norms are cultural in both society and business organizations. Liu and Lin's (2016) research focused on corporate ethical values and turnover intention. Liu and Lin found that employees who do not match their organizational values will often leave the company. Connecting employee motivation with the business goals can greatly benefit the internal branding. Employees who feel that their needs match the needs of the organization feel that they fit better in the organizational culture and will be less likely to seek other employment opportunities (LePla, 2013). Human resource managers may be able to retain more employees if motivational theories and hiring practices are utilized to help the employee fit within the organizational culture.

Leadership Style

Leadership styles have also shown a major part in whether an individual will remain with an organization. The clarity and empowerment that a leader gives an employee have been shown to have a positive relationship with the desire to stay within the current position (De Villiers & Stander, 2011). The current body of research provides insight into job satisfaction, empowerment, training and development, and leadership about an employee's willingness to stay with an organization. Further research could provide more information on better retention and empowerment practices for the human resources field of study. There are three recognized leadership styles: Authoritarian, Transformational, and Laissez-Faire. The transformational leadership style is the most statistical significance in positively affecting job satisfaction and employee retention.

Most of the newer retention researchers suggest that employees leave because of leadership style and not necessarily because of the organizational culture (Reina, 2017). Leadership style is a growing focus in many organizations and Human Resource managers may be able to use this growing focus to retain employees. Shabane et al. (2017) determined that transformational leadership played a large role between satisfaction and intention to stay with the organization. Research such as Shabane demonstrates how leadership styles impact employee turnover intention.

Transformational leadership styles have shown to improve employee turnover and increase employee effectiveness. Followers under a transformational leader are inspired and encouraged to take ownership of their development and reach their highest level of potential. Managers that have transformational leadership styles can convince others to accept new creative ideas rather than remaining stagnant. Nguyen et al. (2017), determined that transformational leadership had both a positive and direct impact on managerial performance. Transformational leadership helps leaders to develop and grow an individual, which adds value to how the individual feels. As a result of transformational leadership success, many organizations are utilizing transformational leadership as a retention strategy and leadership development skill. Generation Y employees respond to an inclusive style of management which does not rely on autocratic leadership and job security the way previous employees did. Inclusive style of management is all encompassing and is viewed as management from the big picture standpoint. Millennials look for mutual respect and to be treated as business partners, not

as subversive (Aruna & Anitha, 2015). Leaders can retain employees by implementing leadership and management styles that fit with what motivates their employees.

Authoritarian leadership style is when a leader dictates and decides what needs to be completed. Authoritarian leadership does not give the employee autonomy within the work group or freedom to be innovative. Authoritarian leadership style is not as effective in Generation Y employees because they seek innovation and creativity where they can explore their career. Authoritarian leadership is a strict, policy-driven leadership style. Laissez-faire leadership is also known as delegatory leadership. Laissez-faire leadership is a leadership relationship where leaders are not directly involved in the work process and much is left to the employees to figure out and implement. Since the leaders are hands-off and minimal direct direction is given this is the least productive leadership style. Some research has suggested that Authoritarian leadership can be more effective in a harsh economic environment because it is more efficient than allowing everyone input into the processes of the organization. Research has shown that where high efficiency and coordination are needed authoritarian leaders are able to maintain centralized power to get the job completed (Xu, Xu, Chiu, Lam, & Jiing-Lih, 2015). Different employees react to different leadership styles. One retention tactic for Human Resource managers is to lead employees how they prefer to be lead.

Job Embeddedness

Job embeddedness is the total body of force that is impacting an employee's decision to stay within an organization. Job embeddedness is the culmination of the parts of employee retention. Retaining key employees for their knowledge and skill is vital to

the organization and the leadership of the organization. Using the theory of job

embeddedness and capitalizing on aspects of the organization or job that the employee

prefers will help the leadership team to retain employees in a competitive environment,

(Jian et al., 2012).

Job embeddedness is composed of three dimensions called links, fits, and

sacrifice. Links are considered formal or informal ties between an individual and an

organization or the people within that organization. The number of links an individual

must connect them to an employer or individual will increase their satisfaction and

willingness to stay with an organization. Research has also shown that there is a pressure

from family and friends to stay on a job that could increase job embeddedness.

Employees that are highly embedded will have a high degree of connection with their

peers and would give up a lot of social involvement if they quit working for the

organization. Nica (2018) concluded that job embeddedness would retain employees in

an organization, but contentment and organizational commitment are not the only factors

that play a role. Nica (2018) proposed that personalities, objectives, and values also play

a role in how employees embed in an organization. An individual's fit is how well they

fit within the organizational culture. Individuals who feel that they share similar beliefs to

an organizational culture will stay with the organization longer. The third dimension of

job embeddedness is sacrifice. Sacrifice is what the employee feels they will lose if they

break the link and leave the organization. If an individual is highly motivated by the link

with their co-workers they will feel the sacrifice is much greater than the benefit of

leaving the organization (Afsar & Badir, 2016). Some highly-embedded employees may

believe that they do not have a choice but to stay with the organization, which can lead to destructive behavior such as poor performance, poor work relationships, and an increase in absenteeism. Job embeddedness alone is not enough to retain an employee, but it is a large anchor that can hold an individual to an organization. In many cases a highly-embedded employee will take a job demotion to still stay with the organization if their position is no longer available. Job embeddedness emphasizes the importance of having a community feeling among employees to create links and retain employees long-term (Reitz, 2014). Heritage, Gilbert et al., researched incremental, convergent, and criterion validity of job embeddedness. The researchers found job embeddedness could be used as a predictor of turnover intentions among employees. Losing an individual also establishes a financial loss per individual due to the cost of training, hiring, and onboarding. Job embeddedness is also affected by work life quality of the individual and organization.

Work Life Quality

Work life is the quality of the balance an individual has between their work and their life outside of work. Quality of work life has been found to be correlated to reduced turnover intentions. Individuals who feel that they do not have a proper balance or quality of life between work and everyday life will not have any specific links to the organization and will be more likely to turnover (Zhao et al., 2013). Human Resource managers should continue to focus on what will retain the employee including benefits trends such as external life facts.

Working in law enforcement can complicate the work life balance equation. Long hours, high turnover rates, and unreliable schedules can decrease the quality of work life

balance. A lack of work life balance can be a cause of increased turnover among law enforcement officers. Law enforcement officers also have a higher than average divorce rate, adding to the stress of the position. It is imperative for Human Resource managers to gain a better understanding of how to increase work life balance among law enforcement employees to decrease the high rates of turnover in the industry. Henly and Lambert (2014) studied women in low-skill retail jobs with unpredictable work schedules in comparison to male counterparts who had predictable schedules. Henly and Lambert (2014) found that unpredictability in the workplace resulted in work-life conflict, time-based conflict, and strain-based conflict that was manifested into employee stress.

The hospitality industry parallels many of the struggles in the law enforcement industry that cause employees to quit. Some of the work-life balance issues that both industries share, include irregular work hours, unpredictable shifts, high turnover, the expectation of working on holidays, and unattractive pay (Louis & Wendy, 2016). Difficult schedules can be a deterrent for new applicants and a negative aspect of work-life balance in unstable industries. Research has shown that a poor work life balance can lead employees to feel unhappy and stressed at work, which increases employee turnover. Employees who feel that the organization values their happiness and familial well-being will be more likely to stay with an organization. While organizations cannot eliminate stress from the work place, creating a more family-friendly work environment would assist in the retention of employees. Hee, Youngoh, & Hoover (2015) found that the General Strain Theory applies partially to law enforcement agents despite turnover intention being regarded as a *non-deviant coping behavior*. Hee et al. (2015) determined

that the relationship between strain and turnover intention was significantly impacted by additional frustration and depression, but not by anxiety. The turnover intention due to strain was decreased when social support structures were also in place (Hee et al., 2015). Law enforcement organizations, specifically, create a difficult work life balance culture for employees.

Retention Strategies

Employee retention strategies are vital to any organization's stability, ability to grow, and revenue. Researchers feel that there are four main strategies: effective communication, hiring a diverse workforce, hiring skilled employees, and offering development and training (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Effective communication is important at all levels of the law enforcement industry. Leaders must be able to effectively communicate what needs to be accomplished by the team and the team needs to be able to effectively communicate what they need from the leaders. Hiring a diverse workforce will help to increase innovation and new ideas within the organization.

Aside from Equal Opportunity Employment standards, hiring a diverse workforce will keep the company moving forward and maintaining a better competitive advantage. Hiring skilled employees is imperative to a successfully growing business. Hiring managers need to find a balance between paying more to hire skilled employees and paying entry-level wages for non-skilled employees that they will later have to train. The employer must decide if the cost of training an employee outweighs the benefit of hiring someone who is already skilled. Hiring unskilled workers means that the employer can

train the newcomer to fit into their organization. Hiring a skilled worker can bring new skills and talents to the table that the company may not be able to teach or might not have thought they needed. Offering development and training is vital to the organizational success in the law enforcement industry. Wilson and Chaudhry (2017) found that psychological empowerment and *organizational support for development* were major factors in decreasing turnover. Leaders who focus on supporting their employee growth can also increase the rate of retention in the law enforcement industry. Generation Y employees respond well to training and development and seek out additional career advancement options. Maintaining a well-trained workforce keeps the company moving forward and can help to keep a competitive advantage over other employers. Employees who feel like they are stagnant or are not given the opportunity to develop are more likely to look for other employment (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Employees who feel that they are well developed and have opportunities to grow with the company will more likely remain loyal for a longer period of time. The need for well-developed employees who are happy with their place of employment are vital to the continuing success of an organization. How the organization's leaders choose to represent the organization and their plan around employee retention. As generations of employees change and the needs of new hires change HR managers need to increase their retention practices to remain competitive in the job market.

Motivational theories such as Herzberg's motivation-hygiene theory, Maslow's hierarchy of needs theory, and Adams' equity theory impact an employee's motivation to stay with the organization. Amiri, Heidari, Khezri, Imani, & Faraji-Khiavi (2017) used

Herzberg's theory to study motivation in hospital employees and found that motivation within an organization was a factor, but education also played a large part of personal motivation. The literature review provides an overview of research and suggests that work-life balance, job satisfaction, as well as the organization's environment all contribute to an individual's desire to stay or leave an organization. Retention strategies currently in place include implementing better benefits and compensation, changing the organizational culture, giving the employee better schedules to suit their life balance, and working with employees on their development to move and grow within the company. Leadership styles, how leaders manage and work with their employees can also affect an employee's decision to stay with the organization. Since each individual employee responds differently to leadership styles it is imperative that the leader remains flexible and willing to change as well. A flexible organization with flexible leaders may be better able to retain employees in the ever-changing law enforcement environment.

Intent to Stay With an Organization

Intent to stay is how the employee feels about staying with the organization. Employees who are frustrated with their job or do not have the support they need will often look for other work and their intention to leave the organization will increase. Basford and Offermann (2012) determined that the coworker relationship has a high impact on whether an employee intends to stay with an organization. Positive coworker relationships help to decrease work stressors and improve retention in high stress industries (Basford & Offermann, 2012). Training and development are also components in intention to stay. Costen and Salazar (2011) found that continued training and

development lead employees to feel more loyal to an organization and more satisfied within their position. Law enforcement is a high stress industry that takes a toll on employee emotions. Haque and Aslam (2014) revealed that emotional exhaustion decreased employee intent to stay. It is highly important that human resource managers as well as leaders in the law enforcement industry have a strong understanding of what impacts employee intent to stay. Wareham, Smith, and Lambert (2015) used Law enforcement surveys to determine that the national turnover rate for law enforcement was 10.8% consistently in 2003 and 2008. Wareham et al. (2015) discovered that turnover rates were higher in smaller agencies rather than larger organizations. High turnover in smaller agencies could lead to burnout for remaining employees who stay through turnover transitions.

Transition

Human resource managers must understand the employees they retain, what causes employees to leave, and how to engage current employees. Government employees make up a large part of the employee population and are parts of very different work forces. Employee retention makes a significant impact on productivity in the workforce. Government agencies would benefit from having a better understanding of why employee's turnover or choose not to stay within a specific agency. Human Resource managers can also create a better work environment by understanding what makes an employee happy. Employees in the law enforcement industry face an industry that is growing at 7%, which is as fast as other occupations according to the Bureau of Labor Statistics (2014). Despite the continuous need for employees in the federal

government, the turnover remains high. Previous research on retention provides insight into retention strategies and variables that contribute to high retention rate. Retention strategies and variables explored by this literature review include job satisfaction, leadership style, training, benefits, and work-life balance.

Understanding these strategies may contribute to the industry development of effective strategies in the federal government and retention of tacit knowledge in the industry. Job satisfaction could possibly be affected by utilizing motivational theories in the workforce such as Adams' and Maslow's to ensure employees feel that the work they are putting into the organization is worth the returns they receive. Retention of federal government employees will decrease excessive training and onboarding costs and increase the retention of tacit knowledge. For the proposed secondary data analysis, Adams' and Maslow's motivational theories provided a theoretical framework. Both frameworks offer insight into retention strategies that contribute to the retention of law enforcement employees. Section 2 includes project design and process and Section 3 includes the study.

Section 2: Project Design and Process

The focus of this ex post facto study was to examine the relationship between (a) job satisfaction, (b) employee engagement, and (c) turnover intention in the federal government. I analyzed a data set that was previously collected through the FEVS. I also collected data from the Bureau of Labor Statistics on separation rates in 2018. I have compared the body of literature involving the federal government, employee engagement, job satisfaction, and turnover intention to suggest future research.

Method and Design

Method

The purpose of this ex post facto study was to examine the relationship between job satisfaction, employee engagement, and employee turnover intention in the federal government. One strength of an ex post facto study is that the situation being studied is real and not theoretical. A negative of this design type is internal validity. History and selection are common issues with internal validity within an ex post facto study (Giuffre, 1997). Qualitative studies are beneficial because they involve the participant and provide an increased social perspective to the study where quantitative studies provide an individual experience where socialization is not necessary (Barnham, 2012). A qualitative study would not have been the most efficient method because the focus was to use currently accumulated research to determine if there is a relationship between several variables. Lived experiences were not used in the ex post facto study being conducted. The quantitative design was the most effective way to determine a relationship between turnover intention, employee engagement, and job satisfaction in federal government

employees. The quantitative method was most appropriate because the quantitative

method uses objective facts and numerical data. Quantitative data cannot be used to

measure social phenomena, which can be a disadvantage (Yin, 2014). A major advantage

to the quantitative design is that it can expand into predictions. The targeted population

consisted of individuals interested in retaining federal government employees. The results

of this study might contribute to management practices by identifying procedures for

retaining employees in the federal government. The study can promote positive social

change by identifying information to help human resource managers and leaders reduce

employee turnover intention in the federal government.

The overarching research question was as follows: What is the relationship

between (a) job satisfaction, (b) employee engagement, and (c) turnover intention?

H_0: There is no statistically significant relationship between (a) job satisfaction,

(b) employee engagement, and (c) turnover intention.

H_1: There is a statistically significant relationship between (a) job satisfaction, (b)

employee engagement, and (c) turnover intention.

This study was an ex post facto study (secondary data analysis) or *after-the-fact*

research. This type of study is when the investigation begins after the fact without the

researcher interfering. Many social research studies use this type of design because it is

not acceptable for variables to be changed during the study. The ex post facto design

shares basic logic of inquiry (Salkind, 2010). The ex post facto design fit this study

because the variables impacting job satisfaction, employee engagement, and intent to

turnover in the federal government were studied but were not manipulated in real time.

Data were collected from a preexisting public data set called the FEVS, initially collected by the U.S. Office of Personnel.

Data Analysis

I conducted a multiple linear regression test to determine relationships among variables to intent to turnover in the federal government. Missing data could potentially impact reliability and validity of the study, so this was addressed as it occurred. Mohajan (2017) showed that instrumentation issues can occur when scores result from a lack of consistency. Errors such as testing, in correlation, and causal errors can all threaten data analysis and accuracy (Mohajan, 2017). The data assumptions were as follows: All data represented in the data set were truthful and not manipulated to show a specific outcome. In addition, data were obtained ethically. Researchers use multiple types of data collection techniques including archival data, which was used in this study (see Huang & Savkin, 2017). Data were valid, credible, and reliable. There was the potential for missing data or that some agencies would be misrepresented. Additional concerns for validity was the ratio of employees per agency and demographic of employees responding to the FEVS. The data set consisted of thousands of surveyed federal employees, which was an appropriate number of individuals to gain and understanding of the variables. The data were collected by the U.S. Office of Personnel and were assumed to be unchanged and raw. Individuals answered anonymously and via their own will to educate the federal government on employee engagement and overall job satisfaction.

Power Analysis

According to Perugini, Constantini, and Gallucci (2018), a power analysis helps to determine the probability of a statistical test rejecting the null hypothesis when it is false. Power is dependent on sample size, effect size, and decision criteria. Power will increase as the sample size increases, which also increases the effect size. The most recognized value of power is .80 and takes into consideration the cost of Type I and Type II errors. I assumed a medium size effect of .15, an alpha of .05, and a power of .90. As shown in Figure 1, a priori power analysis showed that an effective sample size would be 116 participants.
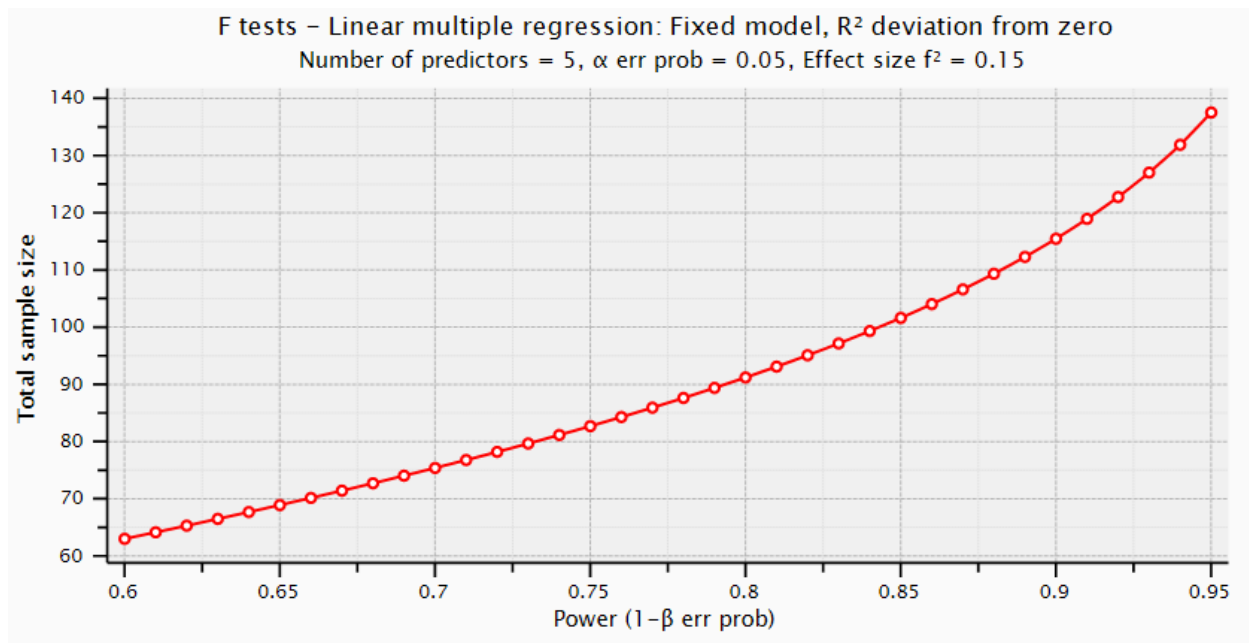

Figure 1. Priori power analysis.

A power analysis includes considerations for theoretical framework and population size. A total of 598,003 employees responded to the 2018 FEVS, resulting in a response rate of 40.6% (U.S. Office of Personnel, 2018). A response rate of 40.6% is the lowest response rate since 2014. The target population included individuals from all branches of the government, all demographics, and all socioeconomic statuses. Common levels of significance are alpha = .05 and the value of power is .90 (Perugini et al., 2018). I conducted a priori power analysis since it was completed before the study is conducted. The priori power analysis showed that an effective sample size would be 116 participants.

Ethics

I sampled archival data records from the U.S. Office of Personnel for analysis. The data are currently available to the public through the U.S. Office of Personnel website. I did not receive any compensation to complete this study. I will store the archival data in an encrypted storage device for at least 5 years to ensure all research compliance regulations. Although the storage device is protected, the archival data do not contain any personal or private information from the individuals who participated in the survey. I functioned under the assumption that the dataset was obtained in an ethical manner, individuals remained anonymous, and their participation was voluntary. The information obtained from the study will be used to further research on job satisfaction, employee engagement, and turnover intention. Validity is the ability that a concept can be accurately measured within a quantitative study (Heale & Twycross, 2015). A study should measure what the researcher claims it measures. Reliability in the study is how consistently the study or instrument measures what the researcher claims it measures

(Heale & Twycross, 2015). The FEVS dataset is collected through a third-party data

collection company that is hired by the U.S. Office of Personnel. The practice of using a

third party is to decrease bias among internal auditors. Due to the data being collected by

a third party, there could be missing data in the form of employees not being accounted

for. According to the U.S. Office of Personnel, the survey is an anonymous survey sent

out to employees across all branches of the government. According to the U.S. Office of

Personnel, a memo is sent out to all agencies stating the time and duration that employees

can take the survey. The U.S. Office of Personnel states that the FEVS is not voluntary

for each individual agency and that all employees must be allowed to express their

opinion anonymously. I did not require the use of standard data collection instruments

including surveys because the data were archival. I will store the data securely for 5 years

to protect the confidentiality of participants. Participant information in the raw data is

anonymous since the FEVS is an anonymous survey, so no personal information will be

disseminated.

Transition and Summary

Human resource managers as well as leaders in government agencies could

benefit from having better knowledge of how employees feel about their job. Motivation,

branding, benefits, training, and organizational culture all play a factor in how employees

feel about their job. The U.S. Federal Office of Personnel sends out the FEVS annually to

gain a better understanding of how employees perceive their job. The results of the FEVS

are used by leaders to help make improvements throughout the year to increase employee

satisfaction. Section 3 covers the deliverable, including the purpose, goals and objectives,

and overall findings of the study. I used archival data from the 2017 FEVS to test a

hypothesis of job satisfaction and turnover intention in federal government employees.

My role as the researcher was to obtain, analyze, and interpret data, while ensuring

ethical compliance, put forth by the Belmont Report. I did not use human participants or

individual in-person interviews because the data were collected anonymously by the U.S.

Office of Personnel, which allowed for more pure data.

In Section 3, I introduce the findings of the analysis and possible applications that

are related to retaining federal government employees. The next section also includes

social change implications in addition to recommendations for future action and study. I

conclude with my experiences in the doctoral process and my completed study.

Section 3: The Deliverable

Executive Summary

Overview of the Study

The purpose of this quantitative ex post facto study was to examine the relationship between job satisfaction, employee engagement, and turnover intention in federal employees. The independent variables were job satisfaction and employee engagement. The dependent variable was turnover intention of federal employees in government positions in the United States. A multiple linear regression analysis was used to determine if there was a statistically significant relationship between the variables.

A correlational design was the most appropriate quantitative research design for this study. I used archival data from the U.S. Office of Personnel's FEVS. Data included demographic variables, including gender, tenure, education, and supervisory status. Intention to leave was the dependent variable pulled from the FEVS. I used a multiple regression analysis to determine if there was a relationship between employee engagement, job satisfaction, and intention to leave within the federal government. Information gathered from this study could provide insight into employee retention within the federal government and focus opportunities for human resource managers. Table 1 shows a sample of responses to the FEVS.

Table 1

Sample Responses to the FEVS

Variable	Question	Possible response
Gender	Are you:	Male or Female
Education	What is the highest degree or Level of education you have completed?	<Bachelor's Degree Bachelor's Degree >Bachelor's Degree
Tenure	How long have you been with the federal government?	<10 years Between 10 and 20 years More than 20 years
Supervisor status	What is your supervisory status?	Nonsupervisor Supervisor
Intention to stay	Are you considering leaving your organization within the next year, and if so, why?	No Yes, to take another fed. job Yes, to take a job outside Fed Other
Job satisfaction	Considering everything, how Satisfied are you with your job?	Strongly agree Agree Neither agree nor Disagree disagree Strongly disagree
Engagement	My work gives me a sense of Personal accomplishment	Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

The FEVS data were collected by the U.S. Office of Personnel to serve as a tool for employees to share their perceptions in many critical areas, including their work experiences, their agency, and leadership. The FEVS provides results at lower levels, allowing managers to see where improvements within their work unit are necessary (U.S. Office of Personnel, 2018). All full-time and part-time employees are able to participate with the FEVS administration.

Goals and Objectives

The goal of this study was to determine if there is a relationship between job satisfaction, employee engagement, and turnover intention in federal government employees. A total of 598,0003 employees were surveyed in the 2018 FEVS. The Codebook, DataSet, and Analysis from the U.S. Office of Personnel were used to run a multiple linear regression. Demographic data were also used in the study, including the following pieces of information: gender, education, tenure with the federal government, and supervisory status. The FEVS consists of a total of 71 questions asked to employees about job satisfaction, leadership, training, and other variables of work life. For the purposes of this study, I used data specific to job satisfaction, employee engagement, and turnover intention. The FEVS uses a 5-point rating system where employees rate (1-5) whether they *strongly agree, agree, neither agree nor disagree, disagree*, or *strongly disagree* starting at 5. Question 69, "considering everything, how satisfied are you with your job," was used to determine overall job satisfaction in employees. Question 4, "my work gives me a feeling of personal accomplishment," was used to determine employee engagement in the workplace. "Are you considering leaving your organization within the next year, and if so, why" was used to determine intention to leave. In the FEVS, the question about intention to leave is considered a demographic question and is used as an independent variable in the current study.

Overview of Findings

In this section, I review the descriptive statistics for the dependent variable (turnover intention), including gender, education, supervisory status, and tenure with the federal government. Table 2 represents demographic data retrieved from the FEVS.

Table 2

Analysis of Gender, Education, Supervisory Status, and Tenure in the FEVS 2018

Variable	% Responded
Male	49%
Female	37.8%
Supervisor	72.4%
Non- Supervisor	16.9%
<10 years Tenure	37.1%
10-20 years Tenure	27.2%
>20 years Tenure	23.5%
< Bachelor's Degree	24.9%
Bachelor's Degree	30.6%
Beyond a bachelor's degree	31.5%

Presentation of Quantitative Data Analysis

Cronbach's alpha is used to test for internal consistency in a scale. Cronbach's alpha estimates the variance that is consistent within the survey responses. Alpha ranges from 0.00 to 1.00 with a good result .70 and the best result above .90 (Vaske, Beaman, & Sponarski, 2017). Cronbach's alpha for the current study was .803.

I also used SPSS to determine the Pearson correlation coefficient. The Pearson correlation coefficient is a measure of the dependency between two variables. The Pearson correlation coefficient ranges from -1 to 1, a negative relationship to a positive relationship (Ly, Marsman, & Wagenmakers, 2018). Intention to leave had a -.244

relationship to employee engagement and -.323 to job satisfaction. The multiple linear regression resulted in a p value less than .05, which means that the null hypothesis, there is no statistically significant relationship between (a) job satisfaction, (b) employee engagement, and (c) turnover intention, is rejected and the alternative hypothesis, there is a statistically significant relationship between (a) job satisfaction, (b) employee engagement, and (c) turnover intention, is accepted.

Results and Conclusions of Data Analysis

In addition to the multiple linear regression test, I also conducted frequency tests to determine how often specific answer types were for employee engagement and job satisfaction. Table 3 details the results of the employee engagement question. Q4 was "my work gives me a feeling of personal accomplishment."

Table 3
Analysis of Response Frequencies for Employee Engagement

Response	Frequency	Percent
Strongly Disagree	27,686	4.7
Disagree	48,288	8.1
Neither	83,780	14.1
Agree	250,532	42.1
Strongly Agree	185,075	31.1

Employee job satisfaction within this study was represented by Q69: "Considering everything how satisfied are you with your job?" Table 4 is a representation of the numbers retrieved from a frequency analysis.

Table 4

Analysis of Response Frequencies for Job Satisfaction

Response	Frequency	Percent
Strongly Disagree	25,451	4.6
Disagree	55,743	9.7
Neither	93,724	16.2
Agree	262,796	45.6
Strongly Agree	138,060	23.9

I also conducted a frequency analysis on the intention to leave question: Are you considering leaving your organization within the next year, and if so, why? The results for this question are shown in Table 5. The possible answers were as follows: (a) *No*, (b) *Yes, for another job in the federal government*, (c) *Yes, for another job outside of the federal government*, and (d) *Other*.

Table 5

Analysis of Frequency Responses for Intention to Leave

Response	Frequency	Percent
No	382,646	64
Yes, other Fed Gov	100,354	16.8
Yes, Other Industry	22,298	3.7
Other	62,540	10.5

Many employees who answered the FEVS responded that they did intend to leave their current organization but were staying within the federal government. Most respondents also selected that they "agree" that they are satisfied with their job and feel an overall sense of accomplishment. Additional frequency data in Tables 7-9 show that the majority of respondents were male, with more than a Bachelor's degree, less than 10 years of tenure with the federal government, and having supervisor status were the main

demographic of respondents. One limitation of the current study is that the majority of respondents were leaders so non-supervisor employees were underrepresented within the study. Based on a priori power analysis the total respondents of over 116 would be considered a successful sample.

Table 6

Analysis of Frequency Responses in Gender

Response	Frequency	Percent
Males	293,014	49
Female	225,889	37.8

Table 7

Analysis of Education frequency in FEVS 2018

Response	Frequency	Percent
<Bachelor's Degree	149,163	24.9
Bachelor's Degree	182,979	30.6
>Bachelor's Degree	188,481	31.5

Table 8

Analysis of Tenure Frequency in FEVS 2018

Response	Frequency	Percent
<10 Years	221,712	37.1
10-20 Years	162,634	27.2
20 + Years	140,581	23.5

Table 9

Analysis of Supervisory Status Frequency in FEVS 2018

Response	Frequency	Percent
Supervisor	432,781	72.4
Non-Supervisor	101,260	16.9

Table 10

Regression Analysis Summary

Variable	*B*	*SE B*	*df*	95% C.I	
				UL	LL
Intent to Leave	1.771		2	1.761	1.781
Engagement	-.046	-.050	563,432	-.049	-.043
Satisfaction	-.269	-.289	563434	-.272	-.266

The results of the multiple linear regression show a p-value less than .05 showing that there is a statistically significant relationship between the independent variables of employee engagement and job satisfaction and the dependent variable of intent to turnover in the federal government. An adjusted R square of .106 show that 10.6% of the results are accounted for in the goodness of fit to the regression line. The residual degree of freedom is 563,432 and the regression degree of freedom is 2. The sum of squares of the regression is 58, 360 and the sum of squares for the residual is 494,115.

I conducted a Q-Q plot of normality for job satisfaction, engagement, and intention to leave. The diagonal line of the Q-Q plot represents normality within the data set and the individual points represent the data results. In a Q-Q normality plot the data should run in a straight diagonal line with minimal deviation. The results are represented in Figures 2-4.
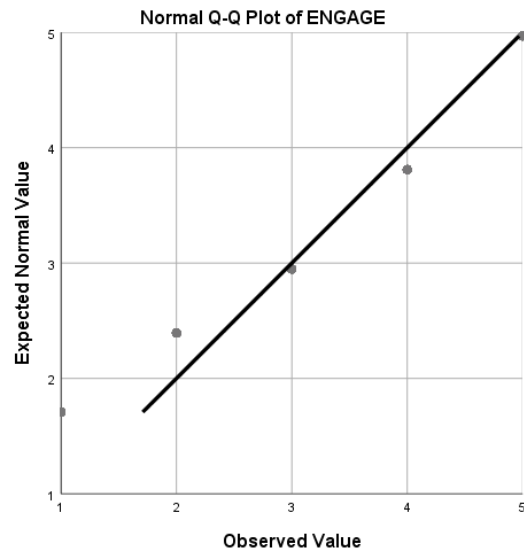
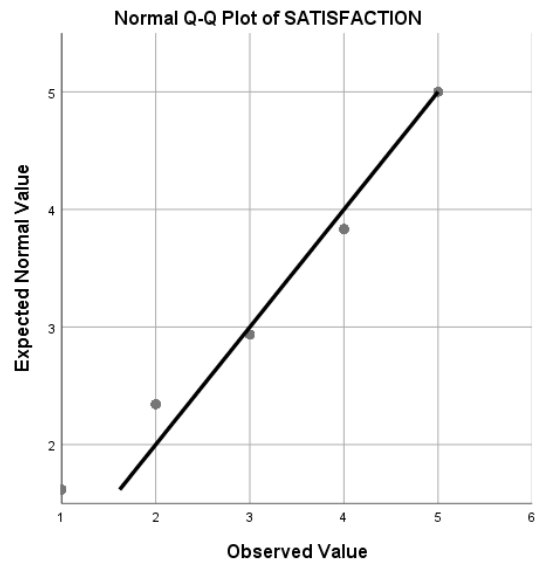*Figure 2*. Q-Q normality plot of engagement.

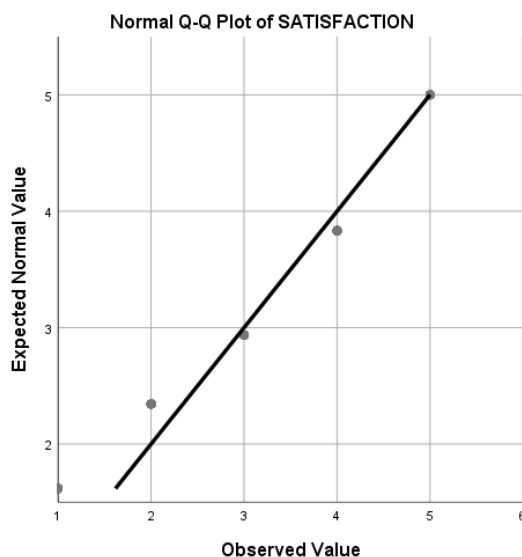*Figure 3*. Q-Q normality plot of satisfaction.

Figure 4. Q-Q plot of intention to leave.

Recommendations for Action

Since the current study has determined there is a statistically significant relationship between job satisfaction, employee engagement, and turnover intention I recommend further research into more specific demographic areas. The statistical significance between job satisfaction, employee engagement, and turnover intention was determine by a multiple linear regression resulting in a p-value less than .05. Further research within the federal government employee base would benefit human resource managers to determine methods of retention. I would like to continue research with the FEVS on more specific branches of the federal government and potentially investigate additional demographic variables that could determine intention to leave the federal government. Additional research could potentially lead to more insight as to why

employees are intending on leaving. The limitations of the current study could be used to identify opportunities for further research. Gender specific employee engagement and job satisfaction tactics within the Federal Government. An investigation of gender-diversity and employee engagement as it affects intent to stay within the federal government could lead to additional insight and possible policy changes.

The context of this study was to focus on the federal government as a whole. However, small organizations and different branches of the federal government could benefit from data analysis on job satisfaction and employee engagement. Further research into local law enforcement agencies and how human resource managers engage employees could benefit local agencies. A focus on smaller branches within the federal government could shed light on local economies, organizational cultures, and policies of recruiting and retention. Further research into causation could also benefit human resource managers. The purpose of the regression analysis was not to prove causation and only verified that there was a statistically significant relationship. Research on causation could make a significant contribution to current empirical evidence.

<center>**Communication Plan**</center>

I plan to communicate these findings and expound on the current research by partnering with federal agencies. I will also seek out the potential to communicate the findings of this study through conferences or other public means to help implement social change in the human resource industry. I also plan to share this with other leaders within the industry to help change the current strategies that are in place using job satisfaction and engagement to impact employee retention.

Social Change Impact

With total quits numbering around 3.6 million in the Federal Government it is important that overall employee retention is a focus for human resource managers (Bureau of Labor Statistics, 2018). Training, age-specific work issues, onboarding, and engagement are some of the factors that affect overall job satisfaction. Increasing retention within the Federal Government will also help to decrease the loss of tacit knowledge as more tenured employees share from their experience. Human resource managers can also utilize research on engagement and job satisfaction to manage talent within the organization. Baharin & Hanafi (2018) determined that there is a significant relationship between talent management and employee retention. Implications for social change are that human resource managers can potentially utilize this information to develop onboarding, retention, and recruitment programs to decrease intention to leave. Retention of long-term employees can help to decrease overall turnover costs (Baharin & Hanafi, 2018). A heavier focus on employee engagement and job satisfaction for human resource managers could improve retention within the workforce.

By providing evidence that there is a relationship between job satisfaction, employee engagement, and intention to turnover within the Federal Government, this study demonstrated the need for human resource managers to shift focus on areas that can improve organizational retention. Additionally, this study is important because it provides insight into some demographics such as tenure, education, and supervisory status and how those individuals feel about staying with the organization. The findings of the study can help human resource managers build upon the need to focus on organizational culture

throughout the Federal Government and can potentially be a base for future studies that focus further on specific demographics or specific departments within the Federal Government. The findings of the current study can also translate to other organizations where human resource managers are trying to decrease intention to leave within an organization.

This study was designed to investigate a potential relationship between job satisfaction, employee engagement, and turnover intention in federal government employees. Based on the FEVS data with a total number of surveys returned at 598,003, the study revealed that there was a negative relationship between job satisfaction, employee engagement, and turnover intention in federal government employees. The recommendations for action by federal agency human resource managers could be generalized as: (a) redesign or implementation of employee engagement tactics within the workforce, (b) focus on job satisfaction strategies by speaking to individuals throughout their tenure with the organization to determine individual motivational factors, (c) address issues that could potentially impact job satisfaction and employee engagement. These actions could potentially contribute to the improved retention within the federal government. Eventually, the industry could benefit from these improvements in retention and develop a tenured, trained, and engaged team.

Skills and Competencies

Changing demographics, individual needs and wants, and organizational culture have created an environment that requires human resource managers to adopt specific skills and competencies. Skills and competencies include general social skills,

technological skills, and leadership competencies that could impact employee engagement and job satisfaction. The current study highlights the need for focus on employee engagement and driving job satisfaction within the organization. McDonnell and Sikander (2017) explored competencies that modern human resource managers need to take on the new roles that are required within the ever-changing human resource industry. A few skills and competencies that human resource managers need to navigate the ever-changing industry include professionalism, business acumen, negotiation skills, credibility, collaborative skills, curiosity, project managements, and leadership skills (Mcdonnel & Sikander, 2017). Human resource managers need soft skills as well such as being able to influence peers with leadership roles and tactics. Okay & Scholarios (2018) suggested that human resource managers can enhance overall employee well-being by adopting strategic practices. Practices that are aimed at improving individual skill sets can help to develop and grow human capital despite economic conditions (Okay & Scholarios, 2018). Overall skills and competencies can vary depending on the human resource managers's specific industry, but employee focused tactics and strategies can lead to a more engaged workforce. Specifically, the current study highlights how skills and competencies that focus on employee engagement and job satisfaction among employees can potentially impact overall intention to leave within the federal government. Future research could potentially reveal causation of job satisfaction and employee engagement, thereby improving potential human resource strategies for retention.

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Appendix: Secondary Dataset Sources

Federal Employee Viewpoint Survey (FEVS)

https://www.opm.gov/fevs/public-data-file/